

COLLEGE OF COMMUNICATION

VISION IN ACTION

Preliminary 2010 Strategic Plan

David Whillock, Dean

Melissa Schroeder, Associate Dean

Paul King, Communication Studies

Kylo Patrick-Hart, Film, Television and Digital Media

John Lumpkin, Schieffer School of Journalism

## Mission Statement

To educate students to think, act and communicate effectively, ethically, critically and creatively in a global environment enriching their personal and professional lives.

The College of Communication consists of two departments and one school. We currently have 1,200 students and 40 full time faculty. We not only serve the students of TCU, but we have a strong commitment to community relations and service. Our programs have an excellent placement rate and our alumni are successful in their chosen careers.

College of Communication  
Communication Studies  
Film, Television, and Digital Media  
Schieffer School of Journalism

### Cardinal Principles:

1. Recruit and retain students, faculty, and staff who can achieve their full potential at TCU.
2. Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.
3. Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.
4. Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.
5. Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.

### SWOT Analysis:

**Strengths:** The College's faculty are resourceful, educated in their fields, active in their academic disciplines, and caring for their students. They teach 3-3 loads and a selected few continue a research agenda. In the past year, I have changed the unit's leadership at the department and school level. This has enhanced the communication of expectations of each faculty and staff. In the past two years we have made hires that focus on young faculty to bring into the curriculum more current business practices and a more diligent focus on research.

Our current facility has had a major renovation that supports a more contemporary academic direction to support our student's ability for placement after graduation.

Along with this facility, the curriculum of all three units has had a major revision and we have added new programs to support the current trends in the industry. Our International component of our program remains strong and active. We currently have classes in Italy, United Kingdom, Australia, and New Zealand with developing relations with Chile.

Weaknesses: To be a great university, we need scholarships and endowed professorships. We need scholarships in Film, Television, and Digital Media, and Communication Studies. Currently most of our scholarships are in the Schieffer School. Many of these scholarships are in the 2,500 ranges, which does not meet the real needs of the student. I am currently working on endowed professorships in Film, Television and Digital Media and in the Schieffer School. We need to enhance the current endowed professorship that we have in Communication Studies.

Equipment replacement fund is our most immediate need. We have millions invested in equipment to keep our students abreast of the industry with no plan for replacement. As this equipment grows older and obsolete, our ability to teach our students will be impacted in a negative way.

Graduate Stipends have impacted us in a negative way. Our student enrollment in the Schieffer School continues to shrink because of our inability to compete for students financially. Most of our students who come to our graduate programs do on the strength of the programs in spite of the stipend.

Physical space continues to be a problem. Even though we have increased our building size by 10,000 square feet, we continue to grow and a need for lab space, student space, and faculty space will be critical in the next couple of years.

Opportunities: The Dallas/Fort Worth media market is the fifth largest in the United States. This is an opportunity that we continue to exploit. Our internships and education partners have enhanced our educational opportunities.

Our relations with the film community in Dallas and Fort Worth have impacted our student's ability to make contacts. We are very active in the Dallas International Film Festival and the Lone Star International Film Festival.

Our relations with the Institute of Lorenzo de' Medici has also enhanced our film contacts in Europe.

Both the Schieffer School and the department of Film, Television and Digital Media continue to have regional and local visibility. We are very connected to the community.

Threats: The success of our programs is our ability to teach skills courses that is up to date. Without an endowment to replace much needed equipment our students will lose

the edge to compete in a very competitive market. We must address the need to replace material as needed.

In order to attract successful graduate students we need to focus on the amount of stipends we offer.

Our operational budgets have taken several hits and have not really substantially increased in 20 years. We base our budget on 6,500 students, yet we continue to enroll closer to 8,000 students. This impacts our ability to provide support in our educational efforts.

#### College Strategic Plan:

Recruit and retain students, faculty and staff who can achieve their full potential at TCU.

1. Increase faculty research and creative activity

Action steps: Provide college resources to assist faculty in research and creative activities. Provide reduction in teaching loads to selective faculty on tenure track, provide financial support for unusual travel for research, and provide some start up support for successful track new faculty. Continue to seek full time tenure track faculty in areas that have high faculty to student teaching loads. Use merit pool to reward those who are recognized for their activities.

2. Increase stipends for highly qualified graduate students.

Action steps: continue our request for more stipend support at the university level. Work with units to offer fewer stipends and to support more qualified applicants. Continue to work toward external scholarships at all levels of the student population.

3. Active recruitment at the Undergraduate level in programs that need students

Action steps: Schieffer school of Journalism will recruit at local and regional high schools for programs in Broadcast Journalism, Editorial, and other journalism programs.

4. To explore ways to allow students to successfully complete their degree in a reasonable time.

Action steps: eliminate delays in the major that are unneeded. Offer multiple sections of foundations courses and prerequisite courses. Expand offerings that reflect the needs of new technologies. Explore the minors to allow for more flexibility.

5. Improve advising within the college.  
Action steps: To continue within the units to find more efficient and successful advising techniques.
6. To seek out professionals to support our academic mission.  
Action steps: To continue to develop our PPP criteria to focus on terminal degrees and/or corollary experience in hiring staff to support the academic mission.
7. Increase the diversity of our faculty and staff.  
Action steps: To continue to recruit minority faculty and staff at every opportunity. Support workshops and training for search teams when recruiting future faculty and staff.

Design a vibrant learning community characterized by distinctive curricular, co-curricular and residential programs.

1. Continue to assess our success in the classroom and in placement of our alumni.  
Action steps: on a yearly basis do internal reviews of our goals and strategies in preparing our students for success in their fields. Using both national accreditation criteria and internal program assessments. In conjunction with other resources, assess the curriculum on an annual review process.
2. Access our International programs as a distinctive opportunity for the academic mission.  
Action steps: assess each international course in its unique opportunity as a site educational experience, a continuation of the curriculum, and as an opportunity to enhance the educational mission of the unit. To assess how the International partners offer a unique opportunity that enhances our students' educational progress.

Sustain an Environment in which rich personal interactions are enhanced by outstanding facilities and appropriate technology.

1. To continue to find opportunities and financial support for an equipment endowment to assure a future in our technological resources.  
Action steps: Work with Advancement to make this a priority within the college's fundraising priorities. Visiting with potential donors and place this as a fundraising option. Investigate funding opportunities with grants and foundations.
2. Hire a second engineer to support our production facilities.

Action steps: Work with the administration to propose a new video engineer to support the new technologies for the Moudy addition.

3. Develop new spaces for classrooms and student/faculty interaction.  
Action steps: Propose a new mutli-purpose facility that will incorporate classrooms, faculty offices, team rooms, and faculty/student rooms.

Accelerate Our Connection with the greater community: Fort Worth, Texas, the nation, and the world.

1. To continue and to grow our International academic relations with other global institutions.  
Action steps: Continue to support our International programs in Italy, UK, Australia, and New Zealand. Work with the Institute of Lorenzo de' Medici to develop a cooperative film program in Rome. Cultivate our relations with Major University in Santiago for animation, advertising, and Journalism.
2. Nurture our community relationship with institutions of Fort Worth and Dallas.  
Action steps: Invite local professionals into the Board of Visitors for the College. Continue our relationship with the Lone Star Film Society and the Dallas International Film Festival. Internships with local and regional Journalism and production companies. Encourage more liaisons and collaborations with film and video production companies in the DFW region.
3. Encourage and support national visibility for the programs within the College.  
Action steps: Support admissions of research and creative activity to national festivals, conferences, museums, and opportunities available.
4. Introduce our campus and faculty to internationally known scholars.  
Action step: Strategically use the Green Chair as an opportunity to bring Internationally known scholars to TCU.
5. Accelerate our connection with TCU alumni.  
Action step: Create a web page through the Alumni office for each unit within the college. Select one individual within each unit to act as the alumni liaison. Hold alumni events at the region where a faculty has traveled to conferences or other TCU supported activities.

