Department of Technology Leadership and Communication
Strategic Plan 2013-17

Context, Purpose, and Process of the Department of Technology Leadership and Communication Strategic Plan

The Department of Technology Leadership and Communication (TLC) was formed on July 1, 2012, as a result of a realignment of Technology programs in the School of Engineering and Technology (E&T) that emerged from the development of E&T's Strategic Plan, which was finalized in AY 2011-12 and is in effect through 2017. TLC offers undergraduate degrees and certificates in Organizational Leadership and Supervision and Technical Communication, and offers graduate-level programming through an interdisciplinary M.S. in Technology, where areas of specialization, concentrations, and certificates in TLC-related areas are possible. Furthermore, TLC is home to Indy Learning Centers, an externally-funded organization that provides tutoring, mentoring, and outreach between IUPUI students and K-12 school partners.

In order to rapidly organize, implement, and accelerate accomplishments as a newly-created entity, TLC engaged in an ambitious strategic planning process in AY 2012-13. The purpose of the TLC Strategic Plan is to provide a unified document that outlines the collective future direction of the Department, and to showcase how TLC contributes to the broader effectiveness of E&T and IUPUI. Thus, the TLC strategic planning process is characterized by its:

- Explicit alignment with E&T's Strategic Plan
- Widespread involvement of TLC faculty and staff
- Additional input from TLC student, alumni, academic, and industrial partners

TLC used its Department-level meetings in AY 2012-13 (August, October, January, March, and May) to:

- Brainstorm specific TLC-related actions per initiative, informed from the E&T Strategic Plan
- Identify the capabilities that collectively define TLC faculty and staff
- Review iterations of the TLC Strategic Plan document at various development stages
- Revise the TLC Strategic Plan document based on input from TLC's various Advisory Boards (Student, Alumni, Academic Partner, and Industrial)
- Approve the TLC Strategic Plan for implementation on July 1, 2013, through 2017

The remainder of the TLC Strategic Plan is organized as follows:

- TLC Vision, Mission, and Values (aligned with and derived from the E&T Strategic Plan)
- Strategic Initiatives for TLC (aligned with and derived from the E&T Strategic Plan):
    - I. Best Practices
    - II. Undergraduate Programs
    - III. Graduate Programs, Research, and Creative Activities
    - IV. Civic Engagement
    - V. Diversity

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TLC Vision, Mission, and Values

Vision

TLC contextualizes the E&T *Vision* statement as follows:

The Department of Technology Leadership and Communication will be a recognized leader in providing organizational leadership, technical communication, and related capabilities through teaching and learning, research and creative activities, and civic engagement, by leveraging its urban location and STEM (Science, Technology, Engineering, and Math) academic context.

Mission

TLC contextualizes the E&T *Mission* statement as follows:

The Department of Technology Leadership and Communication serves the School of Engineering and Technology, the IUPUI Campus, and the Central Indiana community and beyond by providing a high-quality learning environment informed through the discovery and dissemination of organizational leadership, technical communication, and related capabilities via teaching and learning, research and creative activities, and civic engagement.

Values

TLC affirms its commitment to the following *Values* espoused in the E&T Strategic Plan:

- *Excellence:* Academic excellence is our top priority. We pursue excellence in learning, teaching, research and creative activities, and civic engagement as the highest indicators of successful achievement.
- *Competition:* Competition enhances innovation. We strive to compete at the highest levels in the pursuit of extramural support for our students, as well as for our research and creative activities.
- *Collaboration:* We promote teamwork and partnerships for solving problems and disseminating and transferring knowledge, thus multiplying our accomplishments.
- *Diversity:* We value diversity in all of its forms in our research, curricula, and pedagogy and in our faculty, staff, and student composition.
- *Leadership:* We encourage and reward effective leadership at every level within TLC.
- *Location:* We are fortunate to be located in the vibrant city of Indianapolis and we strive to capitalize on the urban setting to address the challenges of a global society.
- *Professionalism:* We foster and reward high standards of collegiality and integrity.
- *Responsiveness:* We are committed to community and professional service to meet the needs of our stakeholders.
- *Improvement:* We strive to continuously improve the implementation of our mission through efficient assessment and evaluation processes.
- *Identity:* We take pride in the Purdue University and Indiana University affiliations, while striving to advance the IUPUI campus identity, image, and reputation.

Strategic Initiatives for TLC

I. Best Practices

As defined in E&T Strategic Plan: Invest in people and provide fiscal stewardship, effectiveness, and transparency in program investments and resource allocation to nurture and advance the School's intellectual assets.

Initiatives for E&T	TLC Actions
1.1. Recruit, retain, and reward excellent faculty and staff	• Continue to hire top-quality full-time faculty and staff and adjunct faculty • Regularly perform peer reviews of each other's teaching (including adjunct faculty) • Apply for and receive grants and awards related to TLC capabilities • Increase the number of full-time faculty and staff positions as programs and majors grow • Add tutors and mentors in targeted classes and areas (e.g., the Technical Writing Center), as needed • Provide time and resources to allow faculty members to excel in order to apply for and achieve promotion/tenure • Develop plans and approaches to reward, recognize, and retain TLC faculty and staff
1.2. Recruit, retain, and graduate better-prepared students	• Offer sound, cutting edge curricula in all TLC programs • Regularly review and adjust admission's criteria to ensure sufficient rigor, preparedness, and background of TLC programs' students • Develop and implement comprehensive student recruitment plan, including visiting local/regional organizations, using university resources to promote programs, and marketing programs through a variety of methods (e.g., Facebook, LinkedIn, website search optimization, high-quality posters & flyers) • Use guidance from both TLC- and program-level Industrial Advisory Boards to recruit and retain students • Identify and deepen relationships with feeder departments, programs, and institutions to better promote TLC opportunities • Enhance and expand RISE initiatives in both OLS and TCM undergraduate programs • Provide appropriate interventions (e.g., tutoring, mentoring, flexible class schedules) to retain students and help their persistence to timely graduation • Encourage E&T and other IUPUI students to pursue TLC certificates and programs as an augmentation to, or a second major within, their programs-of-study

Initiatives for E&T	TLC Actions
1.3. Enhance fiscal stewardship, effectiveness, and transparency in program investments and resource allocation	• Make budgetary processes and decisions transparent to faculty and staff within TLC • Model and maintain stewardship of our programs by collaboratively prioritizing fiscal decisions, effectively using and conserving resources, and making individual investments in TLC (e.g., personal philanthropy through the Foundation) • Use Student, Alumni, and Industrial Advisory Boards to seek investment of talent, time, and treasury in TLC
1.4. Leverage the strengths of shared governance, including ownership and responsibility for goals, initiatives, and actions among the faculty, staff, and students	• Regularly hold TLC-, program-, and administrative-related meetings to share information, make collaborative decisions, and make progress toward collective goals • Ensure that TLC's interests and that its faculty, staff, and students (where appropriate) are sufficiently represented on E&T, IUPUI, and other important committees and task forces • More effectively involve all of our stakeholders (e.g., adjunct instructors, students, alumni, academic partners, industry) in appropriate TLC decisions • Regularly review and adjust TLC progress toward accomplishing goals and objectives in the Strategic Plan and other important E&T and IUPUI priorities and initiatives
1.5. Increase regional, national, and international visibility	• Develop and implement a plan to aggressively market and promote TLC programs and capabilities in appropriate regional, national, and international venues and outlets • Regularly publish, present, and assume leadership roles at regional, national, and international professional conferences, associations, and societies • Become a national leader and resource in defined TLC capabilities • Regularly promote TLC accomplishments to a variety of stakeholders and through a variety of methods (e.g., annual reports; website; meetings; direct communication) • Market programs and recruit students at regional, national, and international venues

II. Undergraduate Programs

As defined in E&T Strategic Plan: Excel in the delivery of instruction, the scholarship of teaching and learning, advising, and student services to support extraordinary student success.

Initiatives for E&T	TLC Actions
2.1. Excel in the delivery of instruction and the scholarship of teaching and learning	• Continue to use the *Principles of Undergraduate/Graduate/ Professional Learning*, ABET, Inc. criteria, and evidence-based best practices to guide our teaching • Design and revise courses to meet demand and needs of various stakeholders and purposes (e.g., as courses in other programs' majors and Certificates) • Improve instructional design for traditional, hybrid, and online learning through training and resource development • Measure program- and course-level learning outcomes and use assessment results for continuous improvement • Develop and implement student success resources for retention, persistence, and increased graduation rates • Apply for internal and external grants, especially in the areas supporting the Scholarship of Teaching and Learning (SoTL) • Regularly seek feedback from program stakeholders and use this information to guide improvements at the program- and course-levels • Develop and offer TLC courses that offer RISE designations • Optimize our SoTL efforts including publishing and presenting at conferences • Continue to offer individual tutoring through the TCM Writing Center
2.2. Improve undergraduate program rankings	• Collect, analyze, and widely share results of student learning in TLC programs to aid in other programs' assessment, accreditation, and ranking efforts, as warranted • Regularly perform external environmental scan of peer- and aspirant-level TLC programs to determine how our programs compare and/or are differentiated from others
2.3. Promote effective advising, student support, and career development practices	• Work with E&T Student Services to recruit prospective students to TLC programs and to prepare them for careers • Enhance effective advising structures and approaches for all TLC students • Regularly meet with E&T Advising Center, UCOL, and other academic partners to promote understanding of TLC programs • Work with various stakeholders (e.g., E&T Career Services, advisory boards) to identify, create, and promote career development opportunities (e.g., internships) for TLC students

III. Graduate Programs, Research, and Creative Activities

As defined in E&T Strategic Plan: Position the School as a pillar of the IUPUI research campus advancing strategic research foci, including health and life sciences, while offering relevant graduate programs of regional and national need.

Initiatives for E&T	TLC Actions
3.1. Define research foci that build upon faculty talent, established track records, and prior investments	• Regularly review and update TLC capabilities and widely share capabilities with various stakeholders • Become a national leader and resource in defined TLC capabilities • Create and collaborate on discipline-specific and interdisciplinary research opportunities
3.2. Increase joint proposals for research and development with partners	• Inventory and prioritize the types of partners, funding entities, and proposal types that align with TLC talent and capabilities • Work with a variety of stakeholders to pursue funded, discipline-centered research activities
3.3. Offer innovative graduate degree programs and certificates that address regional needs and capitalize on strengths of Indianapolis	• Develop, enhance, and regularly review and improve graduate courses to meet specific academic and professional needs of students, regional/national employers, and other stakeholders • Create, market, and implement graduate-level Certificates that can be earned as a stand-alone credential, as a augmentation to other graduate degree programs, or as a pathway to M.S. in Technology • Collaborate with corporate partners to recruit employees who have an undergraduate degree and would like a graduate degree • Recruit graduate students from not only TLC undergraduate programs, but also other degree programs • Continue to enhance interdisciplinary collaboration within TLC and between TLC and other academic partners
3.4. Increase graduate program rankings	• Collect, analyze, and widely share results of student learning in TLC programs to aid in other programs' assessment, accreditation, and ranking efforts, as warranted • Regularly perform external environmental scan of peer- and aspirant-level TLC programs to determine how our programs compare and/or are differentiated from others
3.5. Improve infrastructure	• Identify, plan, and secure resources for appropriate research-related talent, technologies, and physical spaces in support of TLC graduate programs and capabilities

IV. Civic Engagement

As defined in E&T Strategic Plan: Expand role and value of the School as an Indiana economic development mechanism through productive partnerships with business/industry, government, community, and other academic institutions.

Initiatives for E&T	TLC Actions
4.1. Expand the School's role and value as an Indiana economic development mechanism	• Promote TLC capabilities to local and state business/industry, government, community, and other academic institutions and organizations • Provide consulting, technical assistance, and outreach that leverages individual faculty and staff strengths and TLC's collective capabilities to meet external stakeholder needs • Develop, implement, and sustain FaculT3 as a signature civic engagement outreach initiative for TLC • Involve industry/community partners in the functions of student professional organizations and societies • Leverage Indy Learning Centers' purpose, relationships, and services to expand IUPUI student involvement in service learning • Partner with other E&T and IUPUI colleagues on civic engagement-related projects, activities, and opportunities

V. Diversity

As defined in E&T Strategic Plan: Pursue excellence in our core mission by advancing a multi-faceted culture of diversity that seeks, values, and embraces diversity in all of its forms.

Initiatives for E&T	TLC Actions
5.1. Increase the percentage of underrepresented faculty, staff, and students	• Expand, sustain, and improve the outreach and opportunities TLC provides to a variety of students (e.g., first-generation, transfer, returning adult, Honor's, military/veteran, international) • Develop and implement a plan to more intentionally recruit, retain, and support underrepresented faculty, staff, and students in TLC