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.

Vision
Technological innovations and convergence, coupled with the increasing realization of the central nature of communication and information to all aspects of a modern society, serve to underscore the challenges and opportunities that lie before us. The College of Communication and Information is charting a bold course based on leveraging our historic strengths coupled with a desire and willingness to experiment and innovate. We eagerly embrace the challenges of the journey to new knowledge and sharing this knowledge with the community of scholars, our students and the world.

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. Each unit in the college will become recognized as a program of excellence internationally, nationally and regionally for the caliber of its research/creative activity, teaching and service.

Values
The college is committed to diversity and fosters a sense of collegiate and social community. The culture of the college includes an emphasis on the ethical responsibilities of access to information and the exercise of freedom of expression. The College promotes new knowledge creation through research and creative activities.

The college believes in and cultivates the following values.
- Intellectual curiosity and critical thinking
- Leadership
- Innovation and risk taking
- Global and cultural awareness and diversity
- Honesty and integrity
- Integration of knowledge
- Creativity
- Community responsibility and engagement
- Integration of theory and practice
- Interdisciplinarity and relationship building
Our Priorities and Goals

Priority 1: The College of Communication and Information will retain and graduate a diverse body of well-educated undergraduate students.

Goal A
Offer an innovative communication and information curricula for each of our undergraduate majors and minors.

Strategy 1: Manage curriculum development to increase quality and facilitate increased retention and graduation rates.

Tactics:
1) Encourage continued development of strong and innovative curricula for each of the disciplines.

2) Coordinate changes to undergraduate curricula through the undergraduate committee to ensure that student needs are being met.

3) Monitor demand for new curricula within the college and plan for changes as needed.

4) Maintain accreditation for all undergraduate programs where applicable.

5) Benchmark and improve student retention rates.

Strategy 2: Effectively advise students.

Tactics:
1) Provide orientation and initial major advising through the undergraduate advising center.

2) Provide advising for majors and minors within the appropriate schools to ensure that students follow the curriculum and graduate in a timely fashion.

3) Continue to hold an annual CCI Job and Internship Fair to enhance CCI student placement.

4) Maintain career information/job listing websites.

Strategy 3: Effectively manage enrollment and demand.

Tactics:
1) Manage student enrollment to ensure delivery of the curriculum to an optimum number of students.

2) Monitor and minimize course bottlenecks.
Goal B
Recruit and retain outstanding undergraduate students.

Strategy 1: Promote and market opportunities available to prospective undergraduates.

Tactics:
1) Seek funding opportunities to help the college engage in recruitment activities in areas outside of East Tennessee.

2) Continue to take part in university driven invitational recruitment events targeted at undergraduate students.

3) Improve the appearance and layout of the CCI Undergraduate Studies website to make it more attractive to prospective undergraduates.

4) Create materials designed to promote each of the college’s undergraduate majors as well as study abroad programs and extracurricular activities the college has to offer.

5) Continue to update information provided to undergraduates during orientation sessions and recruitment events.

6) As appropriate, use CCI alumni in recruitment efforts.

Strategy 2: Develop a resource base that supports well-qualified undergraduate students.

Tactics:
1) Further identify and increase funding for scholarships and support of student research activities.

2) Establish funding support for student travel to professional and academic conferences as well as creative exhibitions/festivals/competitions.

3) Establish scholarships to fund study abroad travel expenses (see also Objective C, Strategy 1, Tactic 3 below).

Goal C
Encourage undergraduates to expand and evaluate their world view in order to become ready for the world.

Strategy 1: Offer opportunities and incentives for students to seek knowledge of other societies and cultures.

Tactics:
1) Infuse courses with international and intercultural content.

2) Support CCI faculty-led study abroad programs.
3) Establish a central fund to support study abroad scholarships with a goal of awarding scholarships for students studying abroad annually.

4) Promote study abroad programs on an ongoing basis.

5) Increase the number of students participating in study abroad programs.

6) Provide a clearinghouse for information on communication and information study abroad programs.

7) Maintain and update CCI’s study abroad web page and additional promotional materials.

Goal D
Create and sustain a diverse and inclusive undergraduate student community within CCI.

Strategy 1: Emphasize diversity within the undergraduate curriculum.

Tactics:
1) Encourage faculty to infuse their courses with diverse perspectives.

2) Invite guest speakers from diverse backgrounds to speak to classes.

3) Partner with on campus groups to increase and improve diversity programs and initiatives.

Strategy 2: Enhance the culture of diversity for students.

Tactics:
1) Conduct a college climate survey with CCI undergraduates to provide us with a better understanding of the experiences of students within the College.

2) Encourage internship opportunities for all students.

3) Encourage students from diverse backgrounds to seek leadership positions in student clubs and organizations.

4) Continue to support CCI’s Diversity Student Leaders Society.

5) Provide students with information about organizations that serve diverse interests scholastically, professionally and socially.

6) Actively recruit high school students from diverse backgrounds.

7) Develop multicultural events to celebrate diversity.
Goal E
The College of Communication and Information will upgrade its equipment and facilities to provide undergraduate students with world class knowledge-creation and knowledge-dissemination environments.

Strategy 1: Maintain and upgrade all equipment and facilities.

Tactics:
1) Maintain and upgrade computer laboratories.
2) Maintain and upgrade the Scripps Convergence Lab to continue to provide a setting in which students can produce a wide variety of projects.
3) Build a high tech public speaking laboratory to support CCI’s campus-wide oral communication program.
4) Maintain an auditorium with the audio visual and “smart” technology needed to maximize instructional effectiveness.
5) Maintain and utilize the “classroom of the future” to foster collaborative teaching and learning.
6) Develop and implement a comprehensive plan for CCI equipment replacement and maintenance.
7) Explore the possibility of building an addition onto CCI’s current building – The College of Communication & Information Complex – to include a number of state-of-the-art classroom, laboratory, research and student media spaces.
8) Build a Converged Newsroom to enhance student success.
9) Build a Message Effects Laboratory to encourage student research.

Priority 2: The College of Communication and Information will increase the number and diversity of graduate students.

Goal A
Increase the number of quality graduate students from diverse backgrounds.

Strategy 1: Enhance the effectiveness of recruitment efforts.

Tactics:
1) Establish and maintain graduate curricula that reflect the realities of evolving communication and information research fields in order to attract more students.
2) Strive to provide adequate funding to attract and retain high caliber students from diverse backgrounds.

3) Continue to seek external funding for our graduate students from governmental agencies, non-profit organizations and private donors.

4) Improve the appearance and layout of the CCI Graduate Studies website to make it more attractive to prospective graduate students.

5) Create materials designed to promote the college’s graduate programs.

6) Continue to update information provided to graduate students during orientation sessions and recruitment events.

7) Increase graduate recruitment activities at professional meetings and academic conferences.

**Goal B**

Strengthen the productivity of our graduate students in terms of research, service, and scholarship.

Strategy 1: Encourage graduate students to collaborate and produce research.

**Tactics:**
1) Encourage senior graduate students to serve as student mentors to incoming graduate students.

2) Encourage collaboration between graduate students across the disciplines within the college.

3) Provide opportunities for graduate students to interact with research scholars or professionals within the fields of communication and information sciences.

4) Encourage students to participate in the CCI Research Symposium.

**Goal C**

Maintain dynamic and informed graduate programs that will complement and contribute to all fields represented within the college.

Strategy 1: Strive to promote rigorous programs that will provide students with substantive knowledge and varied experiences.

**Tactics:**
1) Create programs that will allow graduate students to be well versed in their own specific communication and information discipline, while being knowledgeable about the interdisciplinary nature of the fields.
2) Allow and encourage program modifications consistent with transformations in the fields of communication and information sciences.

3) Encourage students to obtain international experience during their program.

4) Support quality teaching by providing faculty with opportunities to learn about and engage in classroom innovation.

5) Advise students about available cognate courses in the college.

6) Develop benchmarks using our aspirational peers as models of excellence.

**Goal D**

[PROGRAM SPECIFIC] Grow the master’s degree in information sciences, maintain its quality and increase its ranking.

Strategy 1: Create and maintain high academic standards.

Tactics:
1) Remain compliant with the American Library Association accreditation standards and engage in continual self-assessment and improvement.

2) Ensure that the distance education and on-campus programs retain parity in teaching effectiveness, student engagement, course offerings, financial support and physical facilities and resources.

3) Develop and refine assessment measures to demonstrate that graduates have attained core competencies expected of information professionals as articulated by the American Library Association and identified by statements of knowledge and competencies developed by other relevant professional associations.

**Goal E**

[PROGRAM SPECIFIC] Increase the quality and recognition of the college-wide master’s program.

Strategy 1: Improve the current program through innovation and idea implementation.

Tactics:
1) Review the structure and curriculum of the master’s program to make improvements.

2) Develop and refine output assessment measures to ensure that graduates attain competencies in each of the concentration fields.

3) Consider the creation of a college-wide online master’s program.
Goal F
[PROGRAM SPECIFIC] Continue to increase the quality and recognition of the CCI doctoral program.

Strategy 1: Strengthen research ties between faculty and students.

Tactics:
1) Encourage more faculty to become involved in the doctoral program and with doctoral students.

2) Create a formal faculty-student mentoring program to provide research guidance to doctoral students with the end goal of assisting them in presenting conference papers, producing publications, and securing positions.

3) Create a CCI graduate faculty.

Strategy 2: Strive to maintain high academic standards.

Tactics:
1) Continue to assess the doctoral program for improvement purposes.

2) Continue to seek internal funding for our doctoral students from the Provost’s office and the Graduate School.

Goal G
Further invest in the graduate programs through increased resources and scholarships, as well as facility improvements.

Strategy 1: Maintain the current level of resources while seeking new support revenues.

Tactics:
1) Continue to seek external funding for improvement of graduate teaching and research facilities.

2) Seek endowments for scholarships and assistantships.

3) Seek funding to obtain and promote cutting edge technology and equipment for research and teaching.

4) Continue to improve record keeping and data gathering, especially for assessment purposes.
Priority 3: The College of Communication and Information will **strengthen capacity and productivity in research, scholarship and creative activity.**

Goal A
Become an internationally recognized college for interdisciplinary communication and information scholarship.

Strategy 1: Assist faculty members to pursue externally funded research grants.

Tactics:
1) Increase the number of faculty involved in developing sponsored project proposals to 75% of all tenure-line faculty by 2016.

2) Work to form interdisciplinary faculty research teams (*defined as at least two researchers from at least two different schools*) around areas of expertise and around specific grant opportunities.

3) Continue to find GRA support for sponsored research development.

4) Develop partnerships with other UT units and colleges

5) Develop partnerships with other institutions outside of UT, including governmental, non-governmental, and academic institutions, both national and international.

Strategy 2: Provide college-level support for faculty research endeavors.

Tactics:
1) Continue to provide research grants to faculty as funds permit.

2) Encourage faculty to apply for research-focused SARIF funds and other internal funds.

3) Increase funding to support professional development leave.

4) Provide travel support for faculty members to present refereed papers to national and international conferences.

5) Increase the number of GRA positions in the college.

6) Provide untenured, tenure-track faculty with a one course release to work on a sponsored research proposal within the first three years of employment.

7) Increase the number of faculty chairs/professorships.
Strategy 3: Foster a culture of research/creative work throughout the college.

Tactics:
1) Continue to implement the college-wide and individual school workload policies that specify faculty research/creative activity expectations.
2) Encourage collaborative research and publication by the faculty.
3) Continue to schedule and promote faculty and doctoral student research presentations at school and college level colloquia.
4) Continue to enhance the annual college research symposium including peer reviewed electronic publication of proceedings.
5) Hold book launches to celebrate new CCI faculty books.
6) Continue to update the faculty research database (bios, CVs, articles, citations, research interests, etc.) on the CCI website.
7) Enhance the process for recognizing CCI faculty and doctoral student research excellence (awards, professional development leave, etc.).
8) Establish a visiting scholars in-residence program.
9) Encourage faculty to submit research papers and propose panels at professional/academic conferences.
10) Nominate CCI faculty for university, national and international awards.

Goal B
Become an internationally recognized college for discipline-specific scholarship.

Strategy 1: Develop a supportive environment for disciplinary scholarship.

Tactics:
1) Establish common research areas of interest within the disciplines and coordinate joint research in those areas within the schools.
2) Identify key disciplinary conferences and publications to target as research outlets.

Strategy 2: Measure research outputs at the school level.

Tactics:
1) Achieve a minimum of two research units per faculty member on average per year within each of the disciplines in the college.
2) Measure and publicize scholarly output for each school annually.

3) Benchmark CCI’s research productivity internally with peers and aspirational peer institutions at least every five years.

4) Encourage faculty to load their research outputs into the UT TRACE system, which provides metrics such as downloads.

**Goal C**
Encourage the formation of collaborative partnerships with key internationally-oriented research organizations.

Strategy 1: Build support networks and seek academic partners for collaborative research projects.

Tactics:
1) Explore and support the development of research projects between CCI and research institutions from other countries.

2) Continue to host international communication and information scholars.

**Goal D**
Encourage CCI faculty members to develop a global view of research possibilities.

Strategy 1: Offer opportunities and incentives for faculty to include international/intercultural perspectives in their teaching and research.

Tactics:
1) Encourage faculty members to submit proposals for international/intercultural grants and contracts.

2) Encourage and support research on international/intercultural issues in collaboration with colleagues and doctoral students within the college and university and with international colleagues.

Strategy 2: Offer opportunities and incentives for faculty to enhance their international/intercultural experiences.

Tactics:
1) Publicize the specific expertise of faculty to governmental and non-governmental organizations and institutions who fund research.

2) Encourage and support faculty presentations at international conferences.

3) Encourage international faculty development leaves and Fulbright opportunities.
4) Encourage faculty members to engage in international training and lecture programs.

Goal E
Create and maintain research laboratories.

Strategy 1: Improve the quality of our research equipment and facilities.

Tactics:
1) Maintain and update the focus group/group communication research laboratories to support a wide variety of faculty/student research projects.

2) Maintain and update the user experience laboratory to support human computer interaction research.

3) Build and maintain a public speaking research laboratory.

Strategy 2: Pursue opportunities to enhance research facilities.

Tactics:
1) Identify potential research partners.

2) Submit grant proposals for equipment purchases.

3) Create and maintain a plan for keeping hardware and software updated.

4) Look for opportunities to share or leverage research equipment.

5) Submit research equipment and special software needs as part of new faculty start-up packages.

Goal F
Provide research-dedicated space for funded research projects.

Strategy 1: Create and maintain on-campus research space

Tactics:
1) Retain research space in Hoskins Library.

2) Inform UT facilities and research offices of the need for expanded or specialized research space as needed.

Priority 4: The College of Communication and Information will attract and retain stellar faculty and staff.

Goal A
Develop strategies and metrics to recruit high quality and diverse faculty and staff.
Strategy 1: Promote open faculty and staff positions.

Tactics:
1) Aggressively promote job openings nationally, internationally and locally to reach highly-qualified potential applicants.
2) Effectively promote CCI job openings at international/national association meetings.

Strategy 2: Utilize opportunity hires to increase faculty diversity.

Tactics:
1) Whenever possible, each school will pursue opportunity hires.
2) Fully participate in any UTK future faculty recruitment initiatives.

Goal B
Develop strategies and metrics to attract and retain high quality faculty and staff.

Strategy 1: Increase faculty and staff salaries to market levels.

Tactics:
1) Seek external funding for endowed faculty professorships.
2) Seek external funding for endowed CCI faculty chairs.
3) Work with UT’s central administration to identify the resources required to increase salaries for CCI faculty and staff.
4) Improve faculty start-up packages.

Strategy 2: Provide CCI faculty and staff with increased opportunities for professional, research/creative and personal development.

Tactics:
1) Continue to support and grow faculty professional development leave opportunities.
2) Continue to support and grow opportunities for professional growth involving CCI staff and faculty.
3) Establish partnerships across the University to support interdisciplinary research and teaching.
4) Establish incentives to encourage cross-college interdisciplinary research.
Priority 5: The College of Communication and Information will **continually improve its resource base.**

**Goal A**  
Significantly increase the resources coming into the college from external sources.

**Strategy 1: Grow CCI’s development program.**

**Tactics:**  
1) Continue to work with CCI’s Board of Visitors (BOV) and friends of CCI to identify and cultivate potential donors.

2) Keep BOV members informed about what CCI is doing and of its needs.

3) Continue to update CCI’s development plan.

4) Continue to communicate the ongoing metrics used by development staff.

5) Develop a plan to increase the opportunities for potential donors to participate in CCI activities.

6) Explore additional methods of encouraging and supporting individual school development efforts.

7) Develop and steward long-term relationships with major CCI donors and potential donors.

8) Develop and submit significant proposals for large grants/endowments to appropriate foundations and corporations.

9) Continue to develop CCI’s annual campaign (i.e., the College Fund) to increase the number and size of alumni donations.

10) Develop occasional project based fund raising campaigns.

**Goal B**  
Significantly increase resource generation from executive education and professional engagement programs.

**Strategy 1: Develop and deliver CCI executive education and engagement programs.**

**Tactics:**  
1) Continue to identify CCI faculty members interested in executive education and professional engagement programs.

2) Continue to work with CCI faculty to develop workshops and short courses in response to requests from professional and non-profit organizations.
3) Continue to identify organizations for which CCI might develop customized executive education programs.

4) Continue to work with the College of Business Administration’s Center for Executive Education to market and deliver CCI executive education programs.

5) Develop a business and marketing plan for CCI’s Executive Education Program.

Goal C
Significantly increase the resources coming into the college from internal sources.

Strategy 1: Identify and pursue resource growth opportunities internally.

Tactics:
1) Request new resources as part of proposals to establish any new M.S. and/or B.S. concentrations/degrees in communication and information.

2) Evaluate existing lab fee schedule to determine if changes are needed based on expenses associated with lab fee classes.

3) Identify and fully utilize all UTK internal technology support funds to address CCI’s ongoing technology needs.

Strategy 2: Convert non-recurring funds from UTK’s central administration to recurring base-budget funds.

Tactics:
1) Work with the Office of the Provost to achieve full .50 FTE recurring base budget funding for 17 CCI doctoral student GTA positions.

2) Request recurring base budget funding to support the operational costs associated with the School of Communication Studies’ general education courses (i.e., CS 210 and CS 240).

Strategy 3: More clearly inform CCI’s key constituencies about what we do as a college and about our goals and achievements.

Tactics:
1) Continue to inform the central administration of the campus and system about CCI activities and needs.

2) Collaborate with other campus units, as appropriate, to inform the central administration of CCI’s needs.

3) Provide CCI alumni and friends with ongoing information about CCI activities and needs.
4) Provide CCI undergraduate and graduate students with ongoing information about CCI activities and needs.

5) Provide CCI faculty and staff with ongoing information about CCI activities and needs.

6) Make the central administration aware of the requirements imposed on CCI by programmatic accrediting agencies and how these requirements translate into resource needs for the college.