

**School of Advertising and Public Relations
Strategic Plan
Passed Nov. 16, 2016**

Vision

The future of the University of Tennessee's College of Communication and Information lies in innovative learning, scholarship, and societal engagement. The primary aspiration of the college can be summarized in a single word: excellence. The college and its individual units will become recognized for their excellence internationally, nationally and regionally and for the caliber of their research and creative activity, teaching and service. Collaboration across the units will maximize our contributions to the university and society.

Aligned with this vision, the School of Advertising and Public Relations is one excellent School with two strong and distinct programs committed to teaching, research and service to the professions.

Mission

The College of Communication and Information is a community of scholars and creators devoted to the study of communication and information and their related processes and technologies. This mission is achieved through excellence in research/creative activity, teaching and service. The college shares the values of intellectual pursuit, diversity, international and intercultural awareness, engagement and other core ideals of the University of Tennessee in the land-grant tradition. The School of Advertising and Public Relations applies the College's mission to its programs.

Values

The College and the School are committed to diversity and fosters a sense of collegiate and social community. The culture of the College and the School includes an emphasis on the ethical responsibilities of access to information and the exercise of freedom of expression. The College and the School promotes new knowledge creation through research and creative activities. The College and the School believe in and cultivates the following values.

- Intellectual curiosity and critical thinking
- Leadership
- Global and intercultural engagement
- Freedom of expression, independent media and democracy
- Diversity and inclusion
- Ethics, honesty and integrity
- Innovation and creativity
- Service, community responsibility and engagement
- Integration of theory, practice and knowledge
- Transdisciplinarity and relationship building

School Programs

Advertising - Advertising is the business of creative. It's analytical and creative people working together to create strategic messages that will have impact and change minds.

Public Relations - Public relations is the use of communication to negotiate mutually beneficial relationships between organizations and their publics. Public relations professionals conduct research about publics, counsel organizational leaders on how to enact ethical business practices, and act as a mediator of organizational public relationships.

Strategic Priorities and Goals

The School's strategic plan aligns with the high-level direction established in the College plan. This plan outlines specific goals, tactics and success metrics in seven strategic priorities customized for the School's programs, students, and faculty:

1. Undergraduate Education
2. Graduate Education
3. Research/Scholarship and Faculty Development
4. Culture, Communication, and Collegiality
5. Resources and Infrastructure
6. Diversity and Inclusion

School Priority 1: Undergraduate Education

The College and School will recruit, enrich, and graduate a diverse body of undergraduate students who are prepared to enter the global community as lifelong learners and authentic leaders.

School Guiding Statement

Undergraduate students in both advertising and public relations get jobs. The curriculum includes a solid liberal arts core combined with professional communication education and foundational coursework in business. Students learn high-level skills such as problem solving and strategy development while also becoming proficient in current techniques specific to their disciplines. They work with real clients in classes and many also complete multiple internships. Tenure-line faculty, who conduct research in the disciplines, help prepare students not only for their first job but also for becoming life-long learners.

Goals

1	Undergraduate Enrollment/ Student Recruitment. Increase awareness among incoming and lower-division UT students about the benefits of majoring in Advertising or Public Relations.
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2	Curriculum. Offer innovative and effective curricula appropriate to the fields represented by the School.
3	Undergraduate Student Experience. Create an undergraduate student experience that brings learning to life.
4	Student Outcomes/Placement. Provide a high quality experience at UT that allows our graduates to be successful at the best-quality organizations in our fields that fit individual student aspirations.

Supporting Tactics and Success Metrics

Goal 1: Undergraduate Enrollment/ Student Recruitment. Increase awareness among incoming and lower-division UT students about the benefits of majoring in Advertising or Public Relations.

Student Recruitment/Branding

- Create strong materials that speak directly to incoming students and parents for website, summer orientation, and other on- and off-campus recruiting opportunities.
- Communicate directly via e-mail and social and other appropriate platforms with exploratory UT and College students about the benefits of majoring in Advertising or Public Relations.
- Ask student clubs to assist in recruitment.

Tactics

- Develop alumni videos of “Something cool they’ve gotten to do by working in (Adv) (PR).”
- Establish branding communication to ensure consistent strategic messaging.

Course Offerings

- Offer additional sections of ADV 250 and PR 270 staffed by motivating instructors.
- Encourage more Freshmen and Sophomores to take ADV 250 or PR 270.

Goal 2: Curriculum. Offer innovative and effective curricula appropriate to the fields represented by the School.

Curricular Alignment with Industry and Accreditors

Tactics

- Strategically coordinate changes to UG curricula through the School UG committee.
- Ensure changes in curriculum are driven and supported by specific learning outcomes addressing relevant industry demands.
- Ensure curricula address ACEJMC core principles.

Success Metrics

- Undergraduate learning outcomes regularly revised and used to improve curriculum.
- Baseline established and program annually reviewed and revised as needed to improve program-level learning outcomes.

Goal 3: Undergraduate Student Experience. Create an undergraduate student experience that brings learning to life.

Internships and Experience Learning

Tactics

- Establish a baseline of student participation in internships and increase as appropriate.
- Establish a baseline of experiential learning via course experiences, student club activities, etc. and increase as appropriate.
- Create additional opportunities such as job shadowing for students to engage with working professionals in our fields.

Goal 4: Student Outcomes/ Placement. Provide a high quality experience at UT that allows our graduates to be successful at the best-quality organizations in our fields that fit individual student aspirations.

Industry Partnerships

- Reach out to industry partners and internship coordinators to gain their feedback on student preparedness.

Tactics

- Build bridges between current and former students.
- Explore cooperative learning experiences with industry organizations.
- Increase staff support to assist in above activities.

Success Metrics

- Conduct regular survey of alumni.
 - Track job placements and salaries via LinkedIn and other means.
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School Priority 2: Graduate Education

The College and School will strengthen graduate education through an emphasis on excellence and improvement of the graduate student experience.

School Guiding Statement for Master's or General Focus

The graduate program in Advertising and Public Relations offers students individualized research and mentoring opportunities, small class sizes, as well as the ability to work directly with nationally and internationally recognized faculty members and communication experts. Students have the opportunities to develop professional and academic skills that provide the knowledge and training needed to succeed in their current professions or take their careers or lives into a new direction.

School Guiding Statement for Doctoral Focus

The graduate program in Advertising and Public Relations provides students with individualized research and mentoring opportunities, as well as the ability to work directly with nationally and internationally recognized faculty members. Students work collaboratively with faculty and their

peers on research projects as well as receive direct mentoring and advice on how to build and advance their own individual research agendas. Our goal is for students to leave the program with publications in highly ranked journals, competitive conference presentations, and the ability to obtain positions at highly competitive research and comprehensive universities across the nation and the world.

Goals

1	Graduate Student Recruitment. Increase recruitment and improve yield of master’s and doctoral students into each of our disciplinary areas. Recruit a mix of national and international master’s students with diverse academic backgrounds and doctoral students whose research interests are compatible with faculty areas of expertise.
2	Program Clarification. Identify an “ideal state” for Ad and PR doctoral students and analyze possible alternative futures for our master’s programs
3	Curriculum. Ensure that all faculty members agree on and understand key learning outcomes of our graduate programs.
4	Graduate Student Experience. Provide guidance to master’s students for participation in programs and activities appropriate to their career goals. Ensure that all entering doctoral students have the opportunity to engage with faculty and students in their disciplinary area in their first semester of classes.
5	Student Outcomes and Placement. The School should track where students end up after graduation. Contribute to student outcomes through supporting doctoral student presentations at national conferences and ensuring that master’s students are appropriately advised based on their career goals.

Supporting Tactics and Success Metrics

Goal 1: Graduate Student Recruitment. Increase recruitment and improve yield of master’s and doctoral students into each of our disciplinary areas. Recruit a mix of national and international master’s students who have diverse academic backgrounds and doctoral students whose research interests are compatible with faculty areas of expertise.

Student Recruitment/Branding

Tactics

- Maintain presence at national conferences (NCA, AAA, ICA, AEJMC) to remind our colleagues about our graduate programs.
- Recruit at regional institutions that don’t have master’s or doctoral programs.
- Target recruitment communication to faculty at feeder schools to inform students about our programs.

Student Financial Support

- Explore funding opportunities for master’s students.
 - Fund all doctoral students for three years with either central tuition waivers, grant funding, or guaranteed external funding.
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Success Metrics

- Increase number of students:
 - Master’s students (10)
 - Doctoral students (2)
 - Increase international/ domestic mix of students.
 - Increase student yield for both programs.
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Goal 2: Program Clarification. Identify an “ideal state” for Advertising and PR doctoral students and analyze possible alternative futures for our master’s programs.

“Ideal State” for Doctoral Program

- Convene a group of Adv/PR faculty to outline an ideal program.

Alternative Futures for Master’s Program

Tactics

- Brainstorm the potential of a professional master’s program.
 - Commit to continuous evaluation of the master’s program.
 - Decide whether to propose a dramatically different MS program.
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Success Metrics

- Two proposals complete and delivered to the CCI graduate committee(s) by Aug. 20, 2017.
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Goal 3: Curriculum. Ensure that all faculty members agree on and understand key learning outcomes of our graduate programs.

Learning Outcomes

- Tactics**
- Create documents that clarify key **learning outcomes** for all of our faculty and graduate students (like the undergraduate program).

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- Success Metrics**
- Graduate learning outcomes regularly revised and used to improve curriculum.

Goal 4: Graduate Student Experience. Provide guidance to master’s students for participation in programs and activities appropriate to their career goals. Ensure that all entering doctoral students have the opportunity to engage with faculty and students in their disciplinary area in their first semester of classes.

Graduate Student Advising and Experiences

- Tactics**
- Ensure that graduate students have a first-year advisor in their discipline.
 - Support students in identifying appropriate programs and activities. For those with practitioner focus, direct them to advertising activities. For those with academic focus invite them to participate in research brown bags.
 - Offer at least one course in each disciplinary area that is appropriate for doctoral students each fall.
 - Offer school-level research brown bags for faculty and graduate students.

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- Success Metrics**
- Ensure advisors are assigned and courses are offered.
 - Increase student membership in advertising club.
 - Increase attendance of research brown bags by 50% or more of graduate students and faculty.
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Goal 5: Student Outcomes and Placement. The School should track where students end up upon graduation. Support student outcomes through supporting doctoral student presentations at national conferences and ensuring that master's students are appropriately advised based on their career goals.

Doctoral Student Conference Presentation

- Co-author with doctoral students and faculty.
- Advise on which conferences and divisions students should submit to.
- Encourage faculty to create informal research work groups with doctoral students.

Tactics

Masters Students - Prerequisites

- Master's student admission letters should include pre-reqs as appropriate for each student.

Placement Data

- Encourage College (Associate Dean) to develop placement reports.

Success Metrics

- Doctoral students submit a minimum of one peer reviewed paper per year to conferences.
 - Ensure that doctoral students attend at least one conference per year.
 - Update guidance document on how to make pre-req recommendations for incoming MS students.
 - Track job placements via LinkedIn and other means.
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School Priority 3: Research/Scholarship and Faculty Development

The College and School will strengthen its capacity, productivity, and recognition across its total portfolio of research, scholarship, creative activity, and engagement.

School Guiding Statement

The School of Advertising and Public Relations faculty conducts research that extends theory and makes meaningful contributions to the fields of advertising and public relations, in applied, socially valuable ways. Our researchers have unique expertise that engages multiple perspectives and methods in a range of areas including media technology, crisis and risk communication, message strategy, and societal issues. The faculty’s research has garnered numerous national awards, strong industry partnerships, and extensive conference presentations and publications.

Goals

1	National Recognition/ Research Areas of Focus. The School will seek out opportunities to showcase the research of faculty members through publications, awards, grants, editorships, special issues, and high profile research activities.
2	School Support for Research/ Clarification of Policy. The School travel and research policy will be modified as resources become available to enable additional activities.
3	Faculty Development and Support Programs: The School will pursue opportunities for faculty development through enhanced support activities.

Tactics and Success Metrics

Goal 1: National Recognition/ Research Areas of Focus. The School will seek out opportunities to showcase the research of faculty members through publications, awards, grants, editorships, special issues, and high profile research activities.

National Recognition

Tactics

- Maximize conference exposure beyond presenting papers.
- Establish conference and journal leadership.
- Look for opportunities for awards, recognition.

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- Track Research gate, Academia, or Google Scholar profiles.
 - Establish baseline of awards, leadership, and impact and increase as appropriate.

Collaborative Teams for Research

- Identify collaborative research teams in each discipline and across the two areas of the School. Identify potential collaborators across campus (examples, Psych, Business, Art).

University Recognition

- Send research expertise to the office of communications.
- Promote faculty research and leadership on web and social media.

Success Metrics

- Increase number of activities at conferences.
 - Increase number of positions on editorial review boards, number of ad hoc reviews, numbers of editorships, number of special issues edited, conference reviews, officer positions.
 - Increase number of nominations and awards.
 - Increase number of academic profiles on sites, citations, and scores.
 - Increase number of cross-disciplinary articles.
 - Increase number of stories on web and social media.
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Goal 2: School Support for Research/ Clarification of Policy. The School will continue to look for ways to increase support for research, conference travel, and professional development

Support for Research

- Provide support for grant applications.
- Research Assistants.
- Establish pool of money for data collection.

Tactics

Policy Clarification

- Clarify policy for pre, post conferences or high profile events in the School.
- Facilitate modified service and/or teaching loads for faculty members who are PIs on larger grant applications.

Success Metrics

- Increase in monetary and time support for research.
- Clarification of policies complete.

Goal 3: Faculty Development and Support Programs

Tactics

- Allow Summer Research Support Applications if eligible.
- Coordinate and Utilize SARIF.
- SEC Travel Grant.
- Provide training for Adobe workshop, Social Studio, Qualtrics, Blackboard/Canvas, Elements.

Success Metrics

- Increase in the number of faculty participating in development and support programs.

School Priority 4: Culture, Communication, and Collegiality

School Guiding Statement

The School will build a professional culture of trust and mutual respect.

Goals

1	Common Understanding. Faculty and staff feel they know the thinking, responsibilities and strategies at various levels of the school.
2	Culture of Trust and Mutual Respect. Commit to and invest in a culture of trust and mutual respect.
3	Communication Process and Expectations. Faculty will use a common language and communication processes to support productive and professional faculty meetings and collaboration.

Supporting Tactics and Success Metrics

Goal 1: Common Understanding. Faculty and staff feel they know the thinking, responsibilities and strategies at various levels of the school.

- Tactics**
- Identify key elements of the schools desired culture to create a survey instrument for baseline and follow-up data collection.
 - Conduct a regular department climate survey.

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- Success Metrics**
- Survey school culture every year.
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Goal 2: Culture of Trust and Mutual Respect. Commit to and invest in a culture of trust and mutual respect.

Tactics

- Utilize appropriate resources to ensure culture of trust and mutual respect.

Success Metrics

- Survey school culture every year.

Goal 3: Communication Process and Expectations. Faculty will use a common language and communication processes to support productive and professional faculty meetings and collaboration.

Tactics

- Ensure a professional expectation to speak well of each in other courses, across campus, at conferences etc.
- Ensure communication norms to promote support faculty to openly express themselves at meetings or committee work.

Success Metrics

- Survey school climate every year.

School Priority 5: Resources and Infrastructure

The College and School will develop a sustainable and effective resource base for the future and continue the transformation of infrastructure.

School Guiding Statement

The School will supplement funding to invest in its strategic priorities through private philanthropy and corporate partnerships. The School will create a physical space that supports student recruitment and faculty collegiality goals. The School will also explore opportunities to better allocate its existing funding through opportunities for operational efficiency and budget reallocation.

Goals

1	Philanthropy and Partnerships. Prioritize opportunities for philanthropy and corporate partnerships tied to strategic initiatives.
2	Physical Space. Ensure that physical space communicates a professional presence and attracts forward thinking majors.
3	Effective Use of Resources. Identify opportunities to increase efficiency and re-allocate budget and faculty time to invest in strategic priorities.
4	Enhanced Fundraising for Enrichment Funds: Identify opportunities to increase both Ad and PR Enrichment accounts to support faculty and student initiatives

Supporting Tactics and Success Metrics

Goal 1: Philanthropy and Partnerships. Prioritize opportunities for philanthropy and corporate partnerships tied to strategic initiatives.

Tactics

- Seek funding to help School engage in recruitment activities at undergraduate, and graduate level.
- Seek funding for annual social media marketing budget.
- Raise private funds in support of classes and curriculum.
- Raise money to support in-need students to do internships and/or participate in professional development student experiences like trips and study abroad.

Success Metrics

- Secure a minimum of one funding source per major opportunity for investment.
- Increase the number and amount from private giving and corporate partnerships.

Goal 2: Physical Space. Ensure that physical space communicates a professional presence and attracts majors

Tactics

- Make physical space open, comfortable and welcoming

Success Metrics

- Complete re-design of front office space.

Goal 3: Effective Use of Budget. Identify opportunities to increase efficiency and re-allocate budget and faculty time to invest in strategic priorities.

Tactics

- Regularly examine budget allocations and faculty releases to establish greater alignment with strategic priorities.

Success Metrics

- Baseline and track budget to align with strategic priorities.

4	Enhanced Fundraising for Enrichment Funds: Identify opportunities to increase both Ad and PR Enrichment accounts to support faculty and student initiatives
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Tactics ▪ Ask for donations to the Ad and PR Enrichment accounts

Success Metrics ▪ Increase in accounts to support faculty and student initiatives.

School Priority 6: Diversity and Inclusion

The College and the School will enhance diversity and inclusion to benefit our campus.

School Guiding Statement

The School recognizes and values diversity. Exposing students to diverse people, ideas and cultures increases opportunities for intellectual inquiry, encourages critical thinking, and enhances communication and information competence. When all viewpoints are heard, thoughtfully considered, and respectfully responded to, everyone benefits. Diversity and fairness unite us with the wider professional and global community.

Goals

1	Inclusive Climate. Create and sustain a welcoming, supportive and inclusive campus climate.
2	Recruitment and Retention – Faculty, Staff and Administrators. Contribute to UT efforts to attract and retain greater numbers of individuals from under-represented populations into faculty, staff, and administrative positions (particularly department heads, directors, deans)
3	Recruitment and Retention – Students. Attract, retain, and graduate increasing numbers of students from historically under-represented populations and international students.
4	Community Partnerships. Develop and strengthen partnerships with diverse communities in Tennessee and globally.
5	Curriculum. Ensure that curricular requirements include significant intercultural perspectives.

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Student Success and Outcomes. Prepare graduate students to become teachers and researchers in a diverse world.

Supporting Tactics and Success Metrics

Goal 1: Inclusive Climate. Create and sustain a welcoming, supportive and inclusive campus climate.

Tactics

- Ensure that all students are invited to attend student meetings of professional groups and to join student clubs.
- Encourage students from underrepresented groups to seek leadership positions in student organizations.
- Strive for representations from underrepresented groups in school-sponsored field trips.
- Continue to encourage both undergraduate and graduate students to apply to and continue to assist them in making application to the American Association of Advertising Agencies Minority Internship Program and the American Association of Advertising Agencies Outstanding Minority Student Recognition Program.
- Review CCI Climate Survey results and make any changes in identified areas of weakness.

Success Metrics

- Increase number of welcome session, club visits to classes, club events open to all students.
 - Increase number of students from diverse backgrounds leading clubs.
 - Increase number of students in all school-sponsored and club-sponsored field trips.
 - Increase number of students applying to minority internship programs.
 - Use climate survey to assess program and make appropriate changes.
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Goal 2: Recruitment and Retention – Faculty, Staff and Administrators. Attract and retain greater numbers of individuals from under-represented populations into faculty, staff, and administrative positions (particularly department heads, directors, deans, and vice chancellors).

Tactics

- Work to increase the diversity of the applicant pool for open faculty and staff positions.
- Work to identify and hire diverse individuals to teach as lecturers/adjunct professors when funding for these positions is available.
- Have all ADPR faculty/staff members serving on search committees complete UT's STRIDE training to increase sensitivity to institutional bias/prejudice.
- Participate in UT's annual Future Faculty Event that invites diverse doctoral students from other campuses to UT for a 2-day event focused on helping prepare them for the job market and on developing a relationship between the participants and the University/School.
- Continue to take advantage of and to develop additional recruiting opportunities at other nationally ranked programs.

Success Metrics

- Increase the number of diverse individuals hired for ADPR faculty/staff positions.
- Increase the number of applications received from diverse individuals in faculty and staff searches.
- Increase the number of diverse individuals teaching as ADPR lecturers/adjuncts annually.
- Increase the number of ADPR faculty/staff who have completed STRIDE training and the percentage of ADPR search committee members who have completed STRIDE training.
- Increase the number of Future Faculty visitors to ADPR.
- Increase the number of contacts made annually with nationally ranked programs focused on diverse faculty recruitment.

Goal 3: Recruitment and Retention – Students. Attract, retain, and graduate increasing numbers of students from historically under-represented populations and international students.

Tactics

- Maintain current national and international reputation for academic excellence, which has been identified as a major factor in attracting diverse undergraduate and graduate students to the program.
- Identify and participate in diversity and inclusion-focused School, College and University organizations/activities.
- Encourage professional organizations in other countries (e.g., Korea), to develop scholarships for students seeking entry to the University of Tennessee.
- Work with national organizations such as McNair scholars to reach minority students as they prepare for graduate programs.
- Continue to take advantage of and to develop additional recruiting opportunities at other nationally ranked programs.

Success Metrics

- Increase faculty publication in the top journals of their fields and attendance national conferences.
- Increase number of ADPR faculty and students participating in diversity and inclusion-focused School/College/University organizations/activities annually.
- Increase amount of financial aid offered to diverse individuals.
- Increase the number of McNair scholars admitted to graduate program.
- Increase the number of recruiting trips/contacts made annually with nationally ranked programs focused on diverse student recruitment.

Goal 4: Community Partnerships. Develop and strengthen partnerships with diverse communities in Tennessee and globally.

Tactics

- When possible, reach out to minority-serving organizations to create local/regional public relations and advertising plans.
- Identify and invite diverse communication professionals to campus to meet and share their expertise with students.

Success Metrics

- Increase the number of class projects serving diverse clients annually including clients who serve diverse populations to include homelessness, Alzheimer's, and various other audiences that are challenged with respect to socio-economic status.
- Increase the number of ADPR diverse guest speakers as well as the number of ADPR guest speakers who work with under-served and diverse populations.

Goal 5: Curriculum. Ensure that curricular requirements include significant intercultural perspectives.

Tactics

- Continue to review undergraduate and graduate teaching guidelines periodically for inclusion of intercultural perspectives.
- Incorporate readings and videos addressing diversity and inclusion issues in advertising and public relations into ADPR classes.

Success Metrics

- Increase the percentage of ADPR course syllabi that include the CCI Diversity statement.
- Increase the number of ADPR courses that include intercultural communication content in their classes.
- Increase the number of ADPR classes that include social issues [e.g., gay marriage, subcultures, queer theory, critical race theory and black (darkened) feminist theoretical perspectives, etc.].
- Increase the number of diversity and inclusion readings and video clips incorporated into ADPR classes annual program.

Goal 6: Student Success and Outcomes. Prepare graduate students to become teachers and researchers in a diverse world.

Tactics

- Incorporate diversity and inclusion issues in all ADPR graduate courses.
- Encourage interested students to do research on the contributions of underrepresented populations to the development and professional practice of advertising and public relations.

Success Metrics

- Increase the number of ADPR graduate courses that incorporate diversity and inclusion issues.
 - Increase class discussions of the contributions by minority practitioners to the professions.
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