

## **ADV Department Strategic Plan**

**2026-2030**

### **Note:**

This strategic plan serves as a *blueprint* for the Department of Advertising from 2026 to 2030. It outlines aspirational goals and suggested tactics to support their achievement. The tactics listed are not prescriptive; they are examples of initiatives the department *may adopt* based on evolving priorities and resources in a given year. All tactics are *flexible and adjustable* at the discretion of the department chair in collaboration with faculty and leadership, to ensure continued relevance and alignment with departmental needs and institutional goals.

### **Implementation & Annual Workplan**

This plan sets multi-year goals and KPI themes. Each July, the department adopts an Annual Workplan that specifies that year's tactics, timelines, and owners. Once adopted, tactics are binding for the academic year and reviewed in January (mid-year progress) and March (course-correction and resourcing).

### **Mission Statement**

Cultivating the world's best communicators. In alignment with the College's mission, we cultivate communicators through research-informed, practice-integrated advertising education, superior skills development, and preeminent scholarship that delivers societal impact locally, nationally, and globally.

### **Vision Statement**

We envision the University of Florida's Department of Advertising as a globally recognized leader in advertising education, renowned for pioneering strategies, cutting-edge research, and creative excellence. Our commitment is to shape the future of the advertising industry by nurturing innovative thinkers, creative visionaries, strategic communicators, and ethical leaders who will make a profound impact on the global marketplace.

### **Values**

- Upholding the highest standards of academic excellence in our teaching, research, and service.
- Championing academic freedom and fostering an inclusive environment that values various identities, experiences, and perspectives.
- Committing to shared governance and focusing on student success.
- Encouraging a culture of collaboration, innovation, and integrity.

## Accountability Mechanism

**Annual Reporting and Reviews:** Each year, the department will compile a detailed progress report outlining accomplishments, challenges, and areas for improvement. This report will be shared with faculty and staff and presented during a yearly departmental review meeting to ensure transparency and accountability.

**Tracking and Reporting.** The Department maintains a live KPI dashboard aligned to each goal/objective—baseline (prior AY), annual target, current value, trend, owner, next action, and due date. Owners validate figures by late May for the annual review; a read-only dashboard is shared with faculty, and an Annual Highlights brief is posted each July. College partners provide source data or verification, including the Division of Graduate Studies and Research (Research Division) & Grant Support Team, the PATH Office (Professional Advising and Teaching Hub), the Office of Careers and Corporate Partnerships (in coordination with UF's Career Connections Center), Advancement and Alumni Relations, the Technology Advancement Group (with relevant college labs such as METL and the Atlas Lab), and CJC Human Resources (Office of the Dean). All tracking follows institutional privacy and ethical guidelines.

### Alignment with College Priorities.

- **Goal 1 (Research & Thought Leadership)** → preeminent scholarship & societal impact.
- **Goal 2 (Recruit/Retain/Place)** → diverse, skilled workforce development.
- **Goal 3 (Culture)** → inclusive excellence & cross-disciplinary collaboration.
- **Goal 4 (Career Readiness)** → superior skills & industry partnership.
- **Goal 5 (Future-Ready Technology)** → innovation in teaching & research.

### Department Roles & Standing Committees (Ownership map)

- **Chair** – overall accountability; convenes Annual Workplan.
- **Salary Equity & Merit Pay Committee** – equity audits, workload transparency, recognition frameworks.
- **Student Evaluation & Assessment Committee** – outcomes/metrics, dashboards, continuous improvement.
- **Mentoring Committee** – faculty mentoring (scholarship/teaching/service), onboarding, and professional development matching.
- **Internship Coordinator** – industry partnerships, internship/placement pipelines, competitions, showcases.
- **Globalization Task Force Chair** – international speakers/partners, global content

infusion.

- **Awards Coordinator** – student competition and honors strategy; tracks deadlines/budgets; prepares submissions; coordinates promotion of wins with College partners.

### **ADV Goal One: Enhance our competitive edge in advertising by advancing cutting-edge research, fostering scholarly excellence, and contributing to thought leadership in the field.**

**Lead:** Chair. **Support:** Mentoring Committee (professional development); Student Evaluation & Assessment (KPIs); Salary Equity & Merit (recognition). **College partners:** Research Division & Grant Office; Communications/Advancement.

**KPI themes (tracked yearly):** peer-reviewed outputs; % top-tier; grant submissions/awards; mentoring touchpoints.

**Annual Workplan “How”:** To be determined year by year

#### **Strategy 1: Advance cutting-edge research**

To stay at the forefront of advertising innovation, the department will encourage faculty to engage in research that explores emerging trends and evolving technologies. Possible tactics may include fostering interdisciplinary collaborations within UF and with external partners and identifying key research areas that reflect the field’s current and future needs.

#### **Strategy 2: Foster scholarly excellence**

The department aims to strengthen its scholarly impact by supporting faculty and doctoral students in professional development. This may include enhancing mentorship efforts focused on publishing and academic growth, and facilitating informal peer support groups to share resources and experiences related to scholarly success.

#### **Strategy 3: Strengthen thought leadership**

To enhance the department’s visibility and impact in the field, the department will support faculty in sharing their research widely and effectively. This may include promoting scholarly work through internal and external communication channels as well as encouraging participation in leading conferences, symposia, and forums.

### **ADV Goal Two: Enhance the Department of Advertising recruitment, retention, and placement of faculty, staff, and students with a wide range of experiences and perspectives**

**Lead:** Chair. **Support:** Salary Equity & Merit (equity/workload); Mentoring (onboarding); Internship Coordinator (placement); Student Evaluation & Assessment (metrics). **College partners:** Faculty Affairs/HR; Career/Corporate Partnerships; Alumni; Communications.

**KPI themes:** yield & persistence; climate pulses; 6-month placement; internship counts.

**Annual Workplan “How”:** To be determined year by year

### **Strategy 1: Enhance the Department of Advertising recruitment and retention of faculty and staff**

To attract and retain outstanding faculty and staff, the department will continue to explore approaches that align with institutional and professional best practices. These may include promoting open positions through broad academic and industry channels and gathering informal feedback through surveys or one-on-one check-ins to better understand workplace satisfaction and areas for improvement.

### **Strategy 2: Enhance the Department of Advertising recruitment, retention, and placement of students**

The department will continue to support student success by highlighting program strengths and fostering career readiness. This may include creating promotional materials that communicate the unique offerings of our program and collaborating with the PATH office to connect students to relevant job and internship opportunities.

### **ADV Goal Three: Develop an environment for the Department of Advertising that fosters a culture of active participatory inclusiveness, collaboration, and collegiality.**

**Lead:** Mentoring Committee. **Support:** Student Evaluation & Assessment (feedback tools); Salary Equity & Merit (equitable service). College partners: C&C; Faculty Development; Communications.

**KPI themes:** participation rates; feedback response; closure of actions; shared teaching assets.

**Annual Workplan “How”:** To be determined year by year

### **Strategy 1: Enhance departmental communication and transparency**

The department aims to maintain an open and supportive departmental culture by facilitating dialogue and feedback. For example, time may be reserved during department meetings for open discussion, and anonymous post-event surveys may be used to gather insights that inform future planning.

### **Strategy 2: Foster a team mentality through idea sharing and interaction between educators**

The department values collaboration among faculty, adjuncts, and GTAs. Potential efforts include organizing informal gatherings or discussion sessions focused on teaching practices or shared challenges, and encouraging faculty to guest lecture in one another’s classes to share expertise and foster a sense of community.

### **Strategy 3: Find opportunities for faculty to get to know each other**

To support a collegial environment, the department will create opportunities for faculty and staff to interact informally. This could include beginning-of-semester gatherings that combine social interaction with academic planning and periodic in-person meetings that include time for casual

conversation.

#### **Strategy 4: Promote multicultural, intercultural, and international engagement**

The department will continue to encourage awareness of international perspectives and experiences. Strategies may include highlighting global research or teaching experiences during department meetings and sharing culturally relevant examples in teaching and communication materials.

#### **ADV Goal 4: Elevate advertising undergraduate and graduate student career preparation, readiness, cultural competency, and competitive standing for evolving professions.**

**Lead:** Internship Coordinator. **Support:** Student Evaluation & Assessment (competency outcomes); Globalization Task Force Chair (global links); Mentoring (coaching), Award Coordinator (award submissions). **College partners:** Career & Corporate Partnerships; Alumni & Advancement; Communications.

**KPI themes:** speakers; client projects; competition entries/wins; showcases.

**Annual Workplan “How”:** To be determined year by year

#### **Strategy 1: Increase connections across both academia and industry**

To bridge classroom learning and real-world experience, the department will promote stronger student engagement with academic and professional communities. This may include encouraging faculty to involve students in their research projects to enhance their academic development, as well as inviting industry professionals to serve as guest speakers to provide practical insights and career perspectives.

#### **Strategy 2: Increase intradepartmental and interdepartmental collaborations on both research and teaching**

The department aims to strengthen collaborative opportunities for faculty and students by promoting shared research initiatives and teaching innovation. For example, we may host research roundtables where early-stage ideas are exchanged and encourage cross-disciplinary collaborations that bring together faculty from across CJC.

#### **Strategy 3: Increase communication soft skills relevant to both academic and industry success**

The department will provide students with opportunities to develop their public speaking and professional presentation skills. This may involve organizing events where students share research or campaign work with a broader audience and recognizing exemplary projects in formal or informal settings.

#### **ADV Goal 5: To sustain our use of professional and instructional technologies that stay a step ahead of trends, to provide students and faculty with barrier-free access to advanced technology that enables learning, crafting, and**

## **studying the advertising professional practices of the present and future.**

**Lead:** Chair. **Support:** Award Coordinator; Globalization Task Force Chair; Salary Equity & Merit. **College partners:** Technology & Labs; Research Division.

**KPI themes:** courses with current tools; workshops; license utilization; demo/badging participation.

**Annual Workplan “How”:** To be determined year by year

### **Strategy 1: Monitor, acquire, and deploy technologies that prepare students, instructors, and researchers to lead and innovate**

To remain responsive to technological advances, the department will stay informed about new tools and platforms relevant to advertising education and research. Possible approaches may include offering informal workshops for faculty and students and encouraging the sharing of useful tools through collaborative channels.

### **Strategy 2: Foster welcoming spaces for learning and collaborating**

The department will promote environments that support interaction and shared learning through technology. This may include hosting roundtables where faculty and students exchange insights about their use of emerging tools and organizing optional co-working sessions that foster discussion and experimentation.

### **Strategy 3: Direct attention in our curriculum, research, and day-to-day activities that seek out and push forward technological innovations in advertising**

The department will continue to align our curriculum and research with evolving technological practices. Possible tactics may include integrating emerging tools and platforms into course content and encouraging faculty and students to participate in technology-oriented academic and industry events.

## **Strategic Revenue Initiatives**

- **Advertising Campaign Class Donation** (*Owner: Chair; Support: Course Lead—Campaigns, Advisory Council, Advancement & Alumni Relations, Awards Coordinator, Office of Communications*): \$5,000–\$10,000 per AY from client donations/sponsorships to support capstone production, travel, and showcase events.
- **Online Master’s Certificate** (*Owner: Chair; Support: Student Evaluation & Assessment Committee, Office of Careers & Corporate Partnerships, CJC Online/Graduate Studies & Research as applicable*): Net \$10,000–\$15,000 per AY by 2030. Milestones: concept & market scan (AY 2026–27), pilot (AY 2027–28), scale (AY 2028–30).

## Appendix KPI Snapshot

Goal	KPI Themes	Dept Lead	College Partners
1 Research	pubs, top-tier %, grants, mentoring	Chair	Research Division; Grant Office; Comms
2 Recruit/Retain/Place	yield, persistence, climate, 6-mo placement, internships	Chair; Internship Coordinator	HR/C&C; Career/Corporate; Alumni
3 Culture	participation, feedback, action closure, shared assets	Mentoring Committee	C&C; Faculty Development; Comms
4 Career Readiness	speakers, client projects, competitions, showcases	Internship Coordinator	Career/Corporate; Advancement; Comms
5 Tech	course tool use, workshops, license use, demos/badges	Salary Equity & Merit	Technology & Labs; Research Division

*The Strategic Plan was formally adopted on April 30, 2025, with 13 out of 14 members voting in favor and 1 voting against.*

*The Strategic Plan was subsequently revised in accordance with feedback from the Dean's Office and received formal approval on August 22, 2025.*