

Object 1 Educate.

Our tactics for objective one have been marginally successful.

- Increase research and create opportunities for undergraduates has not really changed in the number of research opportunities nor have there been any faculty support or development to create these opportunities. This is an area we should continue to develop over the next five years.
- Create academic first-year seminars taught by full time faculty. I understand that program has not financial support. It is one that I support and hope that we can continue. However, with the need for faculty to teach other courses this one is always hard to set up.
- Foster Interdisciplinary programs. This is a wonderful goal that has never been met.
- Hire more faculty to insure that students are taught by full-time faculty. We continue to struggle with this in our more populated programs, but overall we have been successful with this. We have had several new hires over the last five years and continue to work on getting full time faculty in the courses. It continues to be a goal.
- Innovate in course offerings and design. All programs within the college have looked into their offerings and have changed the offerings and design over the past five years. This is an ongoing process as new technologies and the professions require us to be innovative.
- Require internships and service learning opportunities. We continue to be successful with this. All programs have internship programs. Service learning is another issue. We have succeeded in this in Communication Studies with the work of LeAnn Roberts. However, without financial support for her we will lose her at the end of this year. She is not a budgeted hire. We have used unfilled positions to keep her.

The performance indicators really had nothing or little to do with the above. We have had success in many of the indicators listed, but they really did not address the tactics.

Strategy 1B: Assessment is continuing and will be a major part of our strategic plan for the next five years.

Strategy 1C

The only viable program at present in Communication is Communication Studies. The only tactic under 1C that we have been successful with is

- Hire and retain top faculty.
We have not developed any new endowed professors or chairs nor have we developed a Distinguished Scholars Program. The next strategic plan will

include a section on Graduate Studies. We need to assess our success in the Schieffer School and indeed change our program or drop it.

Objective 2 Explore

Strategy 2A Recruit and retain high quality scholars to the College

Tactics:

- Provide competitive starting salaries and start-up packages. We have very successful at this attempt, as we have been successful in the past two years to hire competitively in all areas.
- Encourage and award grantsmanship and soft money opportunities. This did not occur. More and more of our faculty have been successful at internal grants, but we need to focus on national and regional grants for projects. This too is an area of discussion for the next five years
- Provide financial support required for scholarship, research/creative activity and service in non-funded areas. We have had some moderate success in providing money for travel and research material. This comes from the Dean's discretionary budget and the Carter fund.
- Increase the number of endowed chairs and Distinguished scholars. Not happened.
- Provide continuously the infrastructure faculty needed to pursue scholarship, research and creative activity and service. Not done.
- Create a program of nationally competitive graduate stipends. Has not happened.

While the performance indicators have more to do with the tactics than Strategy 1, there is still some ambiguous wording that does not fit. However, we have succeeded in the following:

Hire first-choice new faculty

Success of faculty in meeting stringent promotion and tenure criteria

All other areas have not been successful and need to be addresses from the University level. Much of these failures are because of little support.

Strategy 2B: Target a select number of signature scholarship, research/creative activity and service areas that define the College of Communication.

None of the tactics were implemented.

Objective 3 Engage

Communication academic units at TCU have a long tradition of productive engagement with the region and the nation. In the 21st century, the nature of this outreach should broaden and remain characteristic of the College.

Strategy 3A Make the College of Communication more accessible to community members seeking information, expertise, and collaborative action.

Tactics:

- Identify a key contact person in each department to facilitate collaborative action by matching interests and abilities of faculty and community stakeholders. This has not happened at the college level. Marketing and Communication contacts the Chairs and Dean with questions regarding faculty experts.
- Make key contact list centrally available. Has not happened. I don't think this is a high priority of the college. Let this list remain with the Marketing and Communication folks.
- Collaborate with the community stakeholders to ascertain needs that the college of communication can address. While the Board of Visitors was designed for such activity. It has not happened. This continues into our next strategic plan.
- Communicate effectively with a wide range of stakeholders (on and off campus). Only through the separate departments has this occurred. There is no central College plan for this.
- Make activities visible. Only if Marketing and Communication supports it. That is a REAL issue in this college where only the Schieffer School is pushed and supported.

Strategy 3B Assist in meeting community/regional/national economic, environmental, social, and professional development needs

Tactics:

- Assess community/regional/national needs for professional development offerings. To assess this would take a series of surveys, focus groups, and liaisons with government and industry that we never discussed or started.
- Understand and help to meet community/regional/national professional, environmental and social needs where the College expertise is relevant. Amazing rhetoric that would take a Think Tank to operationally be effective.
- Supply campus expertise through continuing education credits, workshops, and consultation. We are currently doing this more from the individual faculty position than the departments. This is changing this year to include departmental involvement with workshops. We have done this with our Community Journalism program in the past. This will continue in our strategic plan.
- Ascertain and upgrade specific industry workforce skills where college expertise is relevant. This has not been done.

Strategy 3C Increase faculty participation in outreach activities

Tactics:

- Recognize and reward individual faculty for working collaboratively with community and university stakeholders. The only success we have had with

this is with a year-to-year lecturer that will not be rehired at the end of this academic year. She was not a budget line employee of the University.

- Provide incentives to departments to encourage programmatic outreach activities. No such incentives have been forthcoming.
- Clearly inventory, articulate, and communicate the breadth of detail of outreach efforts. This too has not occurred. We need to readdress this issue in the new strategic plan.

Objective 4 Enable

Insufficient basic infrastructure, in the form of space, equipment, student support (particularly graduate student support), faculty, and staff, is perhaps the major obstacle the College of Communication faces in its campaign to raise its stature and better fulfill its mission. Strengthening this aspect of the College is essential to achieving all of our goals.

Strategy 4A Maintain, efficiently organize and expand our physical spaces to enable our academic programs to grow and improve.

Tactics:

- See new or renovate and expand existing facility to accommodate all the current and future needs of the college. We have successfully done this by the new addition and renovation of old space on the second and first floor and added a new classroom and offices on the third floor.
- Maximize classroom space utilization, including scheduling innovations. We are still working on faculty to become a 5-day operation.
- Enhance a sense of community by providing gathering places, including placed for informal student and faculty/student interaction. The new space has offered team rooms for activity.

Performance indicators have been met.

Strategy 4B Increase the number of full-time faculty members in each department to accommodate existing enrollment and to meet the needs for controlled growth.

Tactics:

- Seek new faculty lines at assistant or associate professor level. We have successfully added three positions at the assistant or associate level and have filled positions that we have had vacant for two years with tenure earning faculty.
- Seek endowed chairs and professorship in selected areas. We have added no new endowed positions at this point.

Objective 5 Enhance

Improvements in the college environment will help us to better serve our multiple publics and provide the best education possible for our students. These issues involve students, faculty, and staff.

Strategy 5A: Foster a culture that embraces diversity.

Tactics:

- Improve marketing nationally about the college of communication: We have had adds in national material about the college, specifically the Schieffer School.]
- Utilize targeted recruiting strategies and implement creative tactics to improve the diversity in our applicant pool. We continue to use contacts within organizations to find the best possible candidate.
- Support the development of a fellowship program in our disciplines for traditionally under represented groups. Not done.
- Increase recruitment in major urban centers. Through personal and organizational contacts we have done this.
- Form partnerships with community members to create a support system for new faculty, staff and students. This is an ongoing project that grows every year.
- Support the retention and promotion of faculty of color. We have not lost any faculty of color in five years.
- Improve promotion and tenure opportunities for female faculty members. We have reviewed our criteria for promotion and tenure and have made changes where needed.
- Create an on-going dialogue at the College and on campus for community members to discuss issues of difference. Only at the University level has this happened.
- Market the advantage of creating a more diverse College. Every chance we get. This is an ongoing project.

Performance indicators would suggest we have a distance to go. This is an ongoing struggle for the university as a whole and we will continue to work to find the best-qualified individual without bias toward ethnicity or color.

Strategy 5B: Promote participation in more co-curricular learning opportunities

Tactics:

- Increase the number of scholarships for students, with particular emphasis on needs based scholarships, through fund raising especially from alumni and community groups. We have had some success in getting scholarships through fund raising and continue to work in that direction.
- Provide more internship and employment opportunities. All students must have an internship and we have created two new staff positions in the last five years.

- Improve financial support and advisement of recognized clubs and organizations. Unclear as to the impact of this tactic. But we have been successful at recognizing clubs and organizations.

Indicators would suggest we need to continue to work on these tactics.

Strategy 5 C: Improve student communication

Tactics:

- Create a list serve for all registered College of Communication students. Has not happened.
- Develop orientation procedures for all College of Communication students. Has not been done at the college level, but we enhanced the University level of orientation specific toward the college.
- Make scholarships and other information available at orientation, throughout the semester, and on the web. Not done at the college level.

Indicators have shown we have failed in this tactic.

These are my perspectives based on serving in the administration of the college since 1999. There are some excellent things here that we have succeeded in accomplishing, continue to work on, or should start working on and will be included in our next strategic plan.

David Whillock
Dean of the College of Communication