

**TEXAS CHRISTIAN UNIVERSITY**  
**FACULTY SENATE**  
**SPECIAL COMMITTEE ON ACADEMIC PROFILE**

**END-OF-YEAR REPORT**

“As agents of change in our time as our predecessors were in theirs, we – faculty, staff, students and trustees – are united in striving for the constant improvements of the University.”

“Heritage, Philosophy and Goals,” in Faculty/Staff Handbook, p. 1.

**OBJECTIVE**

On behalf of the faculty, propose collaborative and visionary leadership rooted in TCU’s mission and values to ensure the institution’s success and longevity.

Respectfully Submitted by

Jesús Castro-Balbi, DMA

Special Committee on Academic Profile Chair

March 28, 2017

## ACADEMIC PROFILE

### Context

TCU today enjoys a strong momentum locally and nationally, and even internationally. This institution is moving from being a regional institution to a national institution, and aspires to secure its position, as reflected in its academic profile. Raising the academic profile is an institutional goal articulated by the board of trustees and by the chancellor. This effort coincides with the development of a new academic master plan and strategic plan. The Faculty Senate created the Special Committee on Academic Profile in order for the faculty to explore scenarios whereby TCU would raise its profile while remaining true to its mission and values. Accordingly, this committee crafted a list of recommendations designed to ensure continued institutional growth through increased competitiveness and relevancy.

### Members

Jesús Castro-Balbi	Fine Arts – CHAIR Professor, Music
Anne Frey	AddRan (Humanities) Associate Professor, English, Director of Undergraduate Studies
Ralph Carter	AddRan (Social Sciences) Professor, Political Sciences
Thomas Moeller	Business Associate Professor, Finance
Joan McGettigan	Communication Associate Professor, FTDM
Molly Weinburgh	Education William L. & Betty F. Adams Chair of Education
Dan Williams	Honors Professor of Humanities
Kathy Baker	Nursing & Health Sciences Associate Professor, Nursing, Director of Division of Graduate Studies and Scholarship

Greg Friedman

Science & Engineering

Professor, Mathematics

Committee members are senior faculty, many of whom have risen through the ranks at TCU. Collectively, the committee speaks from the perspective of 142 years at TCU and of 210 years in higher education. For the mathematicians in the room, that's an average of 17  $\frac{3}{4}$  years at TCU and of 26  $\frac{1}{4}$  years in academia per member. The depth of this institutional memory and the expert understanding of TCU were combined with invaluable information shared by committee guests.

### **Charge**

Identify a rationale for raising TCU's academic profile, objectives, and design action plan.

### **Committee Proceedings**

#### August 25, 2016

Defining and measuring Academic Profile. Anne Frey developed and shared the following materials:

- TCU Rankings and Comparison Schools
- Academic Reputation Articles
- Academic Rankings Research

The committee also reviewed the 2006 Academic Master Plan (Executive Summary) provided by the Provost's Office, and data on Incoming Freshman class provided by the Admissions Office.

The committee carefully reviewed current and recent rankings (USNWR), as well as perceptions - and misconceptions - of TCU.

#### September 29, 2016

Dr. Catherine Wehlburg, Associate Provost for Institutional Effectiveness, shared notes from her recent visit to a Department of Education conference in Washington, D.C. The Department – and the public – expect tangible evidence of the value of a university education in the form of job placement and graduation rates. This denies the value, depth and breadth of a liberal arts education promoting critical inquiry, vs. technical training. TCU lacks instruments to document alumni professional placement. The committee contemplated challenges in educating the public on the rationale for investing to attend TCU.

December 16, 2016

Dr. Nowell Donovan, Provost and Vice-Chancellor for Academic Affairs, exchanged thoughts on TCU with the committee. Concerns were raised with regards to the description of TCU in USNWR as a “religious institution.” The notion of a position of dean of undergraduate studies was discussed.

December 16, 2016

Dr. Stathis Michaelides, Faculty Senate Past-Chair and Chair of the Department of Engineering, presented his analysis of the role of tenured/tenure-track (T/TT) faculty in general and on faculty hiring trends. T/TT faculty produce research, an essential if oft left out part of faculty output and contributions to this institution.

January 27, 2017

Dr. Andrew Ledbetter, chair of the Senate’s Faculty Relations Committee and Associate Professor at the Schieffer College of Communication, presented an FRC study on faculty composition as well as further analysis and took questions. The committee discussed faculty hiring practices at TCU, with particular attention to tenure/tenure-track faculty.

January 27, 2017

Ms. Tracy Syler-Jones, Vice-Chancellor for Marketing and Communications presented her office’s goals and strategy to develop local, regional and national exposure for TCU. A discussion followed, centered on the image of TCU, especially the need to raise awareness of faculty research and recognitions among peer faculty and the public, including prospective families and donors. A gap was also identified in the delivery of information on faculty research to Marketing and Communications, which supposes a more effective and systematic process of compiling faculty research throughout campus.

February 24, 2017

Reviewed report and recommendations for the Board of Trustees.

March 24, 2017

Visited with Dr. Blaise Ferrandino, past Faculty Senate chair and professor of music. Reviewed further discussion items and finalized end-of-year report.

## Summary of Challenges

Our tuition is expensive for most families. Profound demographic shifts and economic pressures affect society and higher education on a global scale. As we improve as an institution, the field becomes ever more competitive, including colleges and universities with established academic reputation and significant research activity.

These observations bring the following questions:

- What is it we do that uniquely speaks and is useful to the public?
- How can TCU be a compelling actor today and into the future in our society?
- What are our aspirations for TCU in the short and long term, relative to our communities and to the field of higher education?

The answer to these challenges is for TCU to raise its academic profile.

## Recommendations

Looking at the guidelines issued by our regional accreditor, the Southern Association for Colleges and Schools – Commission on Colleges<sup>1</sup>, the committee's concluded that the mission statement is due for review, not only in terms of periodicity but also in terms of how it defines what we do.

Upon recommendation from the Special Committee on Academic Profile, the Faculty Senate on March 2, 2017 adopted the following motion:

*The Faculty Senate recommends that the Chancellor and Provost appoint a comprehensive task force charged with reviewing the current TCU mission statement.*

The Special Committee on Academic Profile also formulates the following recommendations:

1. Recognizing:
  - That TCU is currently engaged in and earns relevancy through both the creation and the dissemination of knowledge;
  - The institution's commitment to the teacher-scholar model;
  - That research and teaching are mutually beneficial activities of the faculty;
  - That TCU is classified as a Doctoral University: Higher Research Activity (R2) in the Carnegie Classifications; and
  - That research brings worth to the institution and fosters its academic reputation;

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<sup>1</sup> Appendix 1

The Special Committee on Academic Profile recommends that the institution's mission statement include research.

2. The Senate appointed a Special Committee on Research and Creative Activities, tasked with assessing the extent of research at TCU.

The Special Committee on Academic Profile seconds the Special Committee on Research and Creative Activities' recommendation that TCU must grow its commitment to research, scholarship, and creative activity in order to continue to grow its reputation as a nationally regarded university and in order to continue to recruit exceptional students.

3. Recognizing:

- That the commitment to undergraduate education is a hallmark of TCU;
- That many programs and entities as well as interdisciplinary initiatives currently related to undergraduate students and studies would benefit from a coordinated support structure across the institution;<sup>2</sup>
- That TCU has a position of Associate Provost for Research and Dean for Graduate Studies and University Programs;
- That, on the U.S. News & World Report rankings, the top 100 institutions and especially those institutions ranked above TCU overwhelmingly have a position charged with direct oversight of and advocacy for undergraduate students and studies;<sup>3</sup>
- The goal of raising the academic effectiveness and reputation of this institution;

The Special Committee on Academic Profile recommends the formation of a task force of faculty, administrators and students to explore the feasibility of a position of Associate Provost and Dean for Undergraduate Studies and Inter-disciplinary Studies at TCU.

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<sup>2</sup> Appendix 2

<sup>3</sup> Appendix 3

The Faculty Relations Committee (FRC) was charged with examining the status of tenure at TCU. The FRC conducted a review of faculty composition at TCU, in the Big XII, and in institutions ranked by the U.S. News & World Report.<sup>4</sup> The Special Committee on Academic Profile, together with the FRC make the following observations and recommendations:

4. Recognizing:

- That graduate students and programs are a worthy investment that enhance an institution's research capabilities and therefore support both undergraduate and faculty research;
- That, while the historical commitment to undergraduate education will continue to define TCU, strengthening graduate students and programs is a goal stated in the Vision in Action's First Cardinal Principle and would increase the institution's ability to recruit top faculty scholars who in turn would inspire generations of students and future leaders;
- That the Faculty Senate's Faculty Relations Committee documented the link between the proportion of graduate students and higher academic reputation and rankings;
- The significance of graduate research for the institution and the goal of raising TCU's academic reputation;

The Special Committee on Academic Profile and the Faculty Relations Committee recommend to develop graduate programs and increase the proportion of graduate students at TCU.

5. Recognizing:

- That over the last decade, full-time non-tenure-track faculty increased by 73.1% while full-time tenured and tenure-track (T/TT) faculty ranks grew by 23.5%, causing the ratio of tenure-track to non-tenure-track faculty to fall from 76.6% to 70.0%;
- That, looking at all USNWR-ranked private institutions, the Faculty Relations Committee demonstrated an inverse correlation between the percentage of T/TT faculty and rank;
- That tenure is the basis of the compact between the faculty and the institution;
- That tenure is key to generating research, beyond teaching, advising, and service;
- That the creation of knowledge enlightens teaching, and brings worth to the institution, in turn enhancing the institution's recruiting and retaining capabilities for faculty as well as students;

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<sup>4</sup> Appendix 4

- That research is essential to the institution being relevant and worthwhile to society today and into the future;
- The significance of faculty tenure for the institution and the goal of raising TCU's academic reputation;

The Special Committee on Academic Profile and the Faculty Relations Committee recommend to reverse current hiring trends and increase the proportion of tenured and tenured-track faculty.



## **Appendix 1**

### **Southern Association for Colleges and Schools – Commission on Colleges Guidelines**

Research by Catherine Wehlburg, Ph.D.

Associate Provost for Institutional Effectiveness

The Southern Association for Colleges and Schools – Commission on Colleges (SACS-COC) is our regional accreditor. SACS-COC visits our campus every 10 years and we provide reports to them on a regular basis. SACS-COC requires to “periodically” review the mission statement. Considering that SACS reviews occur every 10 years, it seems that the prescribed lapse of time between “periodic” reviews is about that much time. The TCU board of trustees approved the current mission statement on April 12, 2002 when it approved the Strategic Planning at TCU document. Our mission statement was crafted by a task force appointed by Chancellor Ferrari and made public in the year 2000.

These are the exact standards found in “The Principles of Accreditation: Foundations for Quality Enhancement:”

2.4 – The institution has a clearly defined, comprehensive, and published mission statement that is specific to the institution and appropriate for higher education. The mission addresses teaching and learning, and, where applicable, research and public service.

Proposed modification (currently under review): The institution has a governing board that is responsible for ensuring that the mission 1) is clearly defined, specific to the institution, and appropriate for higher education, 2) is periodically evaluated, and 3) is for the institution’s constituencies.

3.1.1 – The mission statement is current and comprehensive, accurately guides the institution’s operations, is periodically reviewed and updated, is approved by the governing board, and is communicated to the institution’s constituencies.

## Appendix 2

### Associate Provost and Dean of Undergraduate Studies and Inter-disciplinary Studies:

#### Areas to Benefit from Coordinated Oversight and Advocacy

Research by Blaise Ferrandino, D.M.A.

Professor of Music Theory and Composition

- Director of TCU Core Curriculum (in cooperation with Faculty Senate Executive Committee)
- Director - Center for Academic Services – *specifically that element having to do with advising.*
- Director (changed from Assist. Provost) Koehler Center for Teaching Excellence (primarily an Undergraduate initiative but not limited)
- Director (changed from Dean) Academy of Tomorrow (primarily an Undergraduate initiative but not limited)
- CRES
- Director of Center for Women and Gender Studies (primarily an Undergraduate initiative but is not limited)
- Director of Study Abroad (primarily an Undergraduate initiative but not limited)
- Bachelor of General Studies (responsibility assumed from AddRan)
- Work cooperatively with the Vice-Chancellor for Student Affairs on orientation (academic aspects) and first-year experience (academic aspects)
- 1<sup>st</sup> year seminar/Frogfolio
- Responsible for all University prefix inter-disciplinary initiatives and courses. Faculty teaching such courses would work cooperatively through their home Dean and this new Dean much the way we have drawn it up for Honors.
- *The Boller Review: A TCU Journal of Undergraduate Research and Creativity.*
- Convene UG council

### **Appendix 3**

#### **Institutions with an Academic Position Dedicated to Undergraduate Studies**

Research by Dr. Catherine Wehlburg

Associate Provost for Institutional Effectiveness

#### **Summary**

Of the top 100 institutions ranked on the U.S. New and World Report, 75% of the institutions, and 77% of the institutions ranked above TCU have such positions.

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Ranking	Institution	Dean for Undergraduate Studies?	Title	Website
1	Princeton University	Yes	Dean of Undergraduate Studies	<a href="https://www.princeton.edu/odus/">https://www.princeton.edu/odus/</a>
2	Harvard University	Yes	Dean of Undergraduate Education	<a href="http://oue.fas.harvard.edu/staff">http://oue.fas.harvard.edu/staff</a>
3	University of Chicago	No		<a href="https://provost.uchicago.edu/directory">https://provost.uchicago.edu/directory</a>
4	Yale University	Yes	Dean of Yale College	<a href="http://yalecollege.yale.edu/deans-office">http://yalecollege.yale.edu/deans-office</a>
5	Columbia University	No		<a href="https://provost.columbia.edu/directory_staff_by_office">https://provost.columbia.edu/directory_staff_by_office</a>
5	Stanford University	Yes	Vice Provost for Undergraduate Education	<a href="https://undergrad.stanford.edu/about">https://undergrad.stanford.edu/about</a>
7	MIT	Yes	Dean for Undergraduate Education	<a href="http://orgchart.mit.edu/dean-undergraduate-education">http://orgchart.mit.edu/dean-undergraduate-education</a>
8	University of Pennsylvania	Sort of	Vice Provost for Education	<a href="https://provost.upenn.edu/education">https://provost.upenn.edu/education</a>
8	Duke University	Yes	Dean and Vice Provost for Undergraduate Education	<a href="https://undergrad.duke.edu/sites/undergrad.duke.edu/files/site-images/DUE%20org%20chart%2011.11.17.pdf">https://undergrad.duke.edu/sites/undergrad.duke.edu/files/site-images/DUE%20org%20chart%2011.11.17.pdf</a>
10	Johns Hopkins University	No		<a href="http://web.jhu.edu/administration/provost/about">http://web.jhu.edu/administration/provost/about</a>
11	Dartmouth College	Yes	Dean of the College	<a href="http://www.dartmouth.edu/~deancoll/">http://www.dartmouth.edu/~deancoll/</a>
12	California Institute of Technology	No		<a href="https://provost.caltech.edu/structure">https://provost.caltech.edu/structure</a>
12	Northwestern University	Sort of	Office of Undergraduate Studies and Advising	<a href="http://www.weinberg.northwestern.edu/undergraduate/advising/weinberg-college-advisers/ousa.html">http://www.weinberg.northwestern.edu/undergraduate/advising/weinberg-college-advisers/ousa.html</a>
14	Brown University	Yes	Dean of the College	<a href="https://www.brown.edu/academics/college/people">https://www.brown.edu/academics/college/people</a>
15	Cornell University	Yes	Vice Provost for Undergraduate Education	<a href="http://www.leadership.cornell.edu/senior-leadership/">http://www.leadership.cornell.edu/senior-leadership/</a>
15	Rice University	Yes	Dean of Undergraduates	<a href="http://students.rice.edu/students/Deans_Office.asp">http://students.rice.edu/students/Deans_Office.asp</a>
15	University of Notre Dame	Yes	Dean of the First Year of Studies, VP and Associate Provost for Undergraduate Affairs	<a href="http://firstyear.nd.edu/fys-resources/first-year-advisors/">http://firstyear.nd.edu/fys-resources/first-year-advisors/</a>
15	Vanderbilt University	Yes	Assoc. Provost and Dean of Students	<a href="http://www.vanderbilt.edu/provost/people/index.php">http://www.vanderbilt.edu/provost/people/index.php</a>
19	Washington University - St. Louis	No		<a href="https://provost.wustl.edu/about/people/">https://provost.wustl.edu/about/people/</a>
20	Emory University	Yes	Senior Assoc. Dean for Undergraduate Education	<a href="http://college.emory.edu/oue/about-us/deans/index.html">http://college.emory.edu/oue/about-us/deans/index.html</a>
20	Georgetown University	Yes	Senior Associate Dean for Undergraduate Programs	<a href="http://msb.georgetown.edu/programs/undergraduate">http://msb.georgetown.edu/programs/undergraduate</a>
20	University of California - Berkeley	Yes	Vice Chancellor for Undergraduate Education	<a href="http://vcue.berkeley.edu/about-division/immediate-office-vice-chancellor">http://vcue.berkeley.edu/about-division/immediate-office-vice-chancellor</a>
23	University of Southern California	Sort of	Vice Provost for Undergraduate Programs	<a href="https://www.provost.usc.edu/senior-administration/nelson-eugene-bickers/">https://www.provost.usc.edu/senior-administration/nelson-eugene-bickers/</a>
24	University of Virginia	No		<a href="http://provost.virginia.edu/about">http://provost.virginia.edu/about</a>
24	Carnegie Mellon University	Yes	Vice Provost for Education	<a href="http://www.cmu.edu/education-office/about-the-office/meet-vpe.html">http://www.cmu.edu/education-office/about-the-office/meet-vpe.html</a>
24	University of California - LA	Yes	Vice Provost for Undergraduate Education	<a href="http://www.ugeducation.ucla.edu/">http://www.ugeducation.ucla.edu/</a>
27	Wake Forest University	Sort of	Dean of the College	<a href="http://ir.wfu.edu/files/2015_2016_p06.pdf">http://ir.wfu.edu/files/2015_2016_p06.pdf</a>
27	Tufts University	No		<a href="http://provost.tufts.edu/about/about-the-office/">http://provost.tufts.edu/about/about-the-office/</a>
27	University of Michigan - Ann Arbor	No		<a href="https://www.provost.umich.edu/about/senior_staff/">https://www.provost.umich.edu/about/senior_staff/</a>
30	UNC - Chapel Hill	No		<a href="http://provost.unc.edu/about-the-office/executive-staff/">http://provost.unc.edu/about-the-office/executive-staff/</a>
31	Boston College	Yes	Vice Provost for Undergraduate Academic Affairs	<a href="http://www.bc.edu/content/dam/files/offices/avp/pdf/Provost%20Org%20Chart%202015.pdf">http://www.bc.edu/content/dam/files/offices/avp/pdf/Provost%20Org%20Chart%202015.pdf</a>
32	College of William and Mary	Yes	Vice Provost for Academic and Faculty Affairs	<a href="http://www.wm.edu/about/administration/provost/about/directory/index.php">http://www.wm.edu/about/administration/provost/about/directory/index.php</a>
32	University of Rochester	Yes	Dean of the College	<a href="http://www.rochester.edu/aboutus/programs-org-chart.html">http://www.rochester.edu/aboutus/programs-org-chart.html</a>

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34	Brandeis University	Yes	Associate Provost for Academic Affairs	<a href="http://www.brandeis.edu/about/administration/godsoe.html">http://www.brandeis.edu/about/administration/godsoe.html</a>
34	Georgia Institute of Technology	Yes	Vice Provost for Undergraduate Education	<a href="http://www.irp.gatech.edu/wp-content/uploads/2012/02/FB_Org_B_Provost_as-of-August2016.pdf">http://www.irp.gatech.edu/wp-content/uploads/2012/02/FB_Org_B_Provost_as-of-August2016.pdf</a>
36	New York University	Yes	Senior Vice Provost for Academic Affairs	<a href="https://www.nyu.edu/about/leadership-university-administration/office-of-the-president/office-of-the-provost.html">https://www.nyu.edu/about/leadership-university-administration/office-of-the-president/office-of-the-provost.html</a>
37	Case Western Reserve University	Yes	Vice Provost for Undergraduate Education	<a href="https://case.edu/provost/media/caseedu/provost/pdf/Provost-Org-Chart-0816.pdf">https://case.edu/provost/media/caseedu/provost/pdf/Provost-Org-Chart-0816.pdf</a>
37	University of California - Santa Barbara	Yes	Associate Vice Chancellor Undergraduate Education	<a href="http://bap.ucsb.edu/institutional.research/planning.data.book/organization.charts/exvc.pdf">http://bap.ucsb.edu/institutional.research/planning.data.book/organization.charts/exvc.pdf</a>
39	Tulane University	No		<a href="http://www2.tulane.edu/provost/contact-us.cfm">http://www2.tulane.edu/provost/contact-us.cfm</a>
39	Boston University	Yes	Associate Provost for Undergraduate Affairs	<a href="http://www.bu.edu/provost/about/administration/elizabeth-loizeaux/">http://www.bu.edu/provost/about/administration/elizabeth-loizeaux/</a>
39	Northeastern University	Yes	Senior Vice Provost, Undergraduate Education & Experiential Learning	<a href="http://www.northeastern.edu/provost/org-chart/">http://www.northeastern.edu/provost/org-chart/</a>
39	Rensselaer Polytechnic Institute	Yes	Vice Provost and Dean of Undergraduate Education	<a href="http://provost.rpi.edu/leadership">http://provost.rpi.edu/leadership</a>
39	University of California - Irvine	Yes	Vice Provost, Teaching & Learning and Dean, Division of Undergraduate Education	<a href="http://provost.uci.edu/about/cabinet.html">http://provost.uci.edu/about/cabinet.html</a>
44	University of California - San Diego	Yes	Associate Vice Chancellor, Academic Affairs and Dean - Undergraduate Education	<a href="http://adminrecords.ucsd.edu/ppm/docs/10-0.1.PDF">http://adminrecords.ucsd.edu/ppm/docs/10-0.1.PDF</a>
44	University of Wisconsin-Madison	No		<a href="https://provost.wisc.edu/documents/Provost%20Org%20Chart%202017-01-19.pdf">https://provost.wisc.edu/documents/Provost%20Org%20Chart%202017-01-19.pdf</a>
44	Lehigh University	Yes	Deputy Provost for Academic Affairs	<a href="http://www.lehigh.edu/~inprv/organization/dpacademic.html">http://www.lehigh.edu/~inprv/organization/dpacademic.html</a>
44	University of California - Davis	Yes	Vice Provost and Dean of Undergraduate Education	<a href="http://ue.ucdavis.edu/about_us/about-the-dean.html">http://ue.ucdavis.edu/about_us/about-the-dean.html</a>
44	University of Illinois - Urbana-Champaign	Yes	Associate Provost for Academic Programs and Policies,	<a href="https://provost.illinois.edu/staff-directory/">https://provost.illinois.edu/staff-directory/</a>
44	University of Miami	Yes	Senior Vice Provost and Dean of Undergraduate Education	<a href="http://www6.miami.edu/provost/provosts.html">http://www6.miami.edu/provost/provosts.html</a>
50	University - University Park	No		<a href="http://provost.psu.edu/administration/">http://provost.psu.edu/administration/</a>
50	Pepperdine University	No		<a href="https://www.pepperdine.edu/about/administration/provost/contact/">https://www.pepperdine.edu/about/administration/provost/contact/</a>
50	Villanova University	Sort of	Director, Center for Undergraduate Research and Fellowships	<a href="http://www.villanova.edu/villanova/provost/curf/about.html">http://www.villanova.edu/villanova/provost/curf/about.html</a>
50	University of Florida	Yes	Associate Provost for Undergraduate Affairs	<a href="http://undergrad.ua.ufl.edu/about-us.aspx">http://undergrad.ua.ufl.edu/about-us.aspx</a>
54	Ohio State University - Columbus	Yes	Vice Provost for Undergraduate Studies and Dean of Undergraduate Education	<a href="https://oaa.osu.edu/vice-provost-for-undergraduate-studies.html">https://oaa.osu.edu/vice-provost-for-undergraduate-studies.html</a>
54	University of Washington	Yes	Dean and Vice Provost for Undergraduate Academic Affairs	<a href="http://www.washington.edu/uaa/leading/deans-office-staff/">http://www.washington.edu/uaa/leading/deans-office-staff/</a>
56	George Washington University	No		<a href="https://provost.gwu.edu/forrest-maltzman">https://provost.gwu.edu/forrest-maltzman</a>
56	University of Texas - Austin	No		<a href="http://provost.utexas.edu/the-office/leadership-and-teams">http://provost.utexas.edu/the-office/leadership-and-teams</a>
56	Southern Methodist University	Yes	Associate Provost for Student Academic Services	<a href="https://www.smu.edu/Provost/Pages/Default/AboutOffice/Forrester">https://www.smu.edu/Provost/Pages/Default/AboutOffice/Forrester</a>
56	University of Georgia	Yes	Associate Provost for Academic Programs	<a href="http://provost.uga.edu/index.php/about/staff">http://provost.uga.edu/index.php/about/staff</a>
60	Fordham University	No		<a href="https://www.fordham.edu/info/21694/office_of_the_provost_staff">https://www.fordham.edu/info/21694/office_of_the_provost_staff</a>
60	Purdue University-West Lafayette	No		<a href="https://www.purdue.edu/provost/about/directory.html">https://www.purdue.edu/provost/about/directory.html</a>

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60	Syracuse University	Yes	Associate Provost, Academic Affairs	<a href="http://provost.syr.edu/administrative-office/associate-provost-academic-affairs/">http://provost.syr.edu/administrative-office/associate-provost-academic-affairs/</a>
60	University of Connecticut	Yes	Assistant Vice Provost of the Institute for Student Success	<a href="http://iss.uconn.edu/staff/">http://iss.uconn.edu/staff/</a>
60	University of Maryland-College Park	Yes	Associate Provost and Dean for Undergraduate Studies	<a href="http://www.provost.umd.edu/about/senior-staff.html">http://www.provost.umd.edu/about/senior-staff.html</a>
60	Worcester Polytechnic Institute	Yes	Dean of Undergraduate Studies	<a href="https://www.wpi.edu/offices/provost/staff">https://www.wpi.edu/offices/provost/staff</a>
66	Yeshiva University	No		<a href="https://www.yu.edu/Provost/staff">https://www.yu.edu/Provost/staff</a>
66	Clemson University	Yes	Associate Provost and Dean of Undergraduate Studies	<a href="https://www.clemson.edu/administration/ugs/contact-us.html">https://www.clemson.edu/administration/ugs/contact-us.html</a>
68	Brigham Young University	Yes	Associate Academic VP for Undergraduate Studies	<a href="http://avp.byu.edu/associate-avp-undergraduate-studies/">http://avp.byu.edu/associate-avp-undergraduate-studies/</a>
68	University of Pittsburgh	Yes	Vice Provost for Undergraduate Studies	<a href="http://provost.pitt.edu/information-on/who-we-are/manfredi.html">http://provost.pitt.edu/information-on/who-we-are/manfredi.html</a>
70	Rutgers University	Yes	Specific to each College	
71	Baylor University	Yes	Vice Provost for Undergraduate Education	<a href="http://www.baylor.edu/provost/index.php?id=76521#Larry">http://www.baylor.edu/provost/index.php?id=76521#Larry</a>
71	Stevens Institute of Technology	Yes	Associate Dean of Undergraduate Academics	<a href="https://www.stevens.edu/directory/undergraduate-academics">https://www.stevens.edu/directory/undergraduate-academics</a>
71	University of Minnesota-Twin Cities	Yes	Vice Provost and Dean of Undergraduate Education	<a href="http://undergrad.umn.edu/about.html">http://undergrad.umn.edu/about.html</a>
74	American University	Yes	Vice Provost for Undergraduate Studies	<a href="http://www.american.edu/loader.cfm?csModule=security/getfile&amp;pageid=4337341">http://www.american.edu/loader.cfm?csModule=security/getfile&amp;pageid=4337341</a>
74	Clark University	Yes	Assoc. Provost and Dean of the College	<a href="https://www2.clarku.edu/offices/academicaffairs/">https://www2.clarku.edu/offices/academicaffairs/</a>
74	Texas A&M - College Station	Yes	Associate Provost for Undergraduate Studies	<a href="http://provost.tamu.edu/academic-units/org-chart">http://provost.tamu.edu/academic-units/org-chart</a>
74	University of Massachusetts - Amherst	Yes	Vice Provost for Undergraduate and Continuing Education	<a href="http://www.umass.edu/provost/sites/default/files/uploads/AA%20Org%20Chart%207-11.pdf">http://www.umass.edu/provost/sites/default/files/uploads/AA%20Org%20Chart%207-11.pdf</a>
74	Virginia Tech	Yes	Vice Provost for Undergraduate Academic Affairs	<a href="http://undergraduate.provost.vt.edu/about/staff.html">http://undergraduate.provost.vt.edu/about/staff.html</a>
79	University of Delaware	No		<a href="http://provost.udel.edu/about/our-staff/">http://provost.udel.edu/about/our-staff/</a>
79	Miami University - Ohio	Yes	Associate Provost for Undergraduate Education	<a href="https://miamioh.edu/about-miami/leadership/provost/about/staff/index.html">https://miamioh.edu/about-miami/leadership/provost/about/staff/index.html</a>
79	University of California - Santa Cruz	Yes	Vice Provost and Dean of Undergraduate Education	<a href="https://www.ucsc.edu/">https://www.ucsc.edu/</a>
82	Colorado School of Mines	No		<a href="http://inside.mines.edu/UserFiles/File/hr/Org%20Charts/CSM%20Chart%2016-17%20v2016-07-01%20AA.pdf">http://inside.mines.edu/UserFiles/File/hr/Org%20Charts/CSM%20Chart%2016-17%20v2016-07-01%20AA.pdf</a>
82	Texas Christian University	No		
82	Michigan State University	Yes	Associate Provost for Undergraduate Education	<a href="https://provost.msu.edu/units/index.html">https://provost.msu.edu/units/index.html</a>
82	University of Iowa	Yes	Associate Provost for Undergraduate Education and Dean of the University College	<a href="https://provost.uiowa.edu/about/directory">https://provost.uiowa.edu/about/directory</a>
86	University of San Diego	No		<a href="http://www.sandiego.edu/provost/documents/provost-org-chart1.pdf">http://www.sandiego.edu/provost/documents/provost-org-chart1.pdf</a>
86	University of Tulsa	No		<a href="http://utulsa.catalog.acalog.com/content.php?catoid=7&amp;navoid=359">http://utulsa.catalog.acalog.com/content.php?catoid=7&amp;navoid=359</a>
86	Binghamton University - SUNY	Yes	Vice Provost for Undergraduate Education and Enrollment	<a href="https://www.binghamton.edu/academics/provost/provost-staff/loewen.html">https://www.binghamton.edu/academics/provost/provost-staff/loewen.html</a>
86	Indiana University - Bloomington	Yes	Vice Provost for Undergraduate Education	<a href="https://ovpue.indiana.edu/">https://ovpue.indiana.edu/</a>
86	Marquette University	Yes	Vice Provost for Academic Affairs	<a href="http://www.marquette.edu/provost/documents/Orgchart-OfficeoftheProvostupdated010317revised.pdf">http://www.marquette.edu/provost/documents/Orgchart-OfficeoftheProvostupdated010317revised.pdf</a>
86	University of Denver	Yes	Associate Provost for Undergraduate Academic Programs	<a href="http://www.du.edu/uap/index.html">http://www.du.edu/uap/index.html</a>

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92	North Carolina State University - Raleigh	No		<a href="https://provost.ncsu.edu/about/who-to-contact/">https://provost.ncsu.edu/about/who-to-contact/</a>
92	University of Vermont	No		<a href="http://www.uvm.edu/~oir/org.html">http://www.uvm.edu/~oir/org.html</a>
92	Florida State University	Yes	Dean of Undergraduate Studies	<a href="https://provost.fsu.edu/staff/">https://provost.fsu.edu/staff/</a>
92	University of Colorado-Boulder	Yes	Vice Provost and Associate Vice Chancellor for Undergraduate Education	<a href="http://www.colorado.edu/academicaffairs/office-undergraduate-education">http://www.colorado.edu/academicaffairs/office-undergraduate-education</a>
96	Saint Louis University	Sort of	Associate Provost, Academic Affairs	<a href="https://www.slu.edu/the-office-of-the-provost/provosts-staff">https://www.slu.edu/the-office-of-the-provost/provosts-staff</a>
96	Drexel University	Yes	Senior Vice Provost for Academic Affairs	<a href="http://drexel.edu/provost/about/contact/">http://drexel.edu/provost/about/contact/</a>
96	Stony Brook University - SUNY	Yes	Vice Provost for Undergraduate Education	<a href="http://www.stonybrook.edu/commcms/provost/about/staff.html">http://www.stonybrook.edu/commcms/provost/about/staff.html</a>
99	Loyola University - Chicago	No		<a href="http://www.luc.edu/media/lucedu/academicaffairs/pdfs/org_chart.pdf">http://www.luc.edu/media/lucedu/academicaffairs/pdfs/org_chart.pdf</a>
99	Auburn University	Yes	Associate Provost for Undergraduate Studies	<a href="http://www.auburn.edu/academic/provost/directory.php">http://www.auburn.edu/academic/provost/directory.php</a>

## Appendix 4

### Faculty Relations Committee Faculty Composition Summary

Andrew Ledbetter, FRC Chair

The analysis over time suggests that TCU has experienced rapid growth, and has hired nearly equal numbers of T/TT and non-T/TT faculty. This has led to a reduction in the T/TT faculty ratio.

Somewhat different pictures emerge depending on the group of schools to which we compare TCU.

Comparing us to regional, conference, and Division I private schools:

- We have a comparable, if not better, T/TT faculty ratio.
- We rely considerably less on GTA labor.
- We rely more heavily on adjunct faculty labor.
- We have a somewhat low USNWR ranking (#82;  $M = 66.1$ )
  - Schools that rank better than TCU: Baylor (71), BYU (68), Syracuse (60), SMU (56), Texas (56), Miami (44), Tulane (39), Boston College (31), Wake Forest (27), USC (23), Emory (20), Vanderbilt (15), Notre Dame (15), Rice (15), Northwestern (12), Duke (8), Stanford (5).
  - Schools that rank lower than TCU: Tulsa (86), Iowa State (111), Oklahoma (111), Kansas (118), Kansas State (135), Oklahoma State (152), Texas Tech (176), West Virginia (183).
  - **Overall, then: We rank at the top of the Big XII (with the exception of Baylor and Texas), but at the bottom of private Division I football schools (with the exception of Tulsa).**

Comparing us to all USNWR-ranked private schools:

- We are an average size school by total student population and faculty size.
- But we are very undergraduate-heavy and very graduate-light.
- We have a worse student/faculty ratio.
- The T/TT faculty ratio is near the mean, but many schools do better.
- Schools which rank higher have:
  - Larger student populations, particularly of graduate students.
  - Larger faculty size (but not adjuncts).
  - Rely on GTA labor rather than adjunct faculty labor.
- A cluster analysis suggests three main tiers of private schools.
  - We rank near the top of tier #3, with schools like Baylor, Depaul, Marquette, and Saint Louis University.
  - We would rank near the bottom of tier #2 (18 of 25), with schools like Boston College, George Washington, Pepperdine, and Tulane.
  - We would rank very poorly in comparison to the tier #1 schools, such as Carnegie Mellon, Notre Dame, SMU, University of Chicago, Vanderbilt, and the Ivy League.