

FACULTY SENATE
SPECIAL COMMITTEE ON RESEARCH AND
CREATIVE ACTIVITIES
2016-7 FINAL REPORT

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Chemistry & Biochemistry



COLLEGE OF
SCIENCE & ENGINEERING 

March 21, 2017

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Subject: 2016-2017 Final Report of the Faculty Senate's Committee on Research

Dear Jesús,

The Faculty Senate's Special Committee on Research - **Research should be understood as Research, Creative Activities, and Scholarship** - was charged with painting a picture of the current research at TCU, as well as making recommendations for improvement.

Our committee had two aims (1) to report on current state of research at TCU to render it more visible and more valued, and (2) to study what impedes and facilitates research and to make some recommendations for improvement. In short our goal is to show what we are doing well and to point to where and how we could do better.

The committee met on multiple occasions:

- Thursday, September 15, 2016
- Monday, October 24, 2016
- Monday, February 27, 2017
- Monday, March 20, 2017

As chair of the committee, I attended the senate committees chair orientation on Thursday, August 18, 2016. I also had a meeting with Associate Provost Bonnie Melhart on Wednesday, January 11, 2017, and will be attending a focus group on research this week.

For Aim 1, it was decided to go through the Colleges' Annual Reports and the findings are attached as Appendix B. We note that adoption of adequate software for the annual reports would allow data mining and a much easier way to tackle Aim 1!

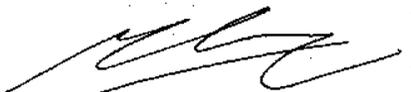
For Aim 2, since the committee was representative of TCU's Colleges and there is diversity in the perception of research, a set of recommendations is made.

The final report of the committee contains a summary of findings, and two appendices: Appendix A contains recommendations, and Appendix B contains some metrics. I want to particularly thank Dan Gil for writing minutes and important documents throughout the academic year, as well as the other members of the committee for their hard work and input.

I hope the products of the committee's work will be useful to you. The good news is that numerous recommendations made in Appendix A would not cost any money and could therefore be easily implemented.

Please do not hesitate to contact me if you have additional questions or concerns.

Best regards,



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Submitted on behalf of the 2016-2017 Faculty Senate's Committee on Research:

Jean-Luc Montchamp, Chair	Science and Engineering	Chemistry & Biochemistry
Dan Gil, Faculty Senate Liaison	AddRan (Humanities)	English
Max Krochmal	AddRan (Social Sciences)	History
David Preston	Business	Information Systems
Laura Bright	Communication	Communication
Lindy Crawford	Education	Special Education
Suzy Lockwood	Nursing and Health Sciences	Associate Dean
Alan Shorter	Fine Arts	Performance
Sarah Hill	Science and Engineering	Psychology

Report of the Special Committee on Research at TCU, 2016-7

Chair of the Committee:

Jean-Luc Montchamp, Professor, College of Science and Engineering

Members of the Committee:

Laura Bright, Associate Professor, College of Communications

Lindy Crawford, Ann Jones Endowed Professor, College of Education

Daniel Juan Gil, Professor, College of Liberal Arts-Humanities

Sarah E. Hill, Associate Professor, College of Science and Engineering

Max Krochmal, Assistant Professor, College of Liberal Arts-Social Sciences

Suzy Lockwood, Professor and Assoc. Dean, College of Nursing

David Preston, Professor, College of Business

Alan Shorter, Associate Professor, College of Fine Arts

Charge of the Committee:

To study what is working well in terms of research, scholarship, and creative activity at TCU and to make recommendations for ways that research, scholarship, and creative activity could be better supported at TCU.

Approach of the Committee:

To get a picture of the state of research, scholarship, and creative activity at TCU the committee examined all college-level FARs for the 2015/6 academic year and compiled a single spreadsheet to capture the quantity of the research, scholarship, and creative activity being accomplished at TCU. To identify areas where TCU could do a better job of supporting research, scholarship, and creative activity each member of the committee consulted as widely as possible with faculty in their own college. The committee met several times throughout the year to discuss findings and concerns. Finally, each member of the committee wrote a report capturing strengths and weaknesses in his/her particular college. All of these individual college-focused reports are included as appendices in this report. The committee as a whole also agreed upon three broader findings which are intended to frame the individual college-focused reports.

Major findings of the Committee:

1. The committee finds 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. The rationales for this recommendation range from the idealistic to the crudely practical and they include:

- TCU is primarily in the business of providing an undergraduate education and the committee affirms the importance of this goal. But TCU is also in the business of certifying that education by providing a degree. As we increasingly draw students from all 50 states and internationally, we owe it to students to ensure that the TCU degree is recognized and respected by other academic institutions and businesses throughout all 50 states. To ensure the value of the TCU degree it is essential that TCU continue to grow its national reputation for research, scholarship, and creative activity alongside its reputation for providing caring, student-centered education.
- The essence of university-level education is that course content is not defined by a static body of already agreed-upon knowledge but rather that course content is continuously re-defined by faculty who are themselves at the cutting edge in producing new knowledge that they bring into

the classroom. TCU acknowledges this as the “teacher-scholar” model. The committee feels that it is important to continue to emphasize the important role that cutting-edge research, scholarship, and creative activity play in the institution’s ability to continue to offer responsible, university-level education informed by the latest knowledge and the spirit of inquiry.

- Over the course of their nearly 1000 year history, universities have always been committed to producing as well as disseminating new knowledge. We at TCU are a part of that tradition and it is important to affirm that our institution values the human pursuit of truth and new knowledge in all disciplines as an inherently important goal and as essential to what it means to be a university.

2. The committee finds that one of the major barriers to increased research, scholarship, and creative activity is not financial so much as it is cultural. The committee finds that TCU must work to create a culture that systematically values and facilitates research, scholarship, and creative activity.

- The culture within TCU administrative units that are designed to support research, scholarship, and creative activity (including but not limited to the Office of Sponsored Research) should be reexamined to ensure that faculty and faculty-time are respected and to ensure that these offices are driven to facilitate research, scholarship, and creative activity with as few bureaucratic complications as feasible.
- The importance, the quantity, and the quality of research, scholarship, and creative activity should be an important part of **how TCU talks about itself internally** to audiences including faculty, students, staff and members of the Board of Trustees. The culture of the institution as a whole should celebrate and respect the impressive range of research, scholarship, and creative activity that is already being done as an important and valued part of the overall institutional mission. Not least, this is essential to ensuring good morale on the part of those faculty who, often against institutional odds, do succeed in achieving impressive results in research, scholarship, and creative activity and often feel underappreciated.
- The research, scholarship, and creative activity already being done at TCU should also be an important part of **how TCU talks about itself to external audiences**, including prospective students, parents and donors. Academic achievements by faculty as well as by students must become an increasingly important part of TCU’s **brand**.

3. The committee finds that TCU should review and wherever possible streamline procedures and policies to remove unnecessary obstacles and barriers to faculty trying to pursue research, scholarship, and creative activity goals. The committee has heard from many faculty who feel burdened by onerous, often confusing, sometimes unnecessary paper work and bureaucratic over-management. These issues occur across the institution including with simple reimbursements, finance and accounting practices, HR-related issues, and the Office of Sponsored Research as a whole. The committee has documented many specific bureaucratic tangles affecting specific faculty, but beneath the many specific tangles the committee sees a shared cultural issue, which is too much distrust of faculty and too little of a “can do” attitude that seeks to solve problems and to remove barriers. The committee believes that TCU needs to find ways to streamline the bureaucracy and empower an incentivize support staff to solve problems in the spirit of helping faculty achieve the goals they set for themselves.

Conclusion:

The members of the committee appreciate the 2016-7 Chair of Faculty Senate, Jesus Castro-Balbi, for giving us the opportunity to study and discuss the role and status of research, scholarship, and creative activity at TCU. The committee affirms that getting the balance right between our institutional

commitment to providing caring, student-centered teaching and our institutional commitment to research, scholarship, and creative activity will be an important issue for TCU over the next 10 years as it continues to grow in reputation and quality. We hope this report and its college-specific appendices will be an aid to our university leadership in managing this challenge successfully.

Appendix A: Recommendations

Appendix B: Metrics

APPENDIX A: RECOMMENDATIONS – March 2017

SCIENCE & ENGINEERING

1) What is TCU doing well in terms of supporting research and creative activities:

- Some faculty members are highly research active while competing with much larger institutions
- Endeavors magazine
- TCU Library
- Existence of RCAF, JFSRP, and TCU Invests in Scholarship
- Internal grant opportunities [e.g., RCAF funds and funds for junior faculty. These are great!]
- Funding opportunities for undergraduate research [e.g., SERC grants. These are fantastic opportunities that many of my top students use.]
- Course release opportunities for researchers who obtain external funding (this is new!)

2) What can TCU do to improve and support research and creative activities:

- Return indirect costs to PI (33%), Department (15%), and College (7%) [1]
- Increase the intramural grant programs to cover more areas and wider dollar amounts. [2]
- Hire a professional grant writer [3]
- Select software for Faculty Annual Reports that allows data mining
- Hire additional staff in Research Accounting
- Recognize and support the importance of graduate programs [4]
- Combine Endeavors with the TCU Magazine to expand readership and convey the importance of research and creative activities
- Include Research and Creative Activities in the Mission Statement [5]
- More support for grant applications (especially w/ preparing non-scientific portion of federal grants) thru OSP
- Online IRB system; IRB staff to do paperwork, screen protocols and handle exempt determinations, not a job for faculty
- Reduce amount of paperwork and effort required to spend grant money (e.g., when purchasing supplies). For heaven's sake. Talk to other institutions and learn how credit cards can be used for this purpose.
- Need more graduate student stipends/tuition waivers available for different departments on campus. This will help significantly with research production and grant applications.
- Need more funding opportunities available for graduate students – e.g., internal grants, travel support
- Purchasing is such a pain. In graduate school, each lab was given a credit card to make purchases with receipts and forms turned in to be charged to different

grants/departments. It would be nice if a similar mechanism could be put in place for people with grants; or if not, a credit card issued to each department.

- Funding opportunities for graduate student research
- More funding opportunities for graduate student travel
- Increased number of stipends for graduate students and increasing the amount of the stipend (nearby universities, such as UTA, provide stipends of nearly 25K).
- Increased hiring of tenure-track faculty to increase research activity at TCU.
- Support (e.g., course buyouts, etc.) for major grant preparation (offered at other R2
- Support for research facilities (computer replacement for research labs, etc.).
- Grant programs for graduate student research.
- Travel support for undergraduates to go to conferences.

[1] This would go a long way in encouraging research and creative activities, provide funds to pay students during the summer, help maintain research during lean times.

[2] For example: there is no travel and sabbatical grants. Also, the Faculty Summer Research Program should be Faculty-wide, not just reserved for Junior members.

[3] Either a full time or part time grant writer would be helpful. An occasional workshop or seminar from an external grant writer is not helpful.

[4] As undergraduate enrollment skyrockets, the graduate population should experience a commensurate increase. It is becoming more and more difficult to provide meaningful research experiences to undergraduate students when appropriate research tutoring is non-existent.

[5] The Teacher-Scholar model is not reflected in the mission statement. The best teachers are also the most involved in research and creative activities because they have to constantly learn themselves. Faculty involved in research and creative activities should be supported and encouraged.

ADDRAN COLLEGE—HUMANITIES

Research at TCU
March 18, 2017

Faculty report that there are some important sources of support for research, scholarship and creative activities in the humanities that they appreciate. Among the most frequently mentioned are:

- Travel money to attend conferences is sufficient to go to 1½ national conferences. Presenting preliminary research and exchanging ideas at conferences is an important part of how humanities research, scholarship and creative activity is accomplished and faculty appreciate the support they receive to attend conferences. Suggestions for changes to how these funds are utilized appear below.
- Junior summer research leave is helpful, though it is typically only available once in a T/TT faculty member's (critical) time in a junior position.
- RCAF funds are appreciated, though the amounts should be higher and the process of applying should be much easier. These grants are not typically well suited to books since they take years to complete without evidence of incremental progress. The feedback from the RCAF should be high quality or not at all. Some faculty receive what they perceive as "insulting" feedback from RCAF Committee. One inherent issue with the university-wide system as set up now is that it asks chemists (for example) to review philosophy projects and vice versa, which tends to reward the "lowest common denominator" projects that are comprehensible outside a specific discipline. Probably it would be good to break up the university-wide system into more discipline specific processes (perhaps by college).
- Research is (increasingly) valued as an important part of tenure and promotion decisions for T/TT faculty
- Many faculty appreciate what is being done at the AddRan College level to support research and creative activity including:
 - Start-up packages including some limited course reductions for new T/TT faculty.
 - May Writing Boot Camp
 - Distinguished faculty lecture (more on this below) and the midcareer development awards
 - External grants to buy a faculty member's time are usually (though not automatically) honored
 - The dean's office tries to give at least some merit salary increases to acknowledge major scholarly achievements such as monograph books. In practice, however, due to the vagaries of fiscal situation each year, this varies year to year so that some faculty get rewarded for a monograph and others simply do not.

Faculty also express consistent, substantial concerns that research and creative activity are not sufficiently valued or supported at TCU. Several faculty expressed the view that research is essentially treated as a "virtuous hobby" rather than a core part of the job of T/TT faculty. Faculty expressed frustration that their own sense of the symbiotic relationship between active research and creative activity agendas, on the one hand, and responsible, college-level teaching, on the other hand, is not endorsed by the university which often frames research and creative activity as a separate and secondary concern as compared to teaching. Among the most frequent recommendations for changes are:

- The biggest obstacle to widespread, significant research, scholarship, and creative activity in the humanities in Add Ran is the lack of sufficient designated time for research and creative activity. The unusually high 3/2 teaching load for T/TT faculty (as compared to typically cited peer institutions) is a major obstacle to sustained, high-level research, scholarship, and creative activity. This problem is heightened by the fact that there are no ways to use internal TCU funding opportunities (including RCAF) to buy a course reduction. For many faculty in the humanities, time is the single most critical ingredient to pursuing meaningful research, scholarship, and creative activity. Faculty perceive that the university sometimes interprets requests for time as a wish to "shirk the duty of undergraduate education" whereas for many faculty pursuing research, scholarship, and creative activity is an essential element in being able to offer responsible, college-level undergraduate education informed by cutting edge research and the spirit of inquiry. The fact that active research and scholarship is essential to providing responsible, college-level education is affirmed in theory by the "teacher-scholar" rhetoric but many faculty feel that this is not always honored in practice as evidenced by the fact that there is limited designated work time to maintain one's status as a "scholar."

- **Specific recommendation:** The Dean of AddRan has instituted a competitive process to select one AddRan faculty member per year who gets a course reduction in exchange for delivering a public lecture on his/her research, scholarship, and creative activity. Though this is especially apropos in AddRan because of the high teaching load, this might nonetheless be a model for a university-wide program that would make multiple awards available on a competitive basis allocated by colleges. The goals of such a program would be two-fold: to support research, scholarship, and creative activity by providing additional time in the form of a teaching reduction and also to add to the institutional culture of research, scholarship, and creative activity by offering public lectures.
- Many faculty who need books and other materials to support their research and creative activity need an easy way to buy these materials which is currently impossible or incredibly time-consuming.
 - **Specific recommendation:** convert the current travel money allowance into general purpose research fund to use also for books and other low-cost research support materials.
 - Moreover, make the reimbursement process for travel (as well as, ideally, other materials including books) easier and lighter. Respect faculty and stop making them jump through endless accounting hoops to obtain relatively small funds!
- Many T/TT faculty do not feel supported by OSR:
 - In the humanities, faculty tend to apply for individual grants and they themselves complete all the application materials individually but they do sometimes need some limited but critical (and often time-sensitive) support from OSR which faculty often do not get. At times, faculty have failed to be able to submit fellowship applications on time or at all because of obstacles from OSR.
 - Processing even very modest external grants (including just for showing a film or inviting a speaker) can be incredibly time-consuming
 - There is a perception that OSR staff give different answers at different times to the same questions, and that OSR is inconsistent in terms of policies and procedures. Some faculty mentioned specific concerns about inconsistency or irrationality in how and when OSR authorizes faculty travel to certain locations around the globe.
 - **Specific recommendation:** ask for an outside review of the OSR by an external team of people in leadership positions supporting research at peer or aspirational universities. Just as departments have an external review every 6 years by distinguished faculty from peer and aspirational departments, so too the administrative infrastructure to support research at TCU should be reviewed. It would be very helpful to get an outside perspective on what is industry-standard in how TCU approaches this.
- Grad programs, especially PhD programs (i.e. English and History), require enormous faculty "shadow" work doing tasks that would normally be done by a College of Graduate Studies including managing admissions, managing funding, processing degrees, and establishing policy. More institutional support in managing this work would free faculty time for research, scholarship and creative activity.
- Many faculty wish for more of a "research culture."
 - Many faculty expressed the wish for designated, annually renewed pools of money in departments to bring in academic speakers. While one Green Chair per department (even very big departments) once every three years can be helpful, more routine academic interaction with other faculty at peer institutions is extremely helpful in supporting a research climate in the humanities. Such routine exchanges are common at peer and aspirational institutions and are used to support a climate or culture of research and to advance the careers of the university's own faculty (and, not least, to market the university to other academics from other institutions). Currently when faculty invite speakers (even

very routine ones, i.e. not “big name” speakers but parallel faculty at peer and aspirational peer universities), faculty typically have to cobble together money from various sources including Instructional Development Grant where it has to be justified in terms of instruction. This is time consuming and does not project a sense that the research, scholarship, and creative activity mission of the university is valued. One faculty member noted that there is a Big 12 academic speaker exchange program that TCU has not participated in.

- Faculty (not only in humanities) wish for more public awareness and dissemination of research, scholarship, and creative activity both externally and internally.
 - Faculty regret that they see research, scholarship, and creative activities of other universities in the Metroplex cited in the media but rarely see TCU faculty work noted. Need to educate PR department on the nature and importance of research, scholarship, and creative activity as a selling point for the institution
 - Need to educate Advancement on the value of research, scholarship, and creative activity as a selling point for donors looking to impact the future reputation and visibility of the institution. It is possible to raise money specifically to support research, such as for disciplinary and interdisciplinary centers (including a Humanities Center, which virtually all peer institutions have)
- **Specific Recommendation:** One idea that several faculty mentioned was adding research, scholarship, and creative activity to the TCU mission statement, which is a recommendation also made by the Special Committee on Reputation and the Academic Excellence

ADDRAN – SOCIAL SCIENCES

Research at TCU

March 15, 2017

Strengths

- Some support for developing internal and external grants to fund research (financial support as well as informational support through the Office of Sponsored Programs)
- Nice amount of internal financial support to help get projects off the ground. The JFSRP and AddRan Grant Submission programs are both notable in that regard.
- Research startup money, summer research programs (although would be better if one was automatic and others by application).
- Appreciative of the college level grant opportunities (grant submission incentive, Urban Center monies, etc.)
- Appreciative of the department support (conference travel, data purchase, computer software/hardware, etc.)
- I like the way that AddRan has been giving new hires “start-up packages” to support their research in the first few years.
- Research publications are weighed heavily for tenure and promotion.

Weaknesses

General Research Administration

- lack of administrative support for grants (OSP Director is a problem and they need more people working in that office if they are going to try to bring in more grant money)
- research requiring international travel reimbursement process is a mess--need a per diem policy for this given some countries don't use receipts--especially developing countries. Expecting reimbursement only from receipts after traveling to certain places is ludicrous.
- TCU needs to loosen the rules surrounding procurement cards. Grant administrators and PIs waste way too much time on invoices, purchasing orders, cash advances, and reimbursements. Treat us like adults and let us use credit cards. They are more secure and create more layers of transparency and accountability versus other methods. TCU accounting practices do not reflect its enhanced status as a growing national research university.
- Need to reduce shadow work (administrative support to do reimbursements, handle events, order books)
- University support is not great; very few opportunities.
- All T/TT faculty should have access to an annual research account to be used for ANY research expense, not just conference travel. The funds should be automatic without any application. Faculty need flexibility, not just funds for particular projects planned six months or a year or more in advance. Giving faculty their own seed money and discretion will produce more major grants.

- TCU should allow individuals to purchase books.
- There is only one person working in Research Accounting. This creates major backlogs that get in the way of effective grant administration.
- OSP staff members give you different answers to the same question, and the same individual staff person will give you changing answers on single inquiries.
- The rules often change in the middle of a grant or grant submission. The rules regarding IDCs and expenses are different for grants, contracts, and gifts, but they are often conflated by OSP staff, resulting in unnecessary revisions, errors, and delays
- Often it takes a very long time to get responses from Bonnie Melhart for alterations to research plans, interpretations of rules, signatures for consultant contracts, and other seemingly quick issues that end up delaying projects for weeks or more.

Issues specific to RCAF / JFSRP

- RCAF is a pain and you get little out of your efforts, JFSRP is essentially (preference) for the first 3 years you're at TCU, sponsored programs could improve)
- One is limited in the circumstances in which one can apply for an RCAF, which can be frustrating; your project has to be at a few specific points, or you are not eligible to apply.
- I applied for 3 RCAFs for 10 day international trips during my probationary period and was denied for all three. The denials were accompanied by notes outlining the flaws in my research design. In one case, I was critiqued for turning in a proposal that was "virtually identical" to the previous year's proposal (the committee did not seem to notice that I made revisions to address all of the criticisms that they had the previous year). Despite these denials, I won major grants from a foreign government and university to pursue this same research.
- RCAF does not suit book projects well. The committee wants to see a new article published for each grant but that isn't how books work—they take many, many years, often without publications along the way. The committee then gives condescending and irrelevant feedback that discourages future applications—even after they had funded the exact same project a year earlier.

IRB-related

- IRB seems to be less familiar with certain forms of social scientific research (e.g., qualitative studies using an inductive or grounded approach) and instead applies the highest-risk frameworks from hard and behavioral sciences to ALL research.
- IRB has refused to approve my work, requiring me to get external/independent IRB review, which costs money
- Lack of clear protocols/policy around "adverse incidents" and the follow up procedure when they are filed for research. The Associate Provost for Research didn't follow policy here.

- We frankly need a professional IRB staff rather than the volunteer-based system in place currently. It is really slow compared to more research-focused universities. This makes it impossible to get projects approved if, for example, a call for proposals comes from a funding agency and the research needs to be approved in less than a month. At an R1 it'd be cleared in a week. The IRB is also inconsistent in terms of the responses. The same proposal submitted different years might be approved one year and rejected with wild revisions required the next. I think this is the result of the lack of familiarity with social science research on the panel, but there really must be some way to get consistency in responses. The laws are pretty clear – so the responses should be as well.
- IRB volunteers and compliance staff misunderstand and misinterpret federal laws surrounding human subject research, especially in the “softer” social sciences. The common rule currently makes it easy to exempt journalistic, ethnographic, and oral history projects, but TCU treats these in the same manner as shock treatment psychological studies or education-based research. We basically have no way to request an exemption without submitting a protocol for expedited review. The law is clear: no risk should mean exemption, not making up risks and jumping through hoops for an expedited form. Additionally, staff is overzealous in requiring compliance training for student workers who have no (0) contact with human subjects on projects that should be categorized as exempt (journalism, ethnography, oral history). Instead, they are treated as expedited review protocols and all staff are required to attend RCR training in person and to complete online modules. This is burdensome, not required by law, and hinders research.
- The office of Research should closely monitor the proposed changes to the HHS common rule and remove journalism, oral history, and ethnography completely from the IRB's jurisdiction as soon as legally possible

Marketing & Advancement Related to Research

- lack of support/interest from marketing and communications.
- lack of support from University Advancement for research. Awful experience with Director of Foundation Relations.
- TCU could do a better job of promoting faculty research as a mechanism for development/fund raising from non-traditional funding sources. Better communication between TCU's PR department, the development team, and faculty/sponsored programs would help with this.
- *Endeavors* appears to be a marginal, mostly in-house publication that doesn't effectively publicize TCU research accomplishments to external audiences
- It would be useful for Advancement staff to have greater training in and familiarity with research so that they can sell it alongside teaching and co-curricular programs

Recognition of Research and Incentive Structure

- lack of clear tenure/promotion/merit pay incentive for grants. Despite bringing in over \$500k to the University in federal grant dollars, none of it seems to count (at least according to my department's T&P and merit docs) for tenure and promotion. This is a huge problem.
- Need to reward research-related service more (serving on journals, conference organizers, reviewers)
- At the department chair and dean levels, little or no respect for or appreciation of -- for that matter, seemingly little or no understanding of -- the demands of research and publication, and the essential role that research and publication play in maintain academic disciplines.
- No course releases are available for research and publication, no matter how extensive this work, or how highly this work is honored by other scholars and associations.
- Grants are valued by my dean but not my department (bylaws or T&P policy). I got a \$200,000 grant and additional gifts for a research project and was told that it wouldn't help me at all for tenure—that only publication mattered! (I did get course release for it). More important, many of my colleagues do not actively seek external funding and therefore often fail to appreciate the work that goes into doing so, and to administering the grants after funding. The grant application itself should count as evidence of research toward promotion and tenure, and a grant in AddRan should automatically trigger exceptional merit.

Ways to Encourage More Research

- competitive awards for best research with \$ (friend at Tulane says she has one at \$5,000)
- competitive research leave in pre-tenure process (another place allows for reduced teaching load for competitive applications for research)
- automatic semester research leave for third-year assistant professors
- regular/active writing retreats throughout the year
- unexpected opportunities grant program for research opportunities that come up (one colleague received one to study the Women's march)
- book workshop money (to workshop a manuscript with experts in your field)
- summer research funding for students to assist work on faculty projects
- funds to pay costs associated with publishing a book (like \$ for index or images)
- money to bring collaborators and/or mentors to campus for workshops or symposia
- money for workgroups of TCU faculty to workshop papers
- quiet faculty writing offices (or suite of offices in library)
- secure good telecommuting software
- restore the seven-year sabbatical clock and make it as easy as possible to apply for it. The policy could include an exclusion for people who are denied or do not apply for tenure.

HARRIS COLLEGE OF NURSING & HEALTH SCIENCES
TCU Research Issues

1. Gift cards/cash for subject payment
 - a. Should be able to use cash or gift card – we are discriminating against certain populations that we work with when we require a gift card as incentive – for example: Mexican women do not trust or want to use gift cards; they will not come forward without some incentive. One person who tries to cheat the system should not penalize the rest of the TCU researchers.
 - b. There is some thought to get rid of gift cards as well – this will kill research for some experimental design and applied studies - people do not always want to just give to a study without some incentive – especially as time consuming as some studies can be
 - c. Gift cards like visa or mc types have a charge associated with them – usually \$3.99 or \$5.99 per card. When you are working with \$10 payments – this becomes cost prohibitive to the researcher – especially small grants.
 - d. We should not be taxing students or individuals employed at TCU as if this is a taxable payment for work – this is an incentive to participate in a study – not work
Solution: subject compensation form or research incentive payment form (one time incentive payment for participating in the study)
 - e. Subject incentives should not have indirects associated with them as the system works right now – since no indirects come back to the researcher or the department or the college.
Solution: Stipends at TCU don't have indirects associated with them which means we could use stipends for research participation, but right now there is no place to put stipends to be recognized as a research participation piece on the TCU forms for financial payment.
2. Indirects
 - a. When faculty are not working on our campus with a grant (working somewhere like UNTHSC or JPS), it isn't fair to charge 54% for indirects, especially when none of this comes back to the college, department, or faculty member doing the study.
 - b. Majority of indirects at other Research I institutions are given back to college, department, and researcher to reinforce efforts of their colleges, departments, and researchers doing the research.
Recommendation: Indirects need to come back to the college, department, and researcher to maintain the following: travel and research supplies grants for students helping the faculty on their research through their own senior research (undergraduate) or thesis/dissertations (graduate). Bonnie's office set up to give IS grants for few (5-7) is not satisfying the issues in each college with indirects. In our college alone, we have individuals who are doing a lot of work with no compensation in the form of equipment or student support because indirects are taken away from the grant budget infrastructure and given to TCU for who knows what at this point. There are solutions to this.
3. Financial Services for research projects and reimbursements
 - a. People in financial services should keep faculty and staff updated with procedure/process changes. It's amazing how many times each year, faculty and staff do things like they always do and then find out that a policy changed.
 - b. Financial services has significant control over appropriateness of funds spent that are given by the Dean to faculty members. We cannot continue to take away funding

to TCU employees because we don't trust anyone. What a very few have done that can't be trusted should not be how we operate for the rest of the TCU family. Some things are being rejected at the financial office because they feel it is not spent to the true intent of TCU practices. Policy needs to be examined again for how to better equip research faculty with the tools to do their tasks every day (including gift cards or cash incentives).

- c. Sometimes financial services bills people when it's not their place without permission of the researcher. This is an assumption of their role that is not necessarily in agreement with what the researcher feels that offices' responsibility is.
 - d. Grant awards – financial services is supposed to receive wires when they come in and place them in the right grant project code. One of our faculty has had two wired grant amounts lost in general accounts when they first come in to financial services. The researcher then has to track it down again. Better communication is needed between financial services and the faculty member and sponsored programs to track grant funding from different groups.
 - e. Faculty has to pay for items and then get reimbursed. Sometimes, it's in excess of \$2000 on an individual's credit card because they will not allow a purchase card for faculty working with grants. Again, it seems like a trust issue. This is putting a real strain on some of our faculty (i.e., Ashley Franklin).
4. IRB/DRB
- a. WE need a full time IRB/DRB chair that reviews each proposal in a timely manner. At present it can take up to two weeks for a student exempt or expedited DRB to move through Dr. Barth's office. This is excessive for an undergraduate student who is working on a one semester turnaround for a senior research project. The change leads to difference in interpretation from year to year on what an expedited vs full review should be. With a full time IRB chair in place, there would be more consistency, less time, and the committee would be more willing to serve.
 - b. Working with other universities and health/medical centers is also a nightmare trying to get IRB approval to move forward. It shouldn't be this hard when everything is done correctly. There should be an agreement between certain health related fields and TCU (such as UNTHSC, JPS, Cook's Childrens).
 - c. Sponsored programs could have more staff (IRB/DRB chair – full time for example) if the indirects from grants were being used more efficiently for what they are designed to do.
 - d. Processes are antiquated. The purple sheet doesn't work for the researcher. First of all to know exactly what the budget is going to look like up to a week in advance when submitting through the purple sheet is too much to ask, especially for large grants. Researchers are frequently working up to the last minute finalizing details for major grants. The Sponsored programs group is usually working in tandem with the faculty before submitting. Many times, the budget is not approved through purple sheet before the grant has to be submitted. Cheryl Wilson wants everything perfect before submitting, but this is impossible. The grant is still submitted so why put everybody through this process when it doesn't work efficiently?
 - e. Grant support is needed. As a college, we provide some support, but it would be really nice to know that when grants are received, that part of the 54% indirect is coming back to the college so that more grant support for next grants can be given. Giving back from indirects in the beginning allows for more productivity throughout the process for those faculty & the next set of faculty.

- f. The rules continue to change for hiring contract work and people who have worked with TCU who are now on contract with a different area as well. We cannot as researchers get our work done when the communication between IT, HR, and financial services are not on the same page.

COLLEGE OF FINE ARTS – Report

While some issues listed below may appear to be unrelated, broad “departmental” or “college related” issues, several key faculty insist that they are fundamental to research and creative activities in the Fine Arts.

1) What is TCU doing well in terms of supporting research and creativities?

- One arts administrator believes ***the chain of command (dean, provost, and chancellor) has been supportive and respectful in recognizing that creative activity is an appropriate avenue of scholarship in the arts.*** Some education has been needed, but there has been a willingness to learn. However, the general TCU community is not as supportive.

2) What can TCU do to improve and support research and creativities?

- ***If the University believes that creative activity is critical to the mission of TCU, then acknowledge that it is different than “traditional” research and fund it accordingly.*** This means recognizing that the College of Fine Arts is a “highly visible aberration.” Acknowledgment is half the battle; supporting it is the other half.
- ***Expand the funding of facilities for creative activities/research.*** If TCU wishes to move to a level of national prominence, realize that currently the College of Fine Arts currently has all the pieces to be a world-class College (an internationally renowned and diverse faculty, strong programs, high quality students) ... except the facilities and adequate support to tout what we already do. Fully supporting facilities mean the ability to sell more tickets, raising the profile of TCU overall, and providing the opportunity of developing new donors. All of this has a direct effect on research and creative activities in the College of Fine Arts.
- ***Educate the university community regarding what is perceived as Fine Arts’ “lack of aspiration.”*** Much of the creative energy that could go toward “dreaming” is spent trying to figure out how to deliver high-level programs that we currently offer using the current inadequate facilities and funding.
- ***Bifurcate TCU’s research and creative activities funding pool into two distinct funds.*** Separate creative activity into its own separate fund administered by individuals who are knowledgeable about the arts (similar to the separation of the National Endowment for the Arts from the National Science Foundation or the Endowment for the Humanities).
- ***Improve the marketing/profile of the fine arts components of the university.*** Fine Arts is a very public window into the university. They draw thousands of individuals to campus yearly through public performances. There is enormous value in having a paying audience that is currently having exciting and satisfying experiences that are not athletics. There are some patrons that do support athletics as well, but not all. Fine Arts has developed a market that has an affinity and loyalty to TCU.
- ***Develop aggressive marketing efforts to raise the profile of TCU Fine Arts.*** For example, TCU should have an ad in every June issue of *Texas Magazine* featuring PianoTexas and The Trinity Shakespeare Festival. These are critically acclaimed and award-winning efforts in creative activity by TCU faculty. Why aren’t administrators coming to these programs and saying, “What can we do to help?” rather than making these and other unique and innovative programs have to justify themselves. Example: the Utah Shakespeare Festival, renowned internationally for its quality theatre productions, resides on the campus of Southern Utah University. SUU built the festival a replica of the Globe Theatre, to which the theatre department has access throughout the academic year. Being the home of the Utah Shakespeare Festival is a huge win for the university and simultaneously benefits its own academic theatre programs.

- **Stop underpaying Fine Arts faculty. It perpetuates the myth that faculty members from other disciplines are more important and more necessary to the mission of the university than Fine Arts faculty.** It is common knowledge that some of the lowest salaries of the university are in Fine Arts. However, there is little acknowledgement of the amount of work and student contact hours in educating fine arts students. If the “teacher/scholar” model truly incorporates creativity, many fine arts faculty are model citizens. They should be paid accordingly.
- With an emphasis/prioritization on work done away from North Texas, **examining support mechanisms for faculty members whose specialization** (stage directors, music directors, choreographers) **would require extended periods of time away from TCU** in order to accomplish this national presence.
- **Expand the definition of research and creative activity.** Individuals seeking support for truly “thinking outside the box” in the arts are rarely internally funded.
- **Open the discussion to clarifying issues surrounding faculty members whose creative work is also part of their teaching load.**
- **Similarly, reexamine teaching loads.** Traditional academic faculty in the arts have been fairly successful in arguing for the 2/3 teaching load, but this has not been the case for those in performance and production. The course loads are not truly reflective of the high number of student contact hours. This has a direct impact on a faculty member’s ability to engage in research and creative activity.
- **Examine the current policies in Accounts Payable and Human Resources.** There has been a move away from “how can we make things easier for the faculty” and toward “you will do it our way” with little input from those it directly affects. Policies and procedures are creating issues in our relationships with industry professionals with whom we interact on a daily basis. Paperwork redundancies, slow processes, payment policies, failure to acknowledge industry payment practices, and lack of educational effort to keep individuals abreast of current policies are extremely challenging in terms of creative activities and daily departmental activities.
- **The university can trust and respect its faculty more.** Recognize they are experts in their fields, knowledgeable, and that they know what is needed to improve their area rather than the penchant for data to “prove” that changes need to be made.
- **Open discussion on whether adjunct research and creativity could be of benefit to TCU,** especially given some of the long-standing relationships with certain adjunct professors.
- **TCU needs the vision to see what it already has** in its Fine Arts Faculty and its research/creative activities. It should embrace these activities are important parts of TCU and necessary to the mission of the university.

BOB SCHIEFFER COLLEGE OF COMMUNICATION

Ad Hoc Faculty Senate Committee on Research @ TCU Laura F. Bright, Ph.D.

Research Committee Report

March 20th, 2017

1) What is TCU doing well in terms of supporting research and creative activities?

- Offering financial support via grant proposals for faculty (e.g. RCAF, IS, JFSRP)
- Publicizing faculty research achievements in TCU magazine and other outlets
- Recognizing TCU faculty research through awards throughout the year
- Financial support for travel and equipment related to research (e.g., conferences, data collection, fieldwork, advanced statistical programs, minor equipment needs)
- Hiring strong research-oriented and trained faculty
- Supporting sabbatical requests

2) What can TCU do to improve and support research and creativities?

- Strengthen the quality and size of graduate education at TCU
- Create a culture where undergraduate/faculty research is encouraged, including the expansion of the Office of Sponsored Research and creating a stipend program for faculty who involve undergraduate students in research projects
- Revisit faculty handbook guidelines on sabbaticals - the University guidelines right now say that we are to have one every 8th year (i.e., after 7 full years of completed service), yet most other universities provide one every 7th year (after 6 full years of completed service)
- Do more to publicize research and creative activities *within* the TCU community
- Create a grant program similar to JFSRP for associate professors so that they have the opportunity to apply for additional grant funding while seeking promotion to full professor
- More formally support reduced teaching loads for research-productive faculty
- Make grants available for monetary research support (e.g., paying participants in survey-based research with members of the community), as well as research leaves in-between sabbaticals for book projects or larger, empirical projects
- Provide some mechanism to support cross-disciplinary collaborations within TCU

COLLEGE OF EDUCATION

Institutes and Center Meeting

November 8, 2016

RESEARCH AT TCU: IDENTIFIED STRENGTHS, AREAS FOR IMPROVEMENT, AND RECOMMENDATIONS

STRENGTHS

- University IRB has become more efficient in processing IRB protocols.
- College of Education supports research through summer grant opportunities.
- At the College level, teaching assistants help free up some additional time for writing for publication.
- Institutes and Center support faculty research in a variety of ways.
- RCAF, JFSRP and TCU IS internal grants support faculty research.

AREAS FOR IMPROVEMENT

- Office of Sponsored Programs does not provide adequate support for proposal submission process.
 - P.I.'s are required to upload information into online proposal system. OSP staff does not upload for P.I.
- Communication that we receive related to externally funded projects sometimes differs between various offices on campus such as Human Resources, Instructional Technology, Sponsored Programs, and Contracts. For example,
 - IT does not recognize that purchase of technology on a grant does not need to maintain the same schedule as purchase of technology for faculty and staff (if grant budget has been approved – it needs to be actualized).
 - The order in which PRFs and GEFs are completed for new hires varies as does the routing system for signatures depending on who you ask in HR or across the University. Consistency in process and procedures would be helpful.
- Lack of procurement card for use with external grants, resulting in many costs having to be personally paid for by P.I. with refund received long after credit card bill is due.
- Procedures required by some offices act as a hindrance to grant writing and project management once grant is funded.
 - Use of purple sheet system that requires its own budget template even if it does not align with budget template required by funding agency.
 - Extensive contracts required for simple services (such as, transcribing qualitative data).
- Researchers who purchase gift cards as participant incentives are required to provide identifying information about participants in order to be reimbursed. This violates IRB confidentiality agreements between researchers and study participants.
- Gifts through University Advancement, used for research purposes, are not accompanied by procedures or support for contracts, hiring students, Cobblestone, etc. Many in the College of Education perceive a lack of a uniform system and sustained support for PI's after awards are received.

- Standardized and ensure uniformity in University IRB policies and procedures. For example, page 9 of the IRB Policy and Procedures manual states (in Table) that researchers should submit a “Letter with specific information” when asking the Board to consider study at the level of “exempt.” But, on the next page it states that investigator should, “submit electronic copies of the review request form, the project proposal, and any other materials required for review.” And, “It is recommended that investigators prepare and submit protocols as if not exempted to save time in resubmission in case the chair’s ruling is for expedited or full-board review.” New investigators are unclear whether to submit a letter as stated on page 9 or a full protocol as stated on page 10.
- Frequent IRB Chair turnover results in changing of expectations as related to protocol submission and evaluation.

RECOMMENDATIONS

- Use more of the indirect money received from large grants to fully staff OSP so that they can address some of the concerns above.
- Create a uniform system across campus for distribution of indirect to provide incentive for P.I.’s to write more grant proposals (currently COE gets 0%).
- Create the position of Associate Dean of Scholarship at the College of Education level to advocate and support some of the issues previously identified.
- Ensure that researchers who have funded grants are able to acquire a procurement card so that they are not burdened with spending money out of pocket.
- Increase communication across campus offices so that researchers receive the same information regardless of the specific office called (for example, see the GEF/PRF weakness identified above).
- Create a uniform system across campus to notify researchers in advance what kind of documentation will be necessary in order to be reimbursed for participant incentives (gift cards, cash awards, etc.). Replace the current requirements with a process that does not compromise researchers’ ethics per IRB confidentiality agreements.
- Institute online IRB submission process.
- Hire permanent staff to either Chair or assist the Chairs of University IRB in order to maintain consistency across academic years.

NEELEY SCHOOL OF BUSINESS

TCU Support for Research: Strengths & Area for Improvement From the Perspective of the Neeley School of Business

1) Strengths in supporting research and creative activities:

- Potential for course reduction based on exceptional research productivity
- TCU has been developing a stronger research brand across disciplines (in the right direction but at a rather slow rate)
- Grant opportunities (RCAF, TCU Invests in Scholarship, etc.)

2) Potential Areas for Improvements:

- Pursue funding opportunities for MBA student research projects and travel
- Develop of a doctoral/PhD program in the business school (required for top level visibility/recognition as a premiere research institute)
- Focus on recruiting efforts to admit MBA graduate students who wish to pursue a doctorate subsequent to the MBA degree
- Hire additional research tenure-track faculty
- Seek to hire highly recognized researchers as endowed research chairs
- Integrate technology within laboratory settings for research.
- Travel support for undergraduates/graduates to attend research and domain specific conferences.
- Facilitate administrative process requirements (approval, reimbursement, etc) of research projects and travel.
- Market the ongoing research projects across disciplines so TCU faculty are aware of research projects/interests of other schools/programs
- Promote interdisciplinary research across university schools/programs (e.g., healthcare/sciences and business school, etc).
- Develop Technology Transfer/Commercialization opportunities for TCU faculty / graduate students (this is common in research intensive universities and is a potential revenue generator for TCU to develop further research opportunities)

APPENDIX B: Research Metrics
(Based on Colleges' Annual Reports 2015-2016)

ADDRAN LIBERAL ARTS

College	Journal Articles	Book Chapter	Book	Other Publications	Grant	Conference Presentations
AddRan College of Liberal Arts	73	22	19	124	387,619	248

COLLEGE OF FINE ARTS

Journal Articles	Book Chapters	Books	Conference Presentations	Grants	Faculty Collaboration with Students (Overview)
7	2	2	8	136,363	MFA Art Exhibitions 17
				additional amount not listed 2	MA Art Presentations 27
					BA Art Exhibition 1
					BFA Art Exhibitions 9
					Dance Works performed by BFA Majors 40
					Student Choreographic Premieres 46
					Student-Produced/Directed Dance Productions with Faculty Oversight 5
					Student Design for Faculty Choreographer 1
					Interior Design & Fashion Merchandising: Oversight of Student Manuscript 1
					Theatre TCU Productions: faculty/student collaborations in directing, designing, musical direction, choreography, technical direction 8
					Student Recitals and Music Ensemble Performances 230
					Graduate Student Recitals, Theses, Dissertations, Final Creative Projects 70

Solo Art Exhibits	Group Art Exhibits	External Teaching	External Design	External Choreography	External Stage Direction	External Music Supervision	Composer Premieres & Commissions	Faculty Music Performances
8	5	(Master Teacher Invitation) 2	15	3	12	3	33	Refereed 130
								Non-Refereed 200

								School of Music also lists 60 clinics, masterclasses, papers, publications, and presentations presented locally, nationally, and abroad
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Organizational Leadership Roles	New Faculty Compact Discs	Honors & Awards
T.J. Walsh, Artistic Director, Trinity Shakespeare Festival, TCU	6	Elisabeth Adkins, violin - Soloist with Corpus Christi Symphony Jesús Castro-Balbi – Soloist with China Philharmonic Orchestra
Harry Parker, Managing Director, Trinity Shakespeare Festival, TCU		34th Annual PianoTexas International Academy and Festival named "Top 10" for Classical Music and Opera in the Metroplex
Susan Douglas Roberts (Dance) - Advisory Board, TCU Center for International Studies		Yvonne Cao, 2nd International Conference on Computer Graphics & Animation - Invited Speaker
Susan Douglas Roberts (Dance) - Reader, John V. Roach Honors College Self Study Team		Trinity Shakespeare Festival received strong reviews and positive critical acclaim, including recognition as "Top 5 Theatre Productions of 2015" from the <i>Fort-Worth Star Telegram</i> , and "Top 10 Theatre Events of the Year," from the <i>Dallas Morning News</i> .
Current Chair of Faculty Senate and 8 additional Senators, TCU Faculty Senate		Jan Ballard (Graphic Design) - Student Government Assoc. Faculty Member of the Year, 2015
Sheila Allen (Music) - Artistic Director, Clear Creek Music Festival (Oregon)		Babett Bohn (Art), Women and Gender Studies Faculty Research Award
Nick Bontrager (Art) - Art Commissioner, Fort Worth Public Arts Commission		Yvonne Cao (Graphic Design) - Hermes Creative Design Competition: 1 Platinum Award, 2 Gold Awards, 1 Honorable Mention
John Burgess (Music) Pedagogical Editor - International Trumpet Guild Journal		Yvonne Cao, (Graphic Design) - Horizontal Interactive Design Competition: Silver Award Jesús Castro-Balbi (Music) - Luces 2015 awards, organized by Diario El Comercio (Peru) for best album of the year in classical/jazz category for his recording of Jimmy Lopez's <i>Lord in the Air</i>
Lewis Glaser (Graphic Design) - Charter Member, International Interdisciplinary Advisory and Editorial Board		Brian Clinnin (Theatre) - Nominee, COFA, Dean's Teaching Award
Lewis Glaser (Graphic Design) - Member, Creative Summit Advisory Board		Lori Diel (Art) - Nominee, COFA, Dean's Teaching Award
Nina Martin (Graphic Design) - Board President, Marfa Live Arts		Adam Fun (Art) selected for Arctic Circle Artist Residency and Exhibition
Sally Packard (Art) - Chair, By-Laws Committee, Society for Arts Entrepreneurship Education		German Gutierrez (Music) - recipient of the Bayard Friedman HERO Award presented by the FW Symphony, Performing Arts FW, and Score a Goal in the Classroom, 2016

Susan Douglas Roberts (Dance) Secretary, American College Dance Association		Alyssa Humphries (Interior Design & Fashion Merch.), co-designer, The Aileen Page Cutler Memorial Award for Residential Lighting Design Illumination Award of Merit of the Illuminating Engineering Society
Mark Thistlethwaite (Art) - Editorial Advisory Board <i>19th Century</i> (Journal of The Victorian Society of America)		Penny Maas (Theatre) - Broadway World DC Award for Best Direction (Dinner Theatre) for her production of <i>The Music of Andrew Lloyd Webber</i> at Riverside Dinner Theatre in Fredericksburg, VA
Mark Thistlethwaite (Art) - Co-organizer, Association of Historians of American Art, Biennial Symposium, 2016		Harry Parker (Theatre) - director, <i>Vanya and Sonia and Masha and Spike</i> , Stage West, Column Award for Best Equity Play in DFW.
Mark Thistlethwaite (Art) - Board of Trustees, African-American Museum, Dallas		Suki John (Dance) named Honors Faculty Fellow for 2016-17
Mark Thistlethwaite (Art) - Ambassador Council, Amon Carter Museum of American Art		Jesús Castro-Balbi and Gloria Lin presented recitals at Carnegie Hall (New York) and at Suntory Hall (Tokyo)
Mark Thistlethwaite (Art) - Advisory Board, EASL (Emergency Artist Support League)		
Mark Thistlethwaite (Art) - Gifts and Loan Committee, Fort Worth Art Commission		
Jessica Zeller (Dance) - Board of Directors, COPRS de Ballet International		

NEELEY SCHOOL OF BUSINESS

College	Journal Articles	Book Chapter	Book	Other Publications	Grant	Conference Presentations	Honors and Awards (internal external)
Neeley School of Business	77	5	3	N/A	1 external	108	Dean's Research and Creativity Award: Morgan Swink
							Dean's Teaching Award: Suzanne Carter
							Neeley Distinguished Teacher: Eric Yorkston
							Innovation in Teaching Award: Janice Cobb
							Innovation in Teaching Award: Michael Sherrod
							Alumni Professor of the Year: Sandra

							<ul style="list-style-type: none"> • # 5 in U.S.
							<ul style="list-style-type: none"> • # 1 in Texas

Editorial Boards

In-Mu Haw: International Journal of Accounting, Co-Editor

Mauricio Rodriguez: Journal of Real Estate Literature, Co-Editor

Mary Stanford: Contemporary Accounting Research, Ad Hoc Editor

Robert Leone: Journal of Marketing, Area Editor

Paul Irvine: Journal of Financial Markets and Journal of Financial Management, Associate Editor

Daniel Chen: Decision Sciences Journal, Associate Editor

Thomas Moeller: Journal of Financial Research, Associate Editor

Morgan Swink: Journal of Operations Management (Consulting Editor); Decision Sciences Journal (Associate Editor);

Journal of Supply Chain Management (Associate Editor); Journal of Business Logistics (Associate Editor)

Jeff Stratman: Production & Operations Management Journal (Senior Editor); Decision Sciences Journal (Associate Editor); Journal of Operations Management (Associate Editor)

Tyson Browning: IEEE Transactions on Engineering Management (Department Editor); Journal of Operations Management (Associate Editor); Systems Engineering (Associate Editor)

John Bizjak: Journal of Financial Research, Associate Editor

Michael Cole: The Leadership Quarterly, Associate Editor

Keith Hmieleski: Strategic Entrepreneurship Journal, Associate Editor

Garry Bruton: Strategic Entrepreneurship Journal, Associate Editor

David Preston: MIS Quarterly, Associate Editor

Board Leadership

Joe Lipscomb: American Real Estate Society, Director of Finance

Morgan Swink: Decision Sciences Institute, President-elect

Sandra Callaghan: American Taxation Association, Past President

Mauricio Rodriguez: James R. Webb American Real Estate Research Society Foundation, Executive Director

Hettie Richardson: Research Methods Division of the Academy of Management, Division Chair

Bill Cron: American Marketing Association National Board, Chairperson-elect

David Preston: IEEE Transactions on Engineering Management, Journal of Strategic Information Systems

Homer Erekson: AACSB International, Initial Accreditation Committee, Texas Council for Economic Education, Board of Trustees, U.S. Global Leadership Coalition, Texas Advisory Committee

Shana Clor Proell: Accounting, Behavior and Organizations Section of the American Accounting Association, Vice President of Regions

Michael Cole: Research Methods Division of the Academy of Management, Leadership Track, Leadership Fort Worth, Executive Leadership Program, Steering Committee

SCIENCE AND ENGINEERING

College	Journal Articles	Grants	Conference Presentations (and invited talks)	Graduating Students
College of S & E	140	\$ 5,309,767 (58 grants and contracts)	248	10 Ph.D. 34 M.S.

COMMUNICATION

College	Journal Articles	Book Chapter	Book	Other Publications	Grant	Honors and Awards (internal external)
Bob Schieffer College of Communication	45	12	1	1	\$35,000	20 student Journalism awards
						Naming of the Ryan Center for Sports Broadcasting
						Many national awards for Debate and Forensics Team
						Strategic Communication receives 2 Zenith awards

EDUCATION

College	Journal Articles (peer-reviewed)	Book Chapters	Books	Other Publications (invited)	Grants	Conference Presentations (primarily peer-reviewed)
College of Education	92	16	1	34	20 internal	166
					11 external	
					1 (did not specify)	

Honors and Awards (internal external)	Invited presentations and original film presentations	Editorial Board - Total Number of Reviewers for Various Professional Journals	Editors or Co-Editors of Professional Journals	Consulting
Dean's Research and Creativity Award: Jo Beth Jimerson	37	66	28	19
Dean's Teaching Award: Mike Sacken				
2016, TCU Student Government Association "Faculty Member of the Year" for the College of Education : Curby Alexander				
2016 Coleman Fellow for Entrepreneurship Education : Curby Alexander				
Honorary Leon Jaworski Award for Teaching Excellence in Law Focused Education :Michelle Bauml				
Recipient, 2015 40 Under 40: Professors				

Who Inspire, Nominated by the TCU COE and awarded by Nerdscholar : Michael Faggella-Luby				
Women & Gender Studies Claudia V. Camp Faculty Research Award : Fran Huckaby				
Koehler Center Fellowship for student engagement : Marla McGhee				
University of Arizona: Dissertation (*Awarded high distinction): Social semiotics, education, and identity: Creating trajectories for youth at schools to demonstrate knowledge and identities as language users, 2015 : Steve Przymus				
Recipient, TCU Student Nominated National Residence Hall Honorary Faculty Member of the Month,2016. : Kathleen Strickland-Cohen				
Steve de Shazer Research Award, Solution-Focused Brief Therapy Association of North America, 2016 : Frank Thomas				
www.Academia.edu: "Top 2% of Researchers" (December 2016) and "Top 3% of Researchers" (July 2016). : Frank Thomas				