GOAL/Priority 1: Increase enrollment and promote student success. We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the state of Texas.

**Objective 1.1: Grow the college's student population to 2,000 by 2020.**

**Strategy 1: Expand college resources in the areas of student recruiting.**

Tactic 1: The college student recruiter will continue to visit high schools, community colleges and prospective graduate students. *(Balke, M. Wernsman, Hudson)*

Tactic 2: Review curriculum designed for community college transfer students. *(Dept. Chairs, Wernsman, Stoker, Balke)*

Tactic 3: Publicize the new media studies program on and off campus to students who desire a more general mass communications degree. *(Balke, Dept. Chairs, Stoker)*

Tactic 4: Create a microsite for recruiting new students including videos for each major and the college, faculty profiles, points of pride, centralized contact information, application information, social media links, down-loadable collateral. *(Balke, Wofford, Department Chairs)*

Tactic 4: Create the Hub, an innovative multimedia product that incorporates news, creative products, communication strategies and media/industry information. The Hub will be a student produced content curriculum. *(Reddick, Chambers, Brewton, Kaufhold)*

Tactic 5: Publicize the accomplishments of our alumni and advisory board members via the College of Mass Communications media outlets. *(Department Chairs, Balke, Wofford)*

Tactic 6: Secure information from the college's national board members regarding statistics about employment in their respective industries and develop media for current and new students. *(National Board, Department Chairs, Ross, Wofford)*

Tactic 7: Advertise college undergraduate programs in college media outlets and regional advertising outlets. *(movie theatre advertising, radio, Dept. Chairs, Wofford)*

Tactic 8: Identify and attend non-traditional recruiting opportunities. *(UIL events, host MCOM nights in local communities, etc...Dept. Chairs, Wofford)*
**Strategy 2.** Grow the college’s 1-year Master’s degree program

**Tactic 1:** Develop 150-B.A./M.A. program by fall 2013. *(Callison, Wernsman, Dept. Chairs)*

**Tactic 2:** Stress to Tech students the value of the 1-year M.A. program as an opportunity to further develop skills beyond the B.A. *(Callison, Stoker, Dept. Chairs)*

**Tactic 3:** Advertise the college’s new 1-year graduate program in international, national and regional media. *(Callison, Wofford)*

**Strategy 3.** Increase applications for the college’s undergraduate academic programs

**Tactic 1:** Prioritize scholarship offers for targeted incoming freshman and transfer students. *(Department Chairs, Bennett)*

**Tactic 2:** The college student recruiter will focus attention on visiting schools within a 100 mile radius of Lubbock. *(Balke)*

**Objective 1.2: Improve the college undergraduate retention rate.**

**Strategy 1:** Increase the involvement of the national board of advisors in career planning and placement for college majors as a tool for retention.

**Tactic 1:** The national board members will host career days in their respective major markets during the Christmas break in January. *(National Board, Department Chairs, Ross)*

**Tactic 2:** The national board members will meet with current students in their respective disciplines/professions during their annual visit to the campus. *(National Board, Department Chairs, Ross)*

**Strategy 2:** Increase career connection opportunities for Media & Communication students.

**Tactic 1:** Use the national board of advisors as evaluators for class projects in the capstone course for each major. *(Dept. Chairs, National Board)*

**Tactic 2:** Provide faculty and staff with talking points to discuss career and internship opportunities. *(Department Chairs, Ross)*

**Tactic 3:** Incorporate faculty and student groups into the Media & Communication learning community to encourage participation in job fairs and student organization opportunities. *(Department Chairs, Ross)*
Goal/Priority 2: Strengthen academic quality and reputation: We will attract and retain the best faculty in the world in order to enhance our teaching excellence and grow our number of nationally recognized programs.

Objective 1.1: Achieve and maintain an appropriate faculty-student ratio (university target is 20:1 by 2020).

**Strategy 1:** Provide resources and develop programs to attract new faculty and retain existing faculty. Nature of programs should demonstrate that CoMC values research, teaching, service, and collegiality as well as recognize faculty contributions in all areas of teaching, research, and service.

**Tactic 1:** Continue to refine mentoring program for new faculty (both tenure-track and professors of practice) to help clarify tenure process, shepherd junior faculty through tenure process, provide feedback regarding teaching (e.g., syllabi review), and provide feedback regarding research (e.g., manuscript review). Mentors should encourage junior faculty to use TLPDC resources. *(Stoker, Dept. Chairs)*

**Tactic 2:** Invite senior faculty members to meet regularly with junior faculty members for small group discussions focusing on teaching, service, research, collegiality, work-life balance, etc. *(Stoker, department chairs)*

**Tactic 3:** Continue to provide seed money and RAs to support junior faculty members’ research agendas as well as travel money to present research at conferences. *(Hudson, Callison)*

**Tactic 4:** Restructure the college brown bag to act as a resource for junior faculty members and provide opportunities for networking with other college and university units. Instead of CoMC faculty speaking at brown bags, invite scholars from across campus and other universities to give presentations on research and teaching topics. *(Zhang, Bichard, Cummins, Bucy, Wilkinson)*

**Tactic 5:** Create a formal college social committee responsible for arranging regular CoMC social events to promote unity, networking, and collaboration among faculty members, especially junior faculty members (Note: Work on committee should count toward service for purposes of annual review). *(Gardner, Ortiz – Not sure this will count as service toward T&P)*

**Tactic 6:** Continue to provide financial incentives and recognition for outstanding teaching, research, and service; ensure information about these awards and nomination/application processes are disseminated to all CoMC faculty members in a timely manner. *(Stoker, Callison, Hudson, Dept. Chairs)*

**Tactic 6:** Continue to expand research facilities and secure other resources at new building to accommodate needs of growing research faculty. *(Callison, Hudson)*

**Tactic 7:** Continue to provide retooling opportunities for faculty members to maintain and enhance professional and research skills. *(Department Chairs)*
**Tactic 8:** Revise mission statement and tailor internal/external communication to reflect that the college supports and rewards academic research and appreciates a diversity of research approaches/topics/perspectives. *(Associate Deans and Department Chairs)*

**Strategy 2:** Fill vacant positions and secure new lines.

**Tactic 1:** Continue to secure additional lines through RCM as funds become available. *(Hudson)*

**Tactic 2:** Fill open Public Relations (3), Journalism (1) and Electronic Media (1) vacancies. *(Seltzer, Chambers, Stoker)*

**Objective 2.2:** Increase awareness and positive perception of CoMC academic quality among academic community.

**Strategy 1:** Support faculty members in application for awards that will raise the visibility of the CoMC on and off campus.

**Tactic 1:** Continue to submit faculty members, graduate students, and CoMC departments for university and professional awards. *(Stoker, Callison, Chairs)*

**Strategy 2:** Target potential faculty members and greater mass communication academic community with key messages: (1) “TTU CoMC is a high quality program that provides faculty with research and teaching support in a collegial environment” and (2) “TTU CoMC values the research, instructional, and service contributions of its faculty.” Stress expanded research facilities in new building, growing Ph.D. and MA programs, quality of life in Lubbock and the collegial, productive research faculty. Continue to use CoMC media and partner with Office of Communication and Marketing to promote CoMC accomplishments.

**Tactic 1:** Continue to use interpersonal and online social networks to reach out to colleagues and administrators at other Ph.D. programs to identify potential hires and promote college accomplishments. *(Callison, Stoker, Department Chairs)*

**Tactic 2:** Continue to send promotional material to academic listservs and program administrators at other universities. *(Callison, Stoker, Department Chairs, Wofford)*

**Tactic 3:** Continue to use academic conferences to promote the program through research presentations, hosting/sponsoring events, and distributing promotional material. Ask National Board Members to help sponsor a TTU CoMC social at AEJMC in Aug. 2013. *(Dept. Chairs)*

**Tactic 4:** Continue to invite prominent scholars from other universities to visit CoMC as part of guest speaker series. *(Zhang, Bichard, Cummins, Bucy, Wilkinson).*

**Tactic 5:** Investigate hosting AEJMC Mid-winter Conference in Nov. 2014 and invite graduate students, professionals and scholars from regional universities to attend. *(Stoker, Dept. Chairs)*
Tactic 6: Spearhead a multi-university research project using our new research facilities to entice other universities into collaborating with CoMC faculty. *(Cummins, Stoker, Callison, Department Chairs)*

Tactic 7: Use the new CoMC dedication in Nov. 2012 to generate media coverage and increased awareness among the mass communications academic community both on and off campus. *(Balke, Hudson)*

Tactic 8: Use the new multimedia platform, The Hub@TTU, to tell the CoMC story regarding achievements in teaching, research, and service. *(Brewton, Chambers, Reddick, Seltzer, Bichard)*

**GOAL/PRIORITY 3:** Expand and Enhance Research: better the lives of all Americans, while improving the state’s economy and global competitiveness.

**OBJECTIVE 3.1:** Facilitate productive research agendas by junior faculty members, thereby positioning each for successful tenure and promotion review, and building the type of *curriculum vitae* that will eventually be attractive to extramural funding agencies.

**STRATEGY 1:** Provide an effective faculty mentoring program.

**TACTIC 1:** Provide opportunity for junior faculty to interact with senior faculty members who may be able to assist in developing research trajectories. *(Department Chairs, Callison, Stoker)*

**TACTIC 2:** Encourage junior faculty members to become active with the college’s formal research centers (e.g., Institute for Hispanic and International Communication) and informal research groups (e.g., political communication, health communication, and media psychology). *(Department Chairs, Regents Professors)*

**TACTIC 3:** Encourage senior faculty to provide the Associate Dean for Faculty with a list of areas in which each senior faculty member would feel comfortable serving as a mentor thereby allowing new junior faculty members to become acquainted with the help available. *(Department Chairs)*

**STRATEGY 2:** Encourage the development of a successful research trajectory.

**TACTIC 1:** Through the annual review process, encourage junior faculty to become productive scholars. *(Department Chairs)*

**TACTIC 2:** Continue to provide start-up funds for each of the first two years junior faculty arrive in order to facilitate a focus on research. *(Hudson, VP Research)*

**OBJECTIVE 3.2:** Incentivize grant activity among senior faculty members, who are more likely to have the type of *curriculum vitae* that will eventually be attractive to extramural funding agencies.
**Strategy 1:** Ensure all hires at the Associate Professor or Professor level reflect the College’s strategic priority.

**Tactic 1:** The College's administrative team will meet in advance of job announcements being drafted to ensure that the leadership share a common understanding of the strategic needs for the senior position. *(Department Chairs, Stoker, Callison)*

**Tactic 2:** Communicate the common vision to all relevant stakeholders to ensure that potential job candidates receive a consistent description of the college’s vision. *(Department Chairs, Stoker, Callison)*

**Strategy 2:** Provide incentives to make securing extramural funding especially valuable for senior faculty.

**Tactic 1:** Seek funding to encourage comparatively high probability grant submissions for senior faculty. (e.g., additional RA support, travelling to meet a program director, Dept. Chairs).

**Tactic 2:** Encourage Regents Professors to use part of their budgets to be competitive for grants in the area of media literacy, one of the most heavily funded areas directly applicable to mass communication. *(Wilkinson, Bucy)*

**Objective 3.3:** Enhance and promote the value of research and empirical scholarship at all levels – from undergraduate students to senior faculty – within the college.

**Strategy 1:** Formally establish an entity to foster undergraduate research.

**Tactic 1:** Appoint one member of the College's administration to coordinate and promote undergraduate research efforts. *(Stoker)*

**Tactic 2:** Actively promote undergraduate research in College publicity venues, such as the Mass Communicator. *(Department Chairs)*

**Tactic 3:** Identify excellent undergraduate researchers for recruitment into the thesis-track master's program through participation in undergraduate research and through consulting with the College Career Center. *(Callison and Department Chairs)*

**Tactic 4:** Sponsor an undergraduate research competition where graduate students could serve as first-level blind reviewers. *(Department Chairs)*

**Strategy 2:** Continue to attract increasingly prepared graduate students, who have the potential to initiate self-directed research early within their careers in the College.

**Tactic 1:** Encourage graduate students to submit completed research papers to academic conferences *(Callison, Grad Faculty)*

**Tactic 2:** Actively promote graduate research in College publicity venues, such as the Mass Communicator. *(Dept. Chairs, Callison, Wofford)*
Goal/Priority 4. Further Outreach and Service: We will expand our community outreach, promote higher education, and continue to engage in partnerships in order to improve our communities and enrich their quality of life.

Objective 1. Provide and promote opportunities for students, faculty staff, and the larger Texas Tech community to enrich their lives and global awareness through international experiences.

Strategy 1. Continue teaching at least one study abroad course in summer or a full semester of each academic year.

Tactic 1: Develop formal study abroad criteria for developing courses and assigning faculty to teach. Rotate study abroad faculty opportunities. (Stoker) Take advantage of TTU Study Abroad infrastructure in carrying out programs.

Tactic 2: Take advantage of TTU Study Abroad infrastructure in carrying out programs. (Study abroad committee)

Tactic 3: Invite study abroad and international program representatives to participate as guest speakers in the college and across the university and to write articles for student and local media and/or write blogs about their experiences for exhibition on the college’s study abroad Web page. (Study abroad committee)

Strategy 2. Bring persons, perspectives and events with global / intercultural dimensions into the college for campus and community events. (Rob Peaslee, Kent Wilkinson)

Tactic 1: Continue to sponsor Global Lens film initiative. (Peaslee, Wofford)

Tactic 3: Extend invitations to international visiting scholars to participate in college events and projects. (Department Chairs)

Tactic 4: Build bridges to ICC by including them in college events having an international focus. (Study abroad committee)

Objective 2. Strengthen the college’s relationships with communications/media, community schools.

Strategy 1. Encourage close relationships with Media practitioners.

Tactic 1: Bring in experts (media practitioners) from media fields and where appropriate invite other colleges and departments to be involved in the programs around these activities. (Department Chairs)

Tactic 2: Help promote Career Fair for students to meet media representatives. Coordinate scheduling of Career Fair and National Board meeting. (Ross)

Tactic 3: Continue dialog with regional media industry organizations through involvement in SPJ, IRE, TAB, WTMA, TPA. AAF, PRSA, ASNE. This includes sharing research reported in academic journals. (Faculty sponsors of these student organizations)
**Tactic 4:** Promote internships & other student output as a way to help media organizations enhance their products. *(Department Chairs and Ross)*

**Strategy 2.** Be a resource to and learn from local schools and community.

**Tactic 1:** Serve as judges and resource persons for relevant UIL academic activities. *(Department Chairs)*

**Tactic 3:** Encourage faculty to be listed on experts list maintained by university communications and marketing. *(Stoker)*

**Strategy 3.** Improve faculty awareness and participation in university service learning initiatives.

**Tactic 1:** Ensure that the faculty has at least one member who is designated a Service Learning Fellow. *(Department Chairs)*

**Tactic 2:** Encourage student groups to volunteer services to one charitable campaign annually. *(Faculty sponsors of student organizations)*

**Tactic 3:** Offer practicum credit for assisting community organizations with media programs. *(Department Chairs and Ross)*

**Tactic 4:** Continue to offer PR campaigns, Advertising campaigns classes as service projects. *(Department Chairs)*

**Goal/Priority 5:** Increase and Maximize Resources: Ensure affordability for students and accountability to the State of Texas (seek new sources of public and private support, including donations and endowment funds for faculty positions, student scholarships/fellowships, and programmatic support.)

**Objective 5.1:** By fall 2015, increase the number of undergraduate scholarships by 15 percent.

**Strategy 1:** Focus fund raising on memorable student-faculty relationships.

**Tactic 1:** Continue to publish a regular column in the Mass Communicator relating how a professor played a positive role in the life of an alumnus. *(Bennett, Wofford)*

**Tactic 2:** Establish an annual award recognizing a mentor who has made a difference in the life of a student or former student. The award could be given out at the scholarship luncheon or outstanding alumni event. *(Bennett, Stoker)*

**Tactic 3:** Include as talking points during meetings with alumni and donors requests for the names of faculty and staff who had a positive influence on them during their time at Tech. *(Bennett, Hudson)*
**Tactic 4:** Encourage faculty to talk about giving back in their classes, particularly in capstone classes. *(Department Chairs)*

**Strategy 2:** *Promote room sponsorships in the new building*

**Tactic 1:** Create a brochure regarding room sponsorships. *(Bennett and Wofford)*

**Tactic 2:** Do features in the Mass Communicator about room sponsors. *(Bennett, Hopper, Wofford)*

**Tactic 3:** Improve promotion and communication of those who take advantage of room sponsorships. *(Bennett, Wofford)*

**Strategy 3:** *Create annual giving program*

**Tactic 1:** Establish a reasonable amount for annual giving. *(Bennett)*

**Strategy 4:** *Recognize entrepreneurs who have succeeded in areas outside the traditional media*

**Tactic 1:** Invite entrepreneurs to speak in classes and at events. *(Department Chairs, Bennett)*

**Tactic 2:** Establish a mentor program for student entrepreneurs. *(Department Chairs, Rodriguez)*

**Objective 5.2:** *Increase college endowment by 50 percent by 2015.*

**Strategy 1:** *Use goodwill of big-name alumni to solicit funding.*

**Tactic 1:** Sponsor special events recognizing big-name alumni. *(Bennett, Hudson)*

**Tactic 2:** Encourage alumni participation in events and recognition. *(Bennett, Hudson)*

**Strategy 2:** *Emphasize planned giving*

**Tactic 1:** Encourage alumni to include the college in their wills. *(Bennett, Hudson)*

**Tactic 2:** Establish or use existing events to celebrate alumni who make planned gifts. *(Bennett, Hudson)*

**Tactic 3:** Includes stories in Mass Communicator about alumni who make planned gifts. *(Bennett, Hudson)*