



TEXAS TECH UNIVERSITY

College of Arts & Sciences

Office of the Dean

### Arts & Sciences Strategic Plan 2015

***For 2015, the College of Arts and Science is focusing on a small set of core strategies and core indicators that align strongly with the University's long-term priorities developed in its 2010-2020 strategic plan:***

- I) increase enrollment & promote student success;
- II) strengthen academic quality and reputation;
- III) expand and enhance research and creative scholarship;
- IV) further outreach and engagement; and
- V) increase and maximize resources.

Success in these core strategies will impact reflective indicators. These core strategies are the following.

#### Core Strategy I: (targets TTU priorities II, III, V)

By Oct. 15, 2014, each A&S department completed a strategic plan that identified the research/scholarship areas in which they wanted to achieve national prominence. In developing their strategic foci, the departments considered collaborative and interdisciplinary initiatives, University research priorities, regional and national opportunities. These strategic priority areas will dictate the new hires (either net-new or replacement) that the dean will authorize going forward. These strategic plans will be revisited each year by the department prior to authorization of the next hiring cycle, ensuring a process of revision.

Focused areas of excellence in research and scholarship will draw stronger faculty and graduate students, impacting academic quality and reputation, enhancing (and therefore expanding) research and scholarship, and increasing research support. This core strategy will feed many of the reflective indicators in the University strategic plan: it will impact graduate student enrollments and should improve time to degree; it will improve faculty recognition indicators, research expenditures, and faculty quality indicators. This should have a secondary effect on drawing undergraduates to those majors that reflect research excellence. Areas of focused research and scholarship will be highlighted in the College marketing campaign (core strategy 3).

As indicated, this key core strategy will impact University priorities II, III and V. It is also central to the University's drive to Tier 1 research status.

#### Core strategy 2: (targets TTU priority I)

Promoting student success requires that students engage with a major as soon as possible. This cannot be achieved by mandate (e.g. 45 hours) but must be achieved by quality engagement and advising. Currently Arts & Sciences provides advising in the major (either through a professional staff person or faculty member) as well as degree auditors. The College needs to invest in quality placement advising somewhat analogous to the pre-professional health advisors. Seven of the 10 pre-professional health disciplines require that students declare a major (graduate with a bachelors). In addition to advising these students on the preparatory courses that they will need towards applying for their professional health discipline, pre-professional health advisors are best situated to advise students on what major to take (roughly 2/3 end up in an A&S major). Strategy 2 requires that the College invest in A&S major advising for undeclared students. Advisors specifically for undecided students, and for students contemplating changing majors, is especially needed in times of increasing enrollments.

### Core strategy 3: (targets TTU priority I)

Marketing plays a strong role in enrollment. Red Raider Roadshows and Top Scholar events provide a role near the end of the recruitment process. However, earlier marketing plays a formative role in enrollment. To this end, Arts and Sciences has established a new associate dean for enrollment as well as a supporting enrollment staff member. Together they have instituted a strong outreach program to high schools in the Lubbock area and targeted high schools in the metropolitan areas throughout the state. An additional goal for this year is to add additional community engagement. Arts and Sciences has also hired a communication staff member and is embarking upon a radio advertising campaign, starting Spring 15, on KTXT highlighting faculty research efforts in Arts and Sciences that appeal to public imagination.

### Core strategy 4: (targets TTU priority IV)

The core community engagements in Arts & Sciences are STEM-engagement in K-12 and professional clinic outreach through psychological sciences and social work. Through STEM-Core (which is largely centered in A&S), there is a long-standing, successfully funded outreach effort to K-12 as well as partnership efforts with a number of other TTU outreach activities. More information can be found on the STEM Initiatives link on the web-page <http://www.depts.ttu.edu/stem/>. Psychological Sciences runs a training and research clinic that provides psychotherapy and assessment services to the University, Lubbock and neighboring communities (<http://www.depts.ttu.edu/psychologyclinic/index.php>). Social work faculty volunteer their services at the TTUHSC Free Medical Clinic at Lubbock Impact. The College has committed to doubling the size of the social work faculty in 5 years and developing an accredited MSW program. There should be a larger opportunity for creative writing (English department) to establish a greater community engagement as part of the arts initiative in Lubbock and to provide a concentration for community engagement in the humanities. The goal is to expand the summer workshop in creative writing in cooperation with elements (e.g. film) of Visual & Performing Arts and Media & Communication.

### Core strategy 5: (targets TTU priority V)

A core strategy for Arts & Sciences is to develop a Dean's Circle of alumni and friends of the college. An alumni advisory board is a critical element needed to increase the dean's and the College's network and provide advice and assistance in donor development. The dean will use the Circle to provide advice and assistance on problems including facilities development, support for scholarships, endowed postdocs and professorships, marketing, entrepreneurship opportunities, STEM outreach and enrollment, and community engagement throughout the state. Members of the Dean's Circle will be individuals who desire to participate in the advancement of the College. These individuals shall be highly regarded by their peers and shall have attained a position of leadership at the highest levels of their respective companies or organizations.

Success in these five core strategies will be measured by a small set of key indicators. If these strategies succeed, as indicated by the key indicators, then reflective (dependent) indicators should also respond positively.

Core strategy 1. Key indicators for the success of this core strategy will be increased faculty research and scholarship (research dollars, publications); increased faculty recognition (awards, fellowships) and increased graduate enrollments. University data systems (ORS proposal tracking and Cognos Reports) provide much of this

data. Faculty recognition data is now being collected by ORS. However *it will be essential to have a subscription to Academic Analytics* to provide appropriate, clean, comparative data to judge the success of our faculty and departments relative to our national peers.

Core strategy 2. Student retention, but more critically, student graduation rates will strongly reflect the success of the advising initiative. However, data on student mobility within the University is lacking. It should be noted that initiatives on student success cannot be limited to single College initiatives, but must comprise a University-wide initiative in which the Colleges partake.

Core strategy 3. The key data needed is student enrollment for the College, but equally critically, by major and by department. Data on college-specific sign-ups for Red Raider Roadshows, and other enrollment events will reflect pre-enrollment marketing success.

Core strategy 4. STEM-Core, and their partner affiliations gather continuous data on K-12 impacts. The Psychology Clinic maintains data on the number of clients handled during the year. Information on the impact of the social work activity in the community needs to be developed.

Core strategy 5. Success of the Dean's circle will be measured by membership numbers and member activity as well as by success of individual ventures undertaken by the board.