

TO: Provost and Vice President for Academic Affairs

FROM: Dr. John Fleming
Dean, College of Fine Arts and Communication

RE: New College Center – C3

DATE: August 13, 2014

The College of Fine Arts and Communication is seeking to elevate an existing center in the School of Journalism and Mass Communication and establish a new comprehensive, college-level Research Center. The proposed center will be “Center for Communication, Collaboration and Creativity (C3)”. The new center will be located in ASBN 350, previously occupied by El Centro – the Center for the Study of Latino Media and Markets. This transition, from a school/department-level to a college-level center, will increase opportunities to meet the growing needs of the college and university as an “emerging research university.”

A. Need

The mission of the Center for Communication, Collaboration and Creativity (C3) will support the research goals of all five units of the College of Fine Arts and Communication. C3 will help conduct, support, and disseminate communication research and creative activities that are externally funded, innovative, and supportive of university, college, department, and community goals.

Meetings, symposia, workshops, and town hall forums in fall 2013 and spring 2014 provided evidence that the college faculty had specific research support needs in order to align itself with the university’s strategic plan for research. Specifically, faculty voiced a desire to pursue funded research and, in this effort, garner assistance, support, and guidance in this endeavor. The College of Fine Arts and Communication created a steering committee in January 2014 to determine the research needs of the college and alignment with core values of *Five Units: One Direction*. The steering committee was composed of faculty from each of the five units.

The vision for C3 is to develop the infrastructure and culture to support faculty research initiatives and increase external funding, earning the college and university recognition, as well as moving toward becoming a Tier 1 Research Institution. C3 will be recognized at the university, college, and community levels as a Center dedicated to applied research and the intersections of communication, collaboration, and creativity. The steering committee, organized with support from all five units, hired Lisa Westerbeck (July 2014) as the college Research Coordinator. Once organized and in place, members of the steering committee will assume the more permanent role of Advisory Board members of C3.

B. Goals & Objectives

To coordinate efforts to achieve designation as a research university, C3’s mission and vision are to align the College of Fine Arts and Communication with Texas State’s 10-year Strategic Plan

for Research. A primary objective will be to target investments of institutional funds to support increased research activity across the college and university.

C3 will support the following university goals and initiatives:

Goal 1: Promote academic quality by building and supporting a distinguished faculty.

- Provide a college infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity within the university
- Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across the five units.
- Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.
- Support faculty efforts in international research.
- Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.

- Move forward with *Closing the Gaps* in terms of goals of diversity, participation, success, excellence, and research.
- Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.
- Conduct a needs assessment with community organizations for possible research and funding opportunities.

Goal 3: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

- Expand and support professional development opportunities for faculty and staff.
- Assist undergraduate and graduate students in research involvement opportunities to promote programs of study across the university.
- Create a website to expand the knowledge of the C3 structure, inner workings, strategies, plans, funding endeavors, and accomplishments.

Goal 4: Promote College, Department, School, Faculty, and Student Support that are in line with the strategic plan and mission of each.

- Develop research relationships and collaborative projects across the five units of the College of Fine Arts and Communication and university colleges.
- Mentor new faculty and students to understand the research culture of Texas State. In this endeavor, utilize currently funded projects as collaborative opportunities for “other” faculty to become involved (Research Enhancement Program).
- Consistently inform faculty of funding opportunities and possible collaborative efforts.

C3's objectives:

A key activity of the center is to build and maintain a web site, which will serve as the face of the College of Fine Arts and Communication research and creative activity. The web site is part of a

communication ecosystem that will include workshops, speaker series, outreach activities by the Advisory Committee and the Research Coordinator, and potentially social media.

The main goals of the center and website are to:

- Raise faculty awareness of funding, collaboration, and partnership opportunities
- Facilitate a research culture in the College of Fine Arts and Communication
- Serve as a networked platform connected to databases of funding opportunities and faculty expertise (at a later stage)
- Serve as a self-service resource for faculty throughout the funding process
- Promote the activities of faculty externally.

Audience

The web site will be both internally- and externally- facing. The internal audience is primarily faculty and administrators who are interested in working with or who are working with C3. External audiences include funding program officers, potential partners, the local/regional community, and the press.

C. Proposed Administrative Structure

Marian Houser, Associate Dean, Faculty Development and Academic Affairs of the College of Fine Arts and Communication, will direct the center, assisted by an Advisory Committee of faculty members from the five units of the College of Fine Arts and Communication. A Research Coordinator staff member will maintain the website and carry out the daily activities of C3.

D. Three-Year Budget

C3 has confirmed annual support from the Dean of the College of Fine Arts and Communication and four departments/schools for three years, until the Center has ongoing revenue from external grants and sponsored programs.

School of Art and Design	\$5,000
School of Journalism and Mass Communication	\$5,000
Department of Communication Studies	\$5,000
School of Music	\$5,000
College of Fine Arts and Communication	\$5,000
	\$25,000

E. Facilities

The Center for Communication, Collaboration and Creativity (C3 Research Center) will be sponsored by the Dean and the College of Fine Arts and Communication. C3 will be located in El Centro's physical location in ASBN 350. Two of the five offices will be utilized for C3 as (1) meeting room for collaborative research discussions—both in person and virtually. As collaboration is expected both nationally and internationally, a "Media Scape" unit will be sought to allow for simultaneous virtual discussions among research teams; (2) Research Coordinator's Office. This facility has not been updated since 2008. With the transformation of the Director's Office to Virtual/Physical meeting site, as well as updates to the Research

Coordinator's Office, we expect this physical site to be under renovation for the next academic year (2014-2015).

The remaining three office areas will be shared with 16 graduate instructional assistants and graduate teaching assistants from the School of Mass Communication and Journalism.

The Research Coordinator is currently located in the Department of Communication Studies in Centennial Hall until renovations are completed. At this point, there is no virtual capability for research teams or in-person conferencing space.

F. Significance of the Center for education

C3 will serve as an incubator for interdisciplinary research, empowering students, researchers and educators at Texas State University, the State of Texas, nationally, and internationally to compete in today's knowledge-based economy. C3 is aligned with TX State's strategic plan to address the communication demands of the 21st century. The strategic plan of C3 is to drive world-class education and research.

In this endeavor, C3 will promote the collaboration and the creation of interdisciplinary and multidisciplinary teams of faculty, staff, and students from all major areas and fields of study. The outcome will be the presence of a highly engaged academic and social environment of the College of Fine Arts and Communication.

G. Endorsement

The Dean of the College of Fine Arts and Communication, along with Dr. Marian Houser, C3 Director, has garnered the support of directors, chairs, and faculty. Via networking meetings and discussion forums ALL faculty were invited to be involved in the Missions, Values, Goals, and Objectives outlined for C3. Members of the college recognize the need for the College of Fine Arts and Communication to become a more involved member of the Texas State research community.

H. Impact

C3 is designed to (1) facilitate the formation of interdisciplinary research and creative teams, (2) assist teams in the procurement of external funding needed to support their work, (3) help teams with the administration of research grants, (4) support the research culture at Texas State, (5) provide community involvement and expertise in specialty areas (e.g., health communication messages and training), and (5) garner a national and international reputation for Texas State as a research institution.

Specifically, C3 will connect faculty across the college who have similar research interests and, through the collaboration process, faculty will be able to solve larger problems than possible working alone. Outcomes of this collaboration will result in faculty:

- Creating, exhibiting, and presenting work
- Proposing new interdisciplinary academic programs
- Developing new course that may be team-taught and using innovative delivery methods