



Nicholson School of Communication

Outline Draft of Strategic Plan Document

UCF Strategic Planning Background

In 2015, UCF launched a strategic planning process to set the University's trajectory for the next 20 years. Named Collective Impact, this planning process calls upon all academic units to examine the past as the University prepares for its future. The formula $\text{Scale} \times \text{Excellence} = \text{Impact}$ reflects the values associated with size and quality producing high impact on the region, country, and world. UCF remains consistent with its promise to harness the power of scale; attract and cultivate exceptional and diverse faculty, students, and staff; deploy our distinctive assets; create partnerships at every level; and innovate academic, operational, and financial models.

Specifically, UCF seeks to become the recognized leader among 21st century universities whose transformational impact is measured by these five and 20-year objectives: 1) lead large Florida metropolitan areas in percentage of bachelor's degree attainment, reaching the top quartile nationally by 2035; 2) double national and international recognition of faculty and student excellence, and quadruple recognition by 2035; 3) double research awards, becoming a top 50 research university by 2035; 4) generate \$10 billion in economic, social, and cultural impact, growing to \$25 billion by 2035; and 5) attract \$100 million in new funding from sources other than students, families, and taxpayers, becoming 20% of total educational funding by 2035.

NSC Strategic Planning Approach

Now, in 2017, NSC has been identified to undergo program review. This provides an opportunity for NSC to engage in a strategic planning process looking forward to the next 18 months, three years, five years, and 10 years. These time parameters were set because NSC will be split when human communication and the communication graduate programs move downtown in 18 months. Our first stage of strategic planning must account for how NSC will navigate the organizational split between two physical locations. Additionally, as previously mentioned, the Collective Impact effort includes a timetable for which outcomes should be achieved and that is 2020, or three years from this point in time. Within five years, NSC hopes to be reunited on the UCF Downtown campus with the three professional programs joining human communication and the graduate programs on the new campus. By 2027, NSC would be well-primed for college status which could include all of school's existing programs, as well as additional partners that may affiliate with the new unit at UCF Downtown.

A draft strategic plan outline can be found below, as NSC is currently in the midst of the strategic planning process:

The vision for NSC is as follows: NSC will be research intensive, academically rigorous, and recognized for national prominence and demonstrated excellence for its educational programs and research in service to its constituents.

NSC will be guided by the following goals for the next **18 months (2019)**:

1. Foster an environment where faculty can flourish in their teaching, research, and engagement/service.
2. Successfully add the doctoral program in strategic communication.
 - This endeavor aligns NSC with the university's Collective Impact Effort
3. Prepare and execute a smooth transition of specified programs, faculty, and staff to the UCF Downtown campus.
4. Commence with an organizational transformation from programs to department within NSC.
5. Additionally, to support the university's Collective Impact strategy and Board of Governors' Funding Model, the school will pursue certain efforts, e.g., increase the number of philanthropically endowed professorships, and increase the number of faculty, staff, and students who have international experiences.

NSC will be guided by the following goals for the next **3 years (2020)**:

1. Maintain an environment where faculty can flourish in their teaching, research, and engagement/service at both UCF Downtown and main campuses.
2. Retain high quality, representatively diverse faculty, staff, and students and recruit more.
3. Identify new and appropriate international partners to expand international opportunities for faculty, staff and students.
4. Additionally, to support the university's Collective Impact strategy and Board of Governors' Funding Model, the school will pursue certain efforts, e.g., increasing the graduation rate of transfer students, increase national and international recognition of faculty and student excellence, increase the number of graduate students, and increase the number and amount of research awards and external funding.

NSC will be guided by the following goals for the next **5 years (2022)**:

1. Maintain an environment where faculty can flourish in their teaching, research, and engagement/service.
2. Retain high quality, representatively diverse faculty, staff, and students and recruit more.
3. Reunify mass communication and human communication programs, faculty, and staff on the UCF Downtown campus.
4. Continue with organizational transformation from programs to departments for the professional programs in NSC.
5. Additionally, to support the university's Collective Impact strategy and Board of Governors' Funding Model, the school will pursue certain efforts, e.g., increase bachelor's degrees awarded in areas of strategic emphasis.

NSC will be guided by the following goals for the next **10 years (2027)**:

1. Maintain an environment where faculty can flourish in their teaching, research, and engagement/service at both UCF Downtown and main campuses.
2. Retain high quality, representatively diverse faculty, staff, and students and recruit more.
3. Double the national and international recognition of faculty and student excellence.
4. Become one of the preeminent doctoral programs in strategic communication in the United States.
5. Launch NSC to college status at the University of Central Florida, offering exceptional education to undergraduate and graduate students.