At its recent Board Retreat, the TCU Board of Trustees reaffirmed the four principle goals of the University’s strategic plan, *Vision in Action: Lead On*. The Board also provided feedback and guidance on key initiatives and directed the administration to stay focused on executing the plan while strategically shaping TCU’s future.

**Strengthen Academic Profile and Reputation**
- Remain in Top 100 national university in U.S. News & World Report rankings
- Preserve R2 status and emphasize teacher/scholar model; provide details of R1 cost factors
- Maintain no greater than 14:1 student to faculty ratio regardless of overall student size
- Magnify the impact of successful programs (E.g., Executive MBA, Doctor of Nurse Anesthesia, KPICD Trust-Based Relational Intervention)
- Explore expansion of additional certificate programs; invest in professional online graduate programs to expand revenue
- Leverage and invest in internal and external technology in all we do to improve overall workflow, marketing, social media and data information
- Be proactive, nimble, and win; maximize placement as member of Power 5 conference in intercollegiate athletics

**Strengthen Endowment**
- Determine new endowment goal driven by new integrated financial planning tool/metrics (capital per student, revenue per students, cost allocation) and by assessing capacity of donor base
- Increase investment in development team—people, tools, strategies; target new markets; create a culture of philanthropy
- Continue expanding and diversifying donor base across all segments of the donor population (special focus on high-capacity parents and corporate partners)
- Leverage innovative approaches and academic programs to recruit businesses that generate revenue streams, grants/research/patents

**Strengthen TCU Experience and Campus Culture**
- Continue to foster connectivity and build a TCU campus wide identity, based on commonalities and shared values
- Keep improving first year experiences and develop integrated model from start through alumni
- Emphasize the Comprehensive Collaborative Care Model to focus on student well-being; regularly assess student need, track progress, and adjust offerings using evidence-based decision making
- Highlight opportunities for all students at intercultural center
- Maintain a first to second year retention rate that is commensurate with universities ranking in the top 100 of national universities 85% or greater retention rate
- Continue focus on residential aspects of student success; invest in more residence halls and infrastructure to support additional beds and dining
- Continue planning for Ed Landreth Hall and Auditorium redo (in anticipation of end of building moratorium in 2024)

**Strengthen Workforce (both employees/graduates)**
- Focus on discipline-specific and workforce readiness for TCU graduates
- Increase access to counseling/mental health services for all students; ensure students have access to providers representative of the diversity of student body
- Innovate business processes, programs, and services to maximize the use of technology and engage in best practices
- Deploy staff and faculty based on measurable, metrics-driven outcomes and initiatives
- Allocate resources (human, fiscal, physical) based on analysis of metrics and outcomes

**Notes:**
- Continue to grow responsibly
- Allocate resources for maximum ROI