

# Department of Technology Leadership and Communication

PURDUE SCHOOL OF ENGINEERING AND TECHNOLOGY

# STRATEGIC PLAN

2018

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# 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), which emerged from the development of the 2012-2017 E&T Strategic Plan. To organize, implement, and accelerate accomplishments, TLC engaged in an ambitious strategic planning process in AY 2016-17 resulting in the 2018-2023 TLC Strategic Plan. The process included external reviews, a rigorous, data-driven self-study, and significant reflection on behalf of all TLC faculty, staff, and external and internal stakeholders.

The purpose of the TLC Strategic Plan is to provide a unified document that outlines and details the collective future direction of the Department and to showcase how TLC contributes to the broader effectiveness of E&T and IUPUI. The document also serves to provide a framework for strategic priorities developed and carried out by all TLC faculty and staff on an annual basis.

The remainder of the TLC Strategic Plan is aligned with and derived from the E&T Strategic Plan and is organized as follows:

- TLC Vision, Mission, and Values
- Strategic Initiatives for TLC
  - I. Undergraduate Programs
  - II. Research, Creative Activities, and Graduate Programs
  - III. Community Engagement
  - IV. Internationalization
  - V. Diversity, Equity, and Inclusion
  - VI. Best Practices

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## TLC Vision, Mission, and Values

### VISION

The Department of Technology Leadership and Communication will be a national leader in organizational leadership, human resource management and development, and technical communication demonstrated by its excellence in teaching and learning, research and creative activities, and community engagement.

### MISSION

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 knowledge. Our work is informed with evidence from the scholarship of teaching and learning, research and creative activities, and community engagement in the areas of organizational leadership, technical communication, and related disciplines. We embrace diversity and inclusion as essential elements to sustain excellence.



### VALUES

The core values that define, inform, and guide the decisions within our School are as follows:

#### 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 internal and external support for our students, as well as for our research and creative activities.

#### Collaboration

We promote teamwork, partnerships, and intergroup dialogue for discussing and solving problems and disseminating and transferring knowledge, thus multiplying our accomplishments.

#### Diversity, Equity, and Inclusion

We value diversity, equity, and inclusion in all forms including our research, curricula, pedagogy, and especially in our faculty, staff, and student composition as we develop an inclusive climate and culture.

#### 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 TLC, E&T, and IUPUI identity, image, and reputation.

#### Internationalization

We value the development of intercultural competence, embracing and implementing values and principles associated with social responsibility and cultural competence, and cross-cultural knowledge, skills, and abilities.



## STRATEGIC INITIATIVES FOR TECHNOLOGY LEADERSHIP AND COMMUNICATION

- 1.0 Undergraduate Programs**  
Excel in the delivery of instruction, the scholarship of teaching and learning, advising, and student services to support extraordinary student success.
- 2.0 Research, Creative Activities, and Graduate Programs**  
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.
- 3.0 Community Engagement**  
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.
- 4.0 Internationalization**  
Strengthen existing and develop new international relationships through strategic partnerships.
- 5.0 Diversity, Equity, and Inclusion**  
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.
- 6.0 Best Practices**  
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.



# 1.0 Undergraduate Programs

## School of Engineering and Technology Initiatives

1.1. Excel in the delivery of instruction and the scholarship of teaching and learning

## Technology Leadership and Communication Actions

1. Use the IUPUI Profiles of Learning for Undergraduate Success (PLUS), accreditation and/or assessment criteria, industry standards, discipline-based bodies of knowledge, and evidence-based best practices to guide course/curriculum development, assessment, and instruction.
2. Develop, design, and revise courses to meet demand and needs of various internal and external stakeholders.
3. Increase opportunities for active and experiential learning, including more RISE designations that leverage IUPUI's urban setting.
4. Improve instructional design and pedagogy for traditional, hybrid, and online learning through innovative training and resource development.
5. Assess program- and course-level learning outcomes, collect annual feedback from program stakeholders, and use data to guide continuous improvement.
6. Improve student learning, persistence, and engagement by supporting Peer-Led Team Learning and offering tutoring in the TCM Writing Center.
7. Apply for internal and external grants, especially in areas supporting the Scholarship of Teaching and Learning and STEM education.

## School of Engineering and Technology Initiatives

1.2. Increase recruitment, acceptance, retention, and graduation of well-qualified students

## Technology Leadership and Communication Actions

1. Develop and implement a student TLC recruitment plan that increases the number of first-time, full-time students.
2. Improve use of existing student success resources for retention, persistence, and increased graduation rates.
3. Increase scholarships through gifts, including need-based aid.
4. Increase retention and graduation rates among all student populations by leveraging high-impact practices.
5. Support and recognize students for academic excellence, encouraging application to School-based honors programs.

## School of Engineering and Technology Initiatives

1.3. Improve undergraduate program rankings

## Technology Leadership and Communication Actions

1. Improve recognition of TLC programs through intentional branding and strategic communication.
2. Collect, analyze, and widely share results of student learning to support E&T program assessment and accreditation efforts.
3. Benchmark peer- and aspirant-level TLC programs.

## Engineering and Technology Initiatives

1.4. Promote effective advising, student support, career development, and placement practices

## Technology Leadership and Communication Actions

1. Enhance effective advising structures and approaches by meeting every semester with internal and external student advising staff.
2. Leverage stakeholder relationships to identify, create, and promote post-graduate opportunities.

## 2.0 Research, Creative Activities, and Graduate Programs

### School of Engineering and Technology Initiatives

2.1. Support research foci that build upon faculty talent, established track records, and prior investments to achieve national recognition

### Technology Leadership and Communication Actions

1. Regularly review and update TLC collective research capabilities and share widely with various stakeholders.
2. Become a national leader and resource for workforce development in
  - STEM and workforce education research,
  - innovation and leadership research,
  - workplace coaching and mentoring research, and
  - project management research.
3. Create and collaborate on discipline-specific and interdisciplinary research opportunities.
4. Inventory and prioritize the types of partners, funding entities, and proposals that align with TLC talent and capabilities.

### School of Engineering and Technology Initiatives

2.2. Enhance infrastructure and collaboration

### Technology Leadership and Communication Actions

1. Identify, plan, and secure resources for appropriate research-related talent, technologies, and physical spaces in support of TLC graduate programs and capabilities.
2. Create connections to regional businesses and industries through the TLC advisory board, graduate alumni, and our current graduate students.
3. Enhance internship opportunities for graduate students.
4. Establish additional joint or secondary appointments within the School and University for faculty aligned with research foci, including incentivizing coordinated hires across departments within the School.

### School of Engineering and Technology Initiatives

2.3. Offer innovative graduate programs

### Technology Leadership and Communication Actions

1. Develop, enhance, and regularly review and improve graduate courses to meet specific academic and professional needs of students, regional/national employers, and other stakeholders.
2. Create, market, and implement graduate-level certificates that can be earned as a stand-alone credential or as a pathway to M.S. degrees and majors or as augmentations to other graduate degree programs.



### School of Engineering and Technology Initiatives

2.4. Increase size of graduate enrollment, degree production, and program awareness

### Technology Leadership and Communication Actions

1. Collect, analyze, and widely share results of student learning in TLC programs.
2. Regularly perform external environmental scans of peer- and aspirant-level TLC programs to determine how our programs compare and/or are differentiated from others.
3. Create options for students wishing to earn a BS/MS in OL or TCM and explore options for interdisciplinary partnerships with other internal and external degree programs.
4. Create a strategic recruitment plan for graduate education.
5. Achieve a graduate-to-undergraduate student ratio that meets or exceeds our peers and selected aspirational peers.
6. Implement communication, marketing, and recruitment actions that increase awareness of programs as well as research and creative activity accomplishments of our faculty and students.
7. Create strategies for employing the graduate recruiting constituent relationships management software effectively.
8. Increase graduate assistantship offers to highly qualified students earlier on in the recruitment year.
9. Increase annual total research expenditures and average research expenditures per tenure-track faculty members allocated for student support.
10. Increase publications in high-impact peer-reviewed journals and top-tier conferences.
11. Commensurate with student enrollment, increase numbers of full-time, tenure-line faculty members to serve graduate students better and to advance the departmental research agenda/activities.
12. Ensure leadership that reflects the variety of fields within the department.



## 3.0 Community Engagement

### School of Engineering and Technology Initiatives

3.1. Broaden TLC's engagement in economic development and the well-being of local, state, national, and international communities.

### Technology Leadership and Communication Actions

1. Involve industry/community partners in the functions of student professional organizations and societies.
2. Partner with internal and external stakeholders on civic engagement-related projects, activities, and opportunities including those related to the K-12 STEM pipeline.
3. Encourage faculty to include community engagement activities in annual performance reviews and P&T dossiers.
4. Incentivize faculty to work with and facilitate community-based projects with non-profit or special populations to influence positive change, including partnerships with adjacent communities to stimulate urban relevancy and well-being.
5. Increase opportunities for student activities involving community engagement.
6. Promote, especially through DIAC and other industrial advisory groups, TLC collective capabilities to local and state business/industry, government, community, and other academic institutions and organizations in the form of consulting, technical assistance and outreach.
7. Participate in K-12 outreach as requested to assist.



### School of Engineering and Technology Initiatives

4.2. Enhance students' global citizenship

### Technology Leadership and Communication Actions

1. Incorporate the content of global leadership courses with the course rubrics to ensure the application of knowledge in a global context and students' achievement of learning objectives across all sections.
2. Design and develop additional international-designated TLC courses.
3. Strengthen the existing International Leadership Certificate program, increase enrollment.
4. Work with other E&T departments to create cultural competency opportunities, especially in the OLS and TCM undergraduate courses that are taken by many E&T students.
5. Include cross-cultural competencies in all TLC undergraduate assessment.
6. Provide students with internationalization opportunities in partnership with the Office of International Affairs.
7. Encourage faculty to promote the value of study abroad and related scholarship opportunities.
8. Work with the Office of International Affairs and IU Gateways to increase awareness of study abroad opportunities for students.

## 4.0 Internationalization

### School of Engineering and Technology Initiatives

4.1. Strengthen existing and develop new international relationships through strategic partnerships

### Technology Leadership and Communication Actions

1. Strengthen the Go Green program by obtaining the needed resources and support to maintain the quality of the program.
2. Encourage faculty to leverage the IU Gateways model (China, Europe, India, and Mexico) and other opportunities for international partnerships.
3. Continue to pursue extramural funding opportunities for international research, teaching, and service projects in the areas of Organizational Leadership, Technical Communication, and Human Resources.



## 5.0 Diversity, Equity, and Inclusion

### School of Engineering and Technology Initiatives

#### 5.1. Enhance excellence through diversity, equity, and inclusion

### Technology Leadership and Communication Actions

1. Expand, sustain, and improve the outreach, information, materials, and experiences TLC provides to a variety of students (e.g., first-generation, transfer, returning adult, Honor's, military/veteran, international).
2. Improve and expand TLC programs to integrate diversity, equity, and inclusion into course/curriculum development, assessment, and instructional practices.
3. Develop and implement a plan to more intentionally recruit, retain, and support underrepresented faculty, staff, and students in TLC.
4. Leverage collaborative relationships across campus to better serve faculty, staff, and students in TLC and to improve the TLC reputation around climate and fairness.
5. Increase the level of diversity on the TLC Advisory Board and the level of engagement in diversity issues.
6. Use current faculty diversity experts to provide diversity and cultural competence training and development to TLC faculty, staff, and students.

### School of Engineering and Technology Initiatives

#### 5.2. Increase access and success for underrepresented students

### Technology Leadership and Communication Actions

1. Increase the number of TLC, E&T, and IUPUI students enrolled in the Intergroup Dialogue certificate.
2. Work with the E&T Office of Student Services to recruit underrepresented students locally, regionally, and nationally and include in the aforementioned recruitment and marketing plans.

## 6.0 Best Practices

### School of Engineering and Technology Initiatives

#### 6.1. Recruit, retain, and reward excellent faculty and staff

### Technology Leadership and Communication Actions

1. Hire top-quality full-time faculty, staff, and adjunct faculty in the TLC department to keep pace with enrollment growth.
2. Provide classroom observations, peer reviews, and teaching circles to continuously improve high-quality instruction.
3. Provide tutors and mentors in targeted classes and areas as needed.
4. Invest resources necessary for faculty members to achieve promotion/tenure.
5. Follow an organized approach to reward, recognize, and retain faculty and staff.
6. Incentivize faculty participation in IUPUI leader development programs.
7. Effectively represent TLC faculty and staff within departmental decision making as well as on school and university level committees.



### School of Engineering and Technology Initiatives

#### 6.2. Enhance fiscal stewardship, effectiveness, and transparency in program investments and resource allocation

### Technology Leadership and Communication Actions

1. Require transparency in budgetary processes and decisions.
2. Collaboratively prioritize fiscal decisions.
3. Model and maintain stewardship of programs.
4. Effectively use and conserve TLC resources.
5. Encourage faculty investment and philanthropy.
6. Encourage Student, Alumni, and Industrial Advisory Boards to invest talent, time, and treasure.

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[tlc.engr.iupui.edu](http://tlc.engr.iupui.edu)

*The School of Engineering and Technology at IUPUI  
is a Purdue and IU degree-granting school on the IUPUI campus.*