



## **LEAD ON: Values in Action** **Strategic Plan Executive Summary** **2025-2035**

### **THE PLANNING PROCESS:**

Following the successful completion of Texas Christian University's historic Sesquicentennial in 2023, the Board of Trustees met in January 2024 for a Day of Dialogue to share ideas and perspectives as the university looks to the future and the next 150 years of advancing its mission. Trustees enthusiastically embraced opportunities in the areas of strategic growth, athletics, research and community engagement, noting TCU's position of strength and strong momentum in each area. As an outcome of the Day of Dialogue, Chair Kit T. Moncrief, on behalf of the Board of Trustees, charged President Daniel W. Pullin with beginning an inclusive planning process to develop a new strategic plan to guide TCU to a sustainable future, with the goal of presenting a draft plan to the Board for review and approval at the Fall 2024 Board of Trustees Retreat/Meeting.

Led by President Pullin, strategic planning efforts included input from more than 10,000 community members through surveys, town hall meetings, workshops and other focused stakeholder engagement sessions. More than 200 TCU faculty and staff members, including members of the President's Cabinet, Steering Committee and Core Strategy Team, were directly involved in designing the initiatives and authoring the plan.

After 10 months of envisioning the future together, TCU's next strategic plan was presented to the Board by President Pullin at the Fall 2024 Board of Trustees Retreat/Meeting. The new **LEAD ON: Values in Action** strategic plan was unanimously approved by the Board. Chair Moncrief, on behalf of all Trustees, conveyed her sincere appreciation to the TCU community for their dedication and hard work in developing a bold, innovative strategic plan that builds on TCU's momentum and position of strength to lead TCU to new heights and greater levels of student success and impact.

### **CONTEXT:**

Since implementing its previous strategic plan, *Vision in Action: Lead On*, Texas Christian University has embarked on a transformative journey. The ambitious goals set forth aimed to strengthen TCU's academic profile, bolster the endowment, enrich campus culture and enhance workforce opportunities. These efforts elevated TCU among higher education institutions. TCU outpaced peers in undergraduate enrollment growth from 2012 to 2022; improved its six-year graduation rate to 85.52% and first-year retention rate to 94.3% in 2023; surpassed its \$1 billion Lead On: A Campaign for TCU fundraising goal; and won seven national and eleven Big 12 Conference athletics championships in the last five years, in addition to becoming the first university in Texas and Big 12 Conference school to win a College Football Playoff contest.

TCU's hometown of Fort Worth has also experienced tremendous growth, becoming the 12th largest city by population, experiencing the second highest population growth among U.S. cities in 2023, and growing the fastest out of the top 30 most populous cities. TCU is well-positioned to continue its dynamic rise by leaning into the rare combination of defining traits of the Horned Frog experience and its guiding TCU Values – Integrity, Engagement, Community, Excellence.

In light of this exciting momentum, awareness of growing competition and changes in the broader higher education landscape, including the college athletics landscape, TCU has selected four strategic pillars to guide its ambitious course over the next decade: 1) Student-centered Growth, 2) Research, Scholarship and Creative Activities, 3) Athletics and 4) Community Engagement. The four pillars are shaped by an interdependent system of initiatives across all pillars to ensure TCU continues its upward trajectory as a world-class university.

## LEAD ON: Values in Action

*\*The following high-level summary does not represent the totality and depth of the strategic plan; goals and initiatives have been summarized and shortened for brevity. Faculty and staff will learn more about the 44 initiatives and goals from university leaders as the strategic plan is launched over the next year, and we will continue to engage individuals and teams to further develop and sequence initiatives across all pillars.*

### ASPIRATION:

Guided by TCU's four core values – Integrity, Engagement, Community and Excellence – TCU's next chapter will lead to its future as "The University of Fort Worth," a top private institution with a national reputation for best-in-class student experience, scholarly impact and the most competitive athletics. TCU will reach new heights in:

- **Student-centered Growth:** Deliver an exceptional student experience to an expanded student body.
- **Research, Scholarship and Creative Activities:** Solidify its position as the premier research institution for Fort Worth and beyond.
- **Athletics:** Elevate TCU athletics' winning legacy and student-athlete experience.
- **Community Engagement:** Be the institution that writes the next chapter for Fort Worth and beyond, in partnership with the community.

### PILLAR 1: STUDENT-CENTERED GROWTH

TCU's mission calls for the university to extend its reach and broaden access to its exceptional student experience by strategically growing enrollment of undergraduate and graduate students over the next decade. Over the next 10 years, TCU will:

- Grow enrollment to approximately 14,900 undergraduate and 3,000 graduate students by 2035 while preserving the exceptional student experience, 14:1 student/faculty ratio and academic quality of incoming scholars.
- Improve access to TCU by continuing to grow endowed funds and institutional financial aid to meet student needs.
- Improve key student success outcomes by increasing the first-year retention rate, six-year undergraduate graduation rate and the undergraduate graduation rate for Pell-eligible students.
- Ensure that undergraduate students complete an internship, research project, study abroad, service-learning opportunity or experiential learning opportunity while enrolled, with at least half completing an international experience.
- Ensure the TCU experience will translate into highly desired post-graduation outcomes for graduate and undergraduate students, increasing the value of a TCU degree.

### PILLAR 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

To advance TCU's mission, remain a vibrant partner to a rapidly growing Fort Worth and continue its reputational trajectory, TCU will invest in university-wide research, scholarship and creative activities over the next decade. Strategically investing in its research agenda will improve student readiness to enter the workforce, enhance the student experience and elevate TCU's ability to compete for top student, faculty and staff talent. It will also generate synergies with student-centered growth, athletics and community engagement.

Elevating its academic and research output will lay the groundwork for TCU to join leading institutions as an R1 university and solidify its position as the premier academic partner for the Fort Worth and broader North Texas community. Over the next 10 years, TCU will:

- Become one of the top 200 U.S. universities for total R&D expenditures.
- Award at least 100 research doctorates annually.
- Become a top 150 U.S. university recognized for the proportion of publications belonging to the top 10% most cited in each field as given by industry benchmarks.
- Elevate TCU's national reputation and visibility of programs across all disciplines.
- Increase faculty awards and recognition of faculty earning scholarship accolades across all disciplines.
- Become a top institution in terms of innovation and licensing revenues.

### **PILLAR 3: ATHLETICS**

For TCU to continue to grow and thrive as an institution, athletics will remain an integral aspect of the experience for TCU students, alumni and the broader community. Over the next 10 years, TCU will:

- Compete at the highest level of athletics and bolster TCU's national reputation.
- Grow paid-for attendance at revenue-generating home sporting events.
- Seize the opportunity of increased interest in women's sports by growing attendance at women's home volleyball, basketball and soccer games.
- Provide an unmatched student-athlete experience to build a competitive edge and center our student-athletes.
- Drive compelling value to the institution in recruiting scholars, bolstering the student experience and raising TCU's awareness and reputation more broadly.
- Continue to operate with integrity, maintaining a safe, supportive and compliant environment.

### **PILLAR 4: COMMUNITY ENGAGEMENT**

For TCU to expand and prosper as an institution, engagement through deep and broad relationships with a wide array of community organizations is foundational to sustaining excellence and expanding impact. Strong community engagement is vital to every element of the plan. Over the next 10 years, TCU will:

- Drive curiosity, creativity, collaboration and innovation across TCU to realize new academic, research and community-focused initiatives.
- Focus on mutual growth that enhances the local community, employers and student experiences by developing strong multi-dimensional academic, research, service and philanthropic partnerships with top employers in Texas and the Fortune 500.
- Maintain and expand ongoing partnerships with Fort Worth health care systems, non-profits and education systems to address societal factors that affect well-being in Fort Worth, Texas, and beyond.
- Leverage local, state and federal government partnerships to advance key policy and program opportunities with transformative potential for TCU and the region.
- Establish TCU as the dynamic, creative, cultural hub for Fort Worth through arts-focused collaboration, innovation, engagement and entrepreneurial activities.
- Be recognized as the leading entrepreneurial support organization in North Texas, inspiring, supporting, launching and attracting businesses.
- Bolster TCU's engagement as a leader in the community via leadership and service positions at leading regional, national and global organizations.

