

Department of Communication Studies

STRATEGIC PLAN

LEADS 2025

Faculty: Anne Hubbell, Greg
Armfield, and Jeanne Flora

Department Head: Eric Morgan



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NMSU Mission

The mission of the New Mexico State University system is to serve the diverse needs of the state through comprehensive programs of education, research, extension and outreach, and public service. As the state's land-grant and space-grant university, and as a Hispanic-Serving Institution, NMSU fosters learning, inquiry, diversity and inclusion, social mobility, and service to the broader community.

NMSU Vision

By 2025, the NMSU system will excel in promoting social mobility for our diverse student populations, achieve the highest Carnegie research status (R1), and maintain our Carnegie Community Engagement classification.



Explore, Discover, Create, Collaborate, Inspire



College of Arts & Sciences

Mission Statement

The College of Arts and Sciences is the intellectual core of New Mexico State University, providing cutting-edge academic programs supported by active research and creative activities. The College provides the foundational education for every NMSU student and a wide array of degrees preparing students to be life-long learners, knowledgeable and responsible citizens of our world.



Vision Statement

By 2025, the College of Arts and Sciences will excel in promoting academic success and social mobility for a diverse student population, sustain the university-wide vision of achieving the highest Carnegie research status (R1) through exceptional research programs and creative activities, and contribute to the social and economic development of communities locally, state-wide, and nation-wide.



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Department of Communication Studies



Mission Statement

The Department of Communication Studies is dedicated to engaging in meaningful scholarship and teaching in order to provide students with an education that prepares them to become effective and ethical communicators. Through our commitment to diversity and opportunity, the Department of Communication Studies fully supports the land-grant mission of the university. The Department of Communication Studies provides foundational coursework in Communication for every NMSU student. We foster excellence in teaching, research, service, and outreach through our values of curiosity, community, and compassion.



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Department of Communication Studies

By 2025, the Department of Communication Studies will excel in the following:

- 1) enhancing student success and social mobility through innovative and meaningful curricular programs,
- 2) developing and sustaining robust and cutting-edge research programs in support of achieving the highest Carnegie research status (R1), and
- 3) Becoming a leader in contributing to the social and economic development of communities locally, state-wide, nation-wide, and globally.

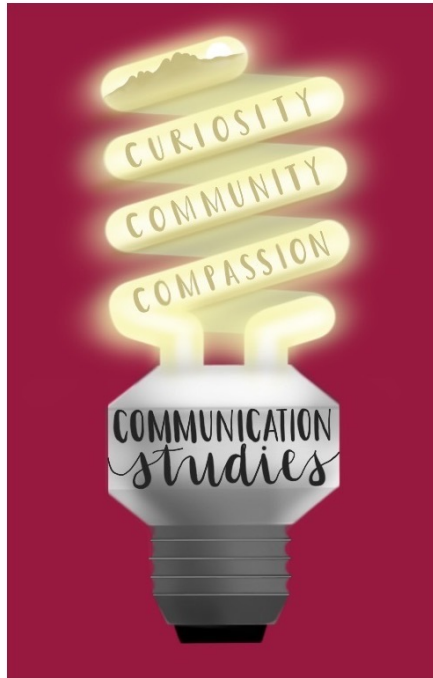


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Department of Communication Studies

Core Values



Curiosity: We value curiosity as one of the primary motivators for engaging in rigorous and impactful scholarship.

Community: We value community and the active development of community as a way to realize our commitment to diversity and inclusion. We believe that a focus on community facilitates student success, research productivity, and impactful outreach.

Compassion: We value compassion. We believe that operating with compassion in all matters best leads to enduring student success, transformative research, and impactful service and outreach.



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GOAL ONE

Enhance Student Success and Social Mobility



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Goal One: Enhance Student Success and Social Mobility

Objective	Title
1.1	Increase, diversify, and elevate undergraduate enrollment
1.2	Increase, diversify, and elevate graduate enrollment
1.3	Strengthen career pathways through robust development of curriculum.
1.4	Develop and sustain a culture of curiosity, compassion, and community for all students
1.5	Articulate Communication programming throughout the University curriculum

Goal 1 Actions

Objective 1.1 Increase, Diversify, and Elevate Undergraduate Enrollment

- Formulate and institute a robust curriculum that is responsive to the needs of a modern workforce.
- Create curricular opportunities that resonate with a diverse student population.
- Institute and develop relationships with local and regional high schools for recruiting purposes.
- Create and implement a comprehensive marketing strategy utilizing a combination of traditional and new media.
- Develop opportunities for undergraduate students to participate in clubs.
- Optimize physical resources such as space utilization to support undergraduate learning.
- Develop protocols for the award of scholarships.

Goal 1 Actions

Objective 1.2 Increase, Diversify, and Elevate Graduate Enrollment

- Formulate and institute a robust curriculum that is responsive to the needs of a modern workforce.
- Create curricular opportunities that resonate with a diverse student population.
- Institute and develop relationships with four year higher educational institutions throughout the state of New Mexico .
- Create and implement a comprehensive marketing strategy utilizing a combination of traditional and new media.
- Develop opportunities for graduate students to participate in clubs.
- Optimize physical resources such as space utilization to support graduate learning.

Goal 1 Actions

Objective 1.3 -- Strengthen career pathways through robust development of curriculum

- Develop the Internship class as the key capstone project for undergraduate students.
- Develop community partners for internships.
- Develop opportunities for graduate students to participate in independent studies to gain experience in focused research.
- Continue to offer and excel in providing study abroad opportunities for students.
- Create networking events with alumni

Goal 1 Actions

Objective 1.4 – Develop and sustain a culture of curiosity, compassion, and community for all students

- Sustain and develop welcoming initiatives for Communication majors such as our gift bag initiative.
- Encourage student participation in campus activities such as colloquia and other academic exercises.
- Create opportunities for students to participate in research conversations.
- Support and encourage membership in undergraduate and graduate clubs.

Goal 1 Actions

Objective 1.5 -- Articulate Communication programming throughout the University curriculum

- Create strong and enduring connections with the STEM fields through the development of the COMM 265G STEM class.
- Broadly articulate the relevance on the basic course in Communication throughout the university.
- Maintain excellence and leadership in general education assessment practices
- Strive to include core communication courses in the curriculum of other programs.

Key Performance Indicators

- Undergraduate Enrollment
 - Count
 - Demographics
 - Climate survey
- Graduate Enrollment
 - Count
 - Demographics
 - Climate survey
- Completion
 - Persistence rates
 - Graduation rates for majors
 - Graduation rates for minors
- Curriculum Presence
 - Number of programs that include Communication courses in their curriculum

Leading Indicators

- Scholarships awarded
- Midterm grades
- Climate surveys
- Student participation in clubs
- Career placements

GOAL TWO

Elevate Research and Creative Activities



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Goal Two: Elevate Research and Creative Activities

Objective	Title
2.1	Enhance research productivity
2.2	Grow research expenditures across the department
2.3	Articulate research as it addresses local and global challenges
2.4	Elevate research participation for graduate and undergraduate students.

Goal 2 Actions

Objective 2.1 – Enhance research productivity

- Establish equitable workloads for faculty members in the department.
- Institute a research team model that facilitates intra-departmental collaboration.
- Create a research task force for the department.
- Institute dedicated faculty time to discuss and brainstorm research ideas.
- Encourage editorial board participation among faculty members
- Create manuscript submission goals for each faculty investigator
- Broadly support any collaborative effort beyond the department in research.

Objective 2.2 – Grow research expenditures across the department

- Achieve 100% grant proposal activity
- Encourage participation in grant writing workshops
- Establish a recurring event for seeking funding opportunities.
- Develop dedicated space to research activities for inclusion in space utilization portions of grant applications.
- Develop relationships with program officers and other granting offices (internal, external, and private).

Goal 2 Actions

Objective 2.3 -- Articulate research as it addresses local and global challenges

- Promote research initiatives that focus on the global challenges as articulated in the LEADS 2025 plan.
- Support initiatives leading to increased funded graduate and undergraduate assistants.
- Institute a colloquium series with key researchers in Communication.

Objective 2.4 – Elevate research participation for graduate and undergraduate students.

- Create opportunities for research participation for undergraduate and graduate students
- Increase graduate student participation in conferences.
- Explore budget allocations for graduate and undergraduate research travel.
- Increase number of Research Assistants through grant activity.

Goal 2 -- Key Performance Indicators

- Grant expenditures
- Products
 - Publications, Creative Activities

Leading Indicators

- Number of manuscripts submitted
- Number of grants submitted
- Conference activity
- Number of collaborations made
- Number of colloquia hosted

GOAL THREE

Amplify Extension and Outreach



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Goal Three: Amplify Extension and Outreach

Subgoal – Excel in Communication Outreach Activities

Objective	Title
3.1	Implement structured and recurring programs with community partners
3.2	Strengthen innovative programs with a focus on social justice
3.3	Strengthen innovative programs with a focus on economic development
3.4	Become leaders in providing local expertise in Communication.

Goal 3 Actions

Obj 3.1 -- Implement structured and recurring programs with community partners

1. Partner with K-12 institutions to develop Communication-related programming.
2. Maintain excellence in partnering with local non-profit organizations to provide expertise and support for their missions (i.e., Work with Jardin de los Ninos, Casa de Peregrinos, J. Paul Taylor Academy).
3. Develop a comprehensive plan to broadcast the partnerships developed with community organizations
4. Catalog ongoing and potential outreach activities in support of maintaining NMSU's Carnegie Community Engagement Classification of Excellence.

Obj 3.2 -- Strengthen innovative programs with a focus on social justice

1. Continue to support and increase further participation with programs such as the J. Paul Taylor Symposium.
2. Continue to develop innovative programs (i.e., Fostering STEM in Las Cruces or the GUIDE program) working with disadvantaged communities.
3. Seek other opportunities to connect faculty and students with social justice oriented events and efforts

Goal 3 Actions

Obj 3.3 -- Strengthen innovative programs with a focus on economic development

1. Develop partnerships with private industry in order to provide Communication programming.
2. Support entrepreneurial efforts among faculty and students.

Obj 3.4 -- Become leaders in providing local expertise in Communication.

1. Maintain excellence in providing Communication-focused workshops
2. Develop workshops that will be delivered to organizations based on faculty expertise.

Key Performance Indicators

- Outreach impact
- Participation in outreach activities

Leading Indicators

- Number of partnerships
- Number of workshops delivered
- K-12 contacts
- Social media presence

GOAL FOUR

Build a Robust Department of Communication Studies



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Goal Four: Build a Robust Department of Communication Studies

Objective	Title
4.1	Be a University Leader in Valuing and Supporting Inclusion and Diversity
4.2	Cultivate and Reward Faculty and Staff Excellence
4.3	Grow fundraising efforts partnership with the College of Arts and Sciences and the NMSU Foundation.
4.4	Establish operational excellence regarding budgetary matters.

Goal 4 Actions

- **Obj 4.1 -- Be a University Leader in Valuing and Supporting Inclusion and Diversity**
 - Ensure and implement hiring procedures that emphasize a commitment to inclusion and diversity.
 - Jointly host activities with students support programs such as Chicanx Programs, Black Programs, American Indian Programs, LGBTQ Programs, Military and Veterans Programs, etc.
 - Develop a “Stepping into Dialogue” workshop to share with different constituencies around campus.
 - Develop and promote a Communication and Ethics program to be shared across campus
- **Obj 4.2 -- Cultivate and Reward Faculty and Staff Excellence**
 - Develop a comprehensive plan for diverse distribution of departmental funds based on performance.
 - Support university-wide and college efforts for faculty compensation increases.
 - Develop and implement a structured and equitable plan addressing faculty workload
 - Promote faculty efforts through award nominations
 - Feature faculty and staff through website spotlights.

Goal 4 Actions

- Obj 4.3 -- Grow fundraising efforts partnership with the College of Arts and Sciences and the NMSU Foundation.
 - Partner with the NMSU foundation to develop a fundraising plan.
 - Broadly promote the scholarships that the department offers
 - Create innovative ways for the department to engage in fundraising efforts
- Obj 4.4 -- Establish operational excellence regarding budgetary matters.
 - Establish a budget committee
 - Ensure training in budget matters
 - Establish budget protocols
 - Reclassify departmental index numbers to more closely align with departmental activity.

Key Performance Indicators

- Increased diversity
- Faculty, staff, and student climate and culture survey
- Resource development
 - Dollars raised
 - Alumni engagement

Leading Indicators

- Number of alumni connections
- Number of award nominations
- Growth in scholarship monies
- Diverse applicant pools for hiring

Calendar Year 2020 Activities



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Goal 1: Enhance Student Success and Social Mobility

- Objective 1.1
 - Institute and develop relationships with local and regional high schools for recruiting purposes.
 - Create and implement a comprehensive marketing strategy utilizing a combination of traditional and new media.
 - Develop opportunities for undergraduate students to participate in clubs.
- Objective 1.2
 - Institute and develop relationships with four year higher educational institutions throughout the state of New Mexico .
 - Create and implement a comprehensive marketing strategy utilizing a combination of traditional and new media.
 - Develop opportunities for graduate students to participate in clubs.

Goal 1: Enhance Student Success and Social Mobility

- Objective 1.3
 - Develop community partners for internships.
 - Develop opportunities for graduate students to participate in independent studies to gain experience in focused research.
 - Continue to offer and excel in providing study abroad opportunities for students.
- Objective 1.4
 - Sustain and develop welcoming initiatives for Communication majors such as our gift bag initiative.
 - Create opportunities for students to participate in research conversations.
 - Support and encourage membership in undergraduate and graduate clubs.
- Objective 1.5
 - Create strong and enduring connections with the STEM fields through the development of the COMM 265G STEM class.
 - Maintain excellence and leadership in general education assessment practices

Goal 2: Elevate Research and Creative Activities

- Objective 2.1
 - Institute a research team model that facilitates intra-departmental collaboration.
 - Institute dedicated faculty time to discuss and brainstorm research ideas.
 - Broadly support any collaborative effort beyond the department in research.
- Objective 2.2
 - Encourage participation in grant writing workshops
 - Establish a recurring event for seeking funding opportunities.
 - Develop dedicated space to research activities for inclusion in space utilization portions of grant applications.

Goal 2: Elevate Research and Creative Activities

- Objective 2.3
 - Support initiatives leading to increased funded graduate and undergraduate assistants.
 - Institute a colloquium series with key researchers in Communication.
- Objective 2.4
 - Create opportunities for research participation for undergraduate and graduate students
 - Increase graduate student participation in conferences.
 - Explore budget allocations for graduate and undergraduate research travel.

Goal 3: Amplify Extension and Outreach

- Objective 3.1
 - Maintain excellence in partnering with local non-profit organizations to provide expertise and support for their missions (i.e., Work with Jardin de los Ninos, Casa de Peregrinos, J. Paul Taylor Academy).
 - Catalog ongoing and potential outreach activities in support of maintaining NMSU's Carnegie Community Engagement Classification of Excellence.
- Objective 3.2
 - Continue to support and increase further participation with programs such as the J. Paul Taylor Symposium.
 - Continue to develop innovative programs (i.e., Fostering STEM in Las Cruces or the GUIDE program) working with disadvantaged communities.
- Objective 3.4
 - Maintain excellence in providing Communication-focused workshops

Goal 4: Build a Robust Department of Communication Studies

- Objective 4.1
 - Ensure and implement hiring procedures that emphasize a commitment to inclusion and diversity.
 - Jointly host activities with students support programs such as Chicanx Programs, Black Programs, American Indian Programs, LGBTQ Programs, Military and Veterans Programs, etc.
- Objective 4.2
 - Promote faculty efforts through award nominations
- Objective 4.3
 - Partner with the NMSU foundation to develop a fundraising plan.
- Objective 4.4
 - Establish a budget committee
 - Ensure training in budget matters