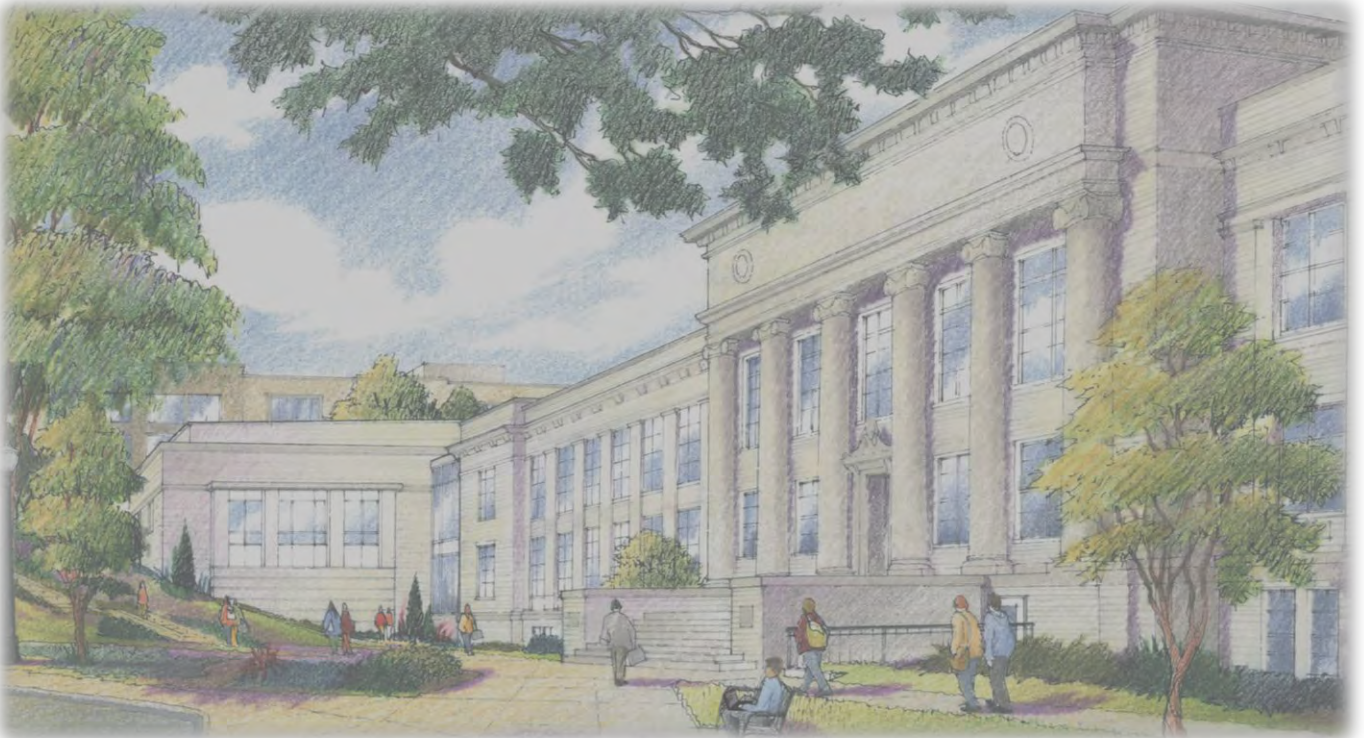




KSU SCHOOL OF JOURNALISM
AND MASS COMMUNICATION



Strategic Plan

Approved August 19, 2013

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JMC Overview

The School of Journalism and Mass Communication (JMC) at Kent State University is a nationally accredited school in Northeast Ohio, preparing undergraduate and graduate students for successful careers in broadcast and multimedia news, photo and magazine journalism, advertising, digital media production, and public relations. Our academic programs are student-centered, our curriculum is highly relevant, our students are nationally recognized, and our graduates are leading all aspects of the media and communication industries.

National Accreditation. JMC is one of only 111 programs of journalism and mass communication in the world accredited by the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC), and the only accredited school of journalism and communication in Northeast Ohio. Originally accredited in 1965, JMC has sustained accreditation for nearly 50 years. Accreditation signifies that a program meets rigorous national standards for excellence, as evaluated by peers and practitioners in the field.

Undergraduate Degree Programs. JMC offers majors that prepare students for careers in the rapidly changing media and communication industries. The University's core curriculum gives students a strong background in the liberal arts to complement JMC's professional training. As part of the coursework of all majors, students must complete professional internships in their fields of study. An award-winning independent Student Media and student organizations also bring the professional world into the School. JMC offers students a selection of specialized majors with concentrations in advertising, digital media production, journalism and public relations, all of which lead to a Bachelor of Science Degree.

Graduate Programs. JMC offers a variety of courses within three areas of study in the graduate program: Media Management, Public Relations, and Reporting and Editing. The graduate programs are designed to give students a solid background in preparation for a professional or academic career. Courses are dynamic, academically challenging, and professionally relevant. With small class sizes, students are able to learn from their professors and from the experiences of their fellow classmates; many of whom are working media professionals.

Helping Students Succeed. With more than 800 undergraduate and nearly 300 graduate students, there is no typical JMC student. JMC is committed to providing students with the support systems necessary to stay in school, graduate on time, and achieve their professional aspirations. Proactive measures include: focused efforts on recruitment and retention; relevant and real curricular and co-curricular experiences; continual assessment of learning outcomes; a committed and accomplished faculty; professional academic advisors; a professional coordinator of career services; a coordinator of diversity initiatives; and scholarships and monetary awards.

Learning Environment. JMC is housed in Franklin Hall, a modern, multimedia facility that sets the standard for other journalism schools. The facility features a HD digital TV studio; a media newsroom where print, broadcast, and multimedia intersect; an Internet radio station; and classrooms and meeting spaces designed for collaboration and hands-on learning experiences. Franklin Hall is part of Kent State University's iconic front campus located on Hilltop Drive. The 1926 building underwent an extensive two-year renovation and expansion and reopened in 2007.

Strategic Planning Methodology & Process

Phase I: Alignment

In this first phase of the strategic planning process, the scope of the planning process was defined and established, the steps and timing of the process were outlined, and the organization and general content of the planning document was defined. More specifics that were addressed in this phase included:

- Gained a deeper understanding into the history and current status of planning at the School.
- Ensured that the strategic plan is consistent with the School's mission, vision and values, as well as those of Kent State University and the College of Communication and Information (CCI).
- Understood the role the strategic plan has within the context of the AEJMC reaccreditation process and the self-study required as part of the process.
- Uncovered barriers that may exist that would impact the success of the planning process.
- Shared the planning process outline with the School's Faculty Advisory Committee (FAC) as an initial and important step to engage this group in the planning process.

Timing: 2 weeks

Phase II: Discovery

In the Discovery phase, a thorough knowledge inventory was conducted including the exploration of existing data and gathering input from key stakeholders and other sources. Steps included:

- Conducted individual 45-90 minute interviews with all 27 members of Kent JMC full-time faculty and group interviews with the School's administrative and IT support staff.
- Distributed an online survey and three follow up reminder requests to 400+ key stakeholders (Professional Advisory Board members, recent graduates of both the undergraduate and graduate programs, student leaders from the three most recent semesters), achieving a 10 percent response.
- Conducted a group SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis.
- Reviewed recent and relevant Kent JMC plans, background, and other documents (Diversity Plan, Academic Assessment, Kent JMC Web research, 2008 Kent JMC reaccreditation documentation) as part of the input gathering effort. Also, used this exercise to avoid duplication with recent research when conducting interviews with key stakeholders.
- Reviewed strategic plans from other accredited JMC schools.
- Identified gaps in our collective knowledge and identified and suggested ways to fill the gaps before proceeding to the next phase.

Timing: 10 weeks

Phase III: Assessment

This phase was focused on sorting through the data that was collected and providing a bank of knowledge that formed the foundation on which the Kent JMC strategic plan would be constructed:

- Eliminated the input that was not practical or pertinent to the strategic planning process.
- Verified areas of commonalities and blended these ideas into common themes.
- Identified any potential competing themes and reconciled these differences before proceeding to the next phase.

- Prepared a summary report listing the common themes, each accompanied by supporting documentation and verbatim comments from the interviews and survey responses. This bank of knowledge served as a foundational tool for the next phase of the planning process.
- Conducted a half-day working session with full-time faculty to solicit feedback on the common themes and supporting documentation and begin the process of prioritizing and developing the key objectives and strategies for the plan.

Timing: 4 weeks

Phases IV & V: Prioritization and Planning

The final phases of the planning process focused on the prioritization of key initiatives and bringing focus and organization to the development of the plan document. The following questions helped to drive the planning process as the common themes were reviewed and the focus was narrowed to the development of key objectives and strategies:

- Are these focus areas consistent with the mission, vision and values of Kent JMC?
- Are these areas aligned with the strategic direction of the University and the CCI strategic plan?
- Do they play to the School's strengths? What is our likelihood of success?
- Where will we have the greatest impact? How can we achieve some early successes?
- Do we have the capacity (e.g., staff resources, funding, time) to be successful?
- Is there enough passion and commitment to ensure our success?

Timing: 6 weeks

SWOT Analysis

An analysis of the School's strengths, weaknesses, opportunities, and threats (SWOT) provided a thorough review of internal and external conditions and factors that are, and potentially will have, shaping impacts. The assessment also showed that these strengths, weaknesses, opportunities, and treats are interrelated and not discreet conditions. Strengths and weaknesses reflect an internal view of our program; opportunities and threats reflect an external perspective. Some items are viewed as both a strength as well as a weakness, and many weaknesses lead to opportunities.

Strengths

Faculty that are engaged with students and demonstrates a genuine interest in their success.
A solid mix of experienced full-time faculty and part-time adjuncts, that ensures a stable teaching environment together with the most current professional practices.
State-of-the-art facility that serves as a recruiting tool as well as an effective learning center for students in undergraduate and graduate programs.
An award-winning independent student media that provides hundreds of students with hand-on experience in broadcast, print and multimedia each semester beginning on day one.
Proximity to major markets (Akron, Cleveland, Pittsburgh) that creates opportunities for professionals to be engaged with the School in the classroom and in advisory roles and for students to connect to job opportunities.
Two nationally renowned centers – Center for Scholastic Journalism and Media Law Center for Ethics and Access.
Unwavering commitment to ethical and professional standards and accreditation.
Academic advising that ensures a smooth experience for students in their academic programs.
Professional career counseling that assists students with internships and job-search strategies.
A wealth of study abroad and international experiences for students and faculty.
Growth and success of online course offerings in the Graduate program.

Weaknesses

Lack of flexibility and agility to make changes to curriculum.
Limited diversity among faculty and students.
Too much of a reliance on adjuncts, most of whom do not have the time to engage with students outside the classroom.
Inconsistency in the instruction and skills being taught from one class to the next and between the classroom and student media experience.
Lack of a strong brand identity nationally.
Lack of a formal process for assessment of learning outcomes.
Lack of a clear vision that we can communicate to key internal and external audiences.
Weak and inconsistent effort to stay connected to and develop relationships with alumni.

Opportunities

Take a leadership role in teaching more entrepreneurial thinking/practices.
Enrich the learning experiences for students by giving them a more global perspective.
Develop a more focused, expansive approach to recruitment to attract the top talent.
Improve efforts to retain a higher percentage of students.

Promote a culture of collaboration among faculty and with other CCI Schools and University departments.

Promote greater consistency across all sequences that will enhance student learning outcomes.

Build on the solid brand reputations that exist for the sequences and enhance the overall brand for the School outside the region.

Become more student-centered through the development of greater opportunities for students.

Develop a stronger, more consistent effort to connect with and maintain contact with alumni.

Build on the important global perspectives that the growing population of international students bring.

Threats

Financial issues ranging from a reduction in State funding to rising tuition costs.

A University financial model that is continually under assessment as units struggle how to build a program under RCM.

A rigorous program created by the School that may result in students opting out to pursue less challenging majors.

Recruitment challenges related to the shrinking population of high school seniors in the region.

A growing perception that a four-year undergraduate degree is diminishing in value.

Fears about the future of the journalism and communications industry and the perceived lack of future employment opportunities.

The perception that some faculty are change adverse and demonstrate an inability to express to students a positive attitude about the future of the business.

Holding enrollment numbers at healthy levels across all sequences.

Aging facility that will require ongoing investments in maintenance and equipment upgrades to compete with newer facilities of competitor programs.

A diminishing proficiency in college level grammar and writing skills with incoming Freshmen.

Growth in the enrollment numbers of international students and the lack of adequate support systems to accommodate this growth.

Our Values and Core Competencies

Individual professions in journalism and mass communication may require certain specialized values and competencies, yet all JMC graduates should be able to:

1. Understand and apply the principles and laws of freedom of speech and press of the United States, as well as receive instruction in and understand the range of systems of freedom of expression around the world, including the right to dissent, to monitor and criticize power, and assemble and to petition for redress of grievances;
2. Demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
3. Demonstrate an understanding of gender, race ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications;
4. Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society;
5. Understand concepts and apply theories in the use and presentation of images and information;
6. Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
7. Think critically, creatively and independently;
8. Conduct research and evaluate information by methods appropriate to the communications professions in which they work;
9. Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
10. Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
11. Apply basic numerical and statistical concepts;
12. Apply basic tools and technologies appropriate for the communications professions in which they work.

Our Vision

The School of Journalism and Mass Communication (JMC) at Kent State University will be the most relevant, student-centered, and ethically driven accredited program in the country.

What we do:

JMC educates storytellers and those who will manage businesses or organizations that have storytelling or content as a primary function. This storytelling takes place in journalistic, informative, entertainment, and persuasive environments and encompasses multimedia and multi-platform delivery. We prepare students for careers in today's marketplace with knowledge and broad-based skills that will allow them not only to succeed but also to innovate, manage, and lead. We also prepare them for productive lives as active citizens in a world increasingly connected by communication and commerce.

How we do it:

- Develop effective communication skills, grounded in strong writing. These skills today include broad-based multimedia communication skills.
- Develop critical and analytical thinking that allows for ethical and creative approaches to storytelling, problem solving, and innovation. *Our curriculum and co-curricular experiences emphasize flexibility and adaptability.* Such thinking should lead to an entrepreneurial mindset when facing challenges and opportunities.
- Develop an understanding of audiences/participants in communication and of the communications platforms through which these audiences/participants communicate. *From day one, our students begin developing their personal brands – the experiences and attributes that set them apart.*
- Build knowledge and expertise in subject matter through a liberal education. Graduation requirements permit deep immersion into subject matter.

Our aspirations:

- Be recognized as an innovative national leader in professional media education, not only for undergraduates, but also for 1) Scholastic journalists and their teachers, 2) graduate students, and 3) working professionals.
- Build the School's applied scholarly, creative and journalistic output by faculty and students in support of the School's mission, its reputation and its financial resources.
- Stay ahead of the curve in adapting the education we offer to new market realities.

Note: The sentences in italics are the result of the strategic planning process and are changes from what is reflected in the JMC Handbook from March 2008.

Our Mission

We provide our students a relevant academic experience that balances both conceptual and practical courses, professional opportunities and multiple internships, all of which are grounded in a foundation of ethics in a diverse and global society.

Goal Statement

Throughout the Discovery and Assessment phases of the planning process, several common themes and unifying principles quickly emerged within the various groups and constituencies that fueled and guided the development of the strategic initiatives for the years ahead. The result is a forward-looking plan consisting of 10 major goals that are specific, measurable, action-oriented, realistic, and time sensitive.

All of the goals are appropriately aligned with the goals in the 2013 Academic Affairs Strategic Plan for the University. Indicated in parentheses after each of the School's goals on the following page are the specific goals in the Academic Affairs Strategic Plan that align with the goal.

Goals

1. **Improve student learning outcomes through a commitment to enhancing, expanding and evolving both undergraduate and graduate curricula and programs.**
(Goal 1. Ensuring student success; Goal 2. Enhancing academic excellence and innovation.)
2. **Enrich the learning experiences for students by providing co-curricular programs, career advising and counseling, and recognition of achievements.**
(Goal 1. Ensuring student success; Goal 2. Enhancing academic excellence and innovation; Goal 6. Developing and recognizing our people.)
3. **Enhance our commitment to diversity and inclusion in both our faculty and student body through initiatives outlined in the strategic plan developed by the School's Diversity and Globalization Committee.**
(Goal 1. Ensuring student success; Goal 4. Engaging the world beyond our campuses.)
4. **Increase enrollment of the most talented high school seniors and transfer students seeking an education in journalism and mass communication as well as exploratory majors.**
(Goal 1. Ensuring student success; Goal 2. Enhancing academic excellence and innovation; Goal 5. Securing our financial future.)
5. **Improve the retention and education of students and prepare them for successful careers in journalism, mass communication, and other industries.**
(Goal 1. Ensuring student success; Goal 2. Enhancing academic excellence and innovation; Goal 5. Securing our financial future.)
6. **Develop an outstanding faculty and provide them with the infrastructure and support to achieve success.**
(Goal 2. Enhancing academic excellence and innovation; Goal 3. Expanding breakthrough research and creative endeavors; Goal 6. Developing and recognizing our people.)
7. **Maintain a state-of-the-art facility and learning environment.**
(Goal 1. Ensuring student success; Goal 2. Enhancing academic excellence and innovation.; Goal 3. Expanding breakthrough research and creative endeavors; Goal 6. Developing and recognizing our people.)
8. **Provide and promote opportunities for students, faculty and staff to enrich their lives and global awareness through international experiences.**
(Goal 4. Engaging the world beyond our campuses; Goal 3. Expanding breakthrough research and creative endeavors; Goal 6. Developing and recognizing our people.)
9. **Strengthen the School's relationships with alumni and friends in the media/communications industry as well as the broader business community, nonprofit and public sectors.**
(Goal 5. Securing our financial future.)
10. **Increase financial support for the School through ongoing fundraising and endowment support to enhance current programs and fund future needs.**
(Goal 1. Ensuring student success; Goal 5. Securing our financial future.)

Goal #1

Improve student learning outcomes through a commitment to enhancing, expanding and evolving both undergraduate and graduate curricula and programs.

Objective #1. Assess student learning to improve undergraduate curricula, instruction, and learning.

Expected Outcomes:

1. Evidence that students have mastered the 12 professional values and competencies outlined by ACEJMC and adopted by the School.

Strategies / Action Initiatives:

1. Examine student learning by major or concentration.
2. Create an assessment role for working professionals in the communications institutions and industries for which we prepare students.
3. Conduct an annual Student Learning Assessment (SLA) Plan to analyze direct and indirect measures beyond course grades.

Metrics / Measures:

1. Direct Measures

Faculty/Alumni Team Evaluation of Student Portfolios. Student work will be assessed by teams composed of faculty, academics and working professionals, many of whom are alumni. The student work itself is a sample drawn from courses across the curriculum, preferably from senior-level or capstone courses. Material will be drawn from lower-level courses, where appropriate.

Direct Assessment by Faculty

Internship Supervisors' Assessment

2. Indirect Measures

Retention rates

Graduation rates

Student performance in national competitions

Results of student surveys of satisfaction and engagement (when applicable)

Alumni Survey results (when applicable)

Student focus group results (when applicable)

Placement rates

Objective #2. Develop undergraduate curriculum tracks that focus on student outcomes.

Expected Outcomes:

1. Students will be better prepared for the opportunities that will exist as the communications industry landscape continues to evolve.
2. Establish a better connection among courses and improve the transfer of knowledge from one course to the next.

Strategies / Action Initiatives:

1. Create an undergraduate curriculum that begins with the end in mind.

2. Design a natural curricula progression that focuses on media literacy first, and then builds to skill set development, specialization, and culminating experiences.
3. Provide final year culminating experiences for all students, with selective enrollment opportunities for the top performing students.
4. Develop strong major/minor combinations that benefit students by giving them a second area of expertise.
5. Identify and eliminate redundant and/or outdated courses.

Metrics / Measures:

1. Increased integration of courses and student media.
2. Effective student progression rates.
3. Improvements in major/minor combinations.
4. Fewer redundant courses.

Objective #3. Create more collaborative learning opportunities for students.

Expected Outcomes:

1. A more well-rounded educational experience for students.
2. A more effective utilization of the School's resources.
3. Design curriculum that is more fully reflective of industry collaboration.

Strategies / Action Initiatives:

1. Assess and revise the undergraduate journalism sequence to reflect a multimedia discipline across all courses.
2. Begin to explore a merger points within of the advertising and public relations sequences.
3. Fully implement new digital media production major.
4. Identify opportunities to build upon collaborative efforts; i.e., film, live production.
5. Develop co-curricular opportunities that better connect the experiences students gain from working in student media and the learning in the classroom.
6. Create teaching modules for behavioral standards (ethics), basic skills (writing), and emerging skills (multi-media) that will establish consistency across the program, reinforce the level of importance of each, and ensure that these important skills are adequately covered.

7. Explore collaborative opportunities with programs in the College of Communication and Information (CCI) as well as other Schools and Colleges across the University.

Metrics / Measures:

1. Greater inclusion of multimedia in courses.
2. Implementation of meaningful curricula and co-curricular integration points between advertising and public relations.
3. Implementation of ethics, writing and merging skills modules.

Objective #4. Enhance entrepreneurial skills training for students.

Expected Outcomes:

1. Students will have a better understanding of the skills needed to market themselves and be prepared for a communications industry that is shifting from traditional full-time permanent staffing to non-traditional freelance and contractor employment arrangements.

Strategies / Action Initiatives:

1. Bring the most current content into the classroom.
2. Emphasize the importance of developing a personal brand from day one.
3. Build understanding of business development skills, emerging business models, and workload management.
4. Establish a leadership role for the School in creating an entrepreneurial learning environment.
5. Strategically support individual investigations.

Metrics / Measures:

1. Integration of new media
2. School is publicly recognized for relevant coursework in entrepreneurial media.

Objective #5. Expand and enhance graduate program curricula.

Expected Outcomes:

1. Evolve the online PR program to better position it for the future.
2. Increased opportunities for students to communicate with both faculty and administration regarding their learning experience through direct communications, better training of graduate faculty to serve as advisors, and engaging online adjuncts.
3. Increase diversity of thought and worldview; a more inclusive, collegial environment.
4. Expanded research class offerings.
5. Increased program variety.

6. Modernization of media management to better reflect current and future media environment.

Strategies / Action Initiatives:

1. Stabilize the online PR program financially and academically so that student success is clear and sustainable.
2. Provide a balance of quantitative and qualitative research and measurement skills that can be used in both industry and the academy.
3. Encourage news/broadcast students to immerse themselves in Student Media to enable them to develop skill sets in careers of their chosen study.
4. Provide graduate study options for diverse groups of students that keep pace with the revolutionary changes underway in the media and public relations industries.
5. Rename Media Management track to Media Enterprise with an emphasis on how to build and sustain media-based organizations that profitably market and monetize multimedia content to targeted audiences through appropriate distribution streams.
6. Consider taking graduate program from 36 to 33 credits.
7. Expand on current models for graduate education delivery; i.e., professional track, academic track, certificate program.
8. Enhance our participation and support of the interdisciplinary Ph.D. program in CCI.
9. Provide greater support for growing international student population.

Metrics / Measures:

1. Acceptance of tuition increase request to stabilize the online PR program.
2. Feedback from students and administrators each semester regarding enhanced communications activities.
3. Increase in gender diversity in the graduate program, especially the PR concentration.
4. Addition of a senior scholar to help with oversight of the graduate program's direction.
5. Revise Media Management course with a launch planned in 2014.
6. More student participation in Student Media.

Goal #2

Enrich the learning experiences for students by providing extracurricular programs, career advising and counseling, and recognition of achievements.

Objective #1. Strengthen the School's relationships with the communications, media, and business communities.

Expected Outcomes:

1. Students' learning experience will be enhanced through exposure to professionals currently working in the industry.
2. Students will make connections with prospective employers.

Strategies / Action Initiatives:

1. Continue to make effective use of visiting professionals, guests, and lecturers in the classroom.
2. Sponsor programs, lectures, symposia, and speakers series that would attract participants from the communications, media, and business communities.
3. More active professional involvement in coaching, portfolio and resume review, and interview skills.

Metrics / Measures:

1. Increase in number and quality of visiting professionals, guests, and lecturers.
2. Increase in number and quality of programs, lectures, symposia, and speaker series.

Objective #2. Enhance advisory programs and career placement opportunities for students.

Expected Outcomes:

1. Students will be better prepared to make the transition to careers in their chosen field.

Strategies / Action Initiatives:

1. Expand the career advising initiatives currently available to students.
2. Increase the number of internship opportunities and placements for students.
3. Build on the success of the initial Job Expo conducted in Cleveland in Spring 2013 and explore opportunities to increase participation, and possibly expand into additional markets.

Metrics / Measures:

1. Continued growth in number of students placed in multiple for-credit internships, up to 6 credits.
2. Increase in number of job fair participants, both students and prospective employers.

Objective #3. Recognize and celebrate student achievements and awards.

Expected Outcomes:

1. Earn a national reputation among academics and professionals for achievements of students.

2. Enhance the national reputation of the School.

Strategies / Action Initiatives:

1. Emphasize and enhance student performances in group and individual competitions at the university, state, regional, national, and international levels.
2. Recognize and celebrate student achievements and awards with Student Success Week near the close of each academic year.
3. Promote and publicize student achievements through various channels – internal e-mails, posters in Franklin Hall, website announcements, *JARGON* magazine, social media sharing.

Metrics / Measures:

1. Increase the total number of group and individual awards.
2. Increase ranking from previous year in competitions selected/identified as priorities by each sequence.

Goal #3

Enhance our commitment to diversity and inclusion in both our faculty and student body through initiatives developed by the School's Diversity and Globalization Committee.

Objective #1. Create supportive environments by way of building community, trust and credibility for all groups.

Expected Outcomes:

1. A welcoming and inclusive environment reflective of all dimensions of diversity.

Strategies/Action Initiatives:

1. Use surveys and/or focus groups to periodically assess student and employee feedback on the climate for diversity in JMC.
2. Provide purposeful, intellectual and social development through a variety of gatherings and programs to enhance the understanding of diversity, inclusive of all people groups, global awareness and global citizenry.
3. Educate students on the prevention of harassment and discrimination and effectively address concerns and complaints.
4. Offer educational and celebratory events for students, faculty, staff, alumni and the community that recognize, value, and honor diversity and promote inclusion. Evaluate selected programs for their impact on the climate for diversity.
5. Engage alumni from underrepresented or underserved groups (i.e., women, international, LGBTQ, AALANA, and those with diverse abilities) in diversity and inclusion efforts (e.g. reunions, yield events, speaker series, recognition events, etc.).

Metrics / Measures:

1. Perceptions of JMC students as measured by relevant questions regarding the classroom and living environment at KSU with special attention given to issues of diversity and inclusion.

Objective #2. Increase engagement of underrepresented and underserved student groups.

Expected Outcomes:

1. Increase in diverse student recruitment when compared with previous year.
2. Increase in diverse student freshman retention at end of second year when compared with previous two-year retention rate.
3. Increase in diverse student six-year graduation rate when compared with previous six-year graduation rate.

Strategies/Action Initiatives:

1. Collaborate with the Admissions Office to host recruitment in targeted schools and areas; build partnerships with high school administrators and counseling staff.
2. Utilize KSU admissions data to identify high performing students from diverse backgrounds for specific recruiting outreach.
3. Collaborate with high school advisors and counselors who traditionally send successful undergraduate underrepresented students and encourage more contact through visits, etc.
4. Increase contacts to prospective freshmen with an emphasis on a diverse population within an appropriate ACT/GPA margin.
5. Utilize the services of the Center for Scholastic Journalism as an outreach to high school journalism teachers and media advisors to develop relationships with diverse students, and particularly diverse high school journalists.
6. More fully engage and enhance the JMC advising system by assigning advisors and providing regular academic advising.
7. Encourage underrepresented students to participate in the living/learning CCI Commons that provide special programming and services to support persistence through graduation.
8. Creation of a Student Advisory Board to advise the Director of the School, the Diversity and Globalization Committee and the faculty at large on diversity issues.
9. Active promotion of various student media outlets and media-related student organizations to students from diverse backgrounds.
10. Annual training sessions for student media and organization leaders on how to manage a diverse workforce.

Metrics / Measures:

1. Annual census to determine the recruitment and retention of students from diverse backgrounds.
2. Four-year graduation rates for underrepresented/underserved students.
3. Feedback from academic advisors on roadblocks or impediments to progress by students with diverse backgrounds.
4. Number of students from diverse background participating in student media and student organizations.
5. Participation in diversity specialized programming targeting JMC students.

6. Diversity competency level for students.

Objective #3. Broaden the curriculum to emphasize cross-cultural knowledge.

Expected Outcomes:

1. A curriculum that fosters domestic and global cultural competencies.
2. Multicultural / global competence in teaching and learning.

Strategies / Action Initiatives:

1. Incorporate a diversity support statement in the syllabi for all courses taught in JMC.
2. Expand diversity learning opportunities through assignments in syllabi that broadens cross cultural knowledge.
3. Provide teaching resources through enlisting support from Faculty Professional Development Center (FPDC), Division of Diversity, Equity and Inclusion and through professional and AEJMC- related groups.
4. Assist faculty via education and coaching regarding best practices and relevant pedagogy for students with differing abilities.
5. Utilize JMC intranet site as a central depository for diversity resources.

Metrics / Measures:

1. New guidelines for diversifying the curriculum.
2. Qualitative and quantitative evaluation of diversity curriculum.

Objective #4. Increase the recruitment and success of a diverse faculty and staff.

Expected Outcomes:

1. Addition of new hires with content expertise in areas of study that examine diverse identities and cultures.
2. Advancement of women.
3. Successful leadership and career path programs for faculty and staff.
4. Annual assessment of diversity goals.
5. Increase in philanthropic campaign efforts focused on diversity.

Strategies/Action Initiatives:

1. Utilize the support from JMC's Diversity and Globalization Committee for all faculty and staff searches to assist in outreach and recruitment strategies to increase diverse hires.
2. Post faculty and staff openings in targeted and identifiably successful publications and electronic distribution lists to reach a broader pool of diverse candidates.
3. Work progressively with the Division of Diversity, Equity and Inclusion to include search committee training for all search committee members.
4. Implement faculty and staff exit surveys and use the results for identification of issues and opportunities for continuous improvement.
5. Conduct periodic surveys of faculty and staff to measure the climate for diversity within the school.

Metrics / Measures:

1. Number and proportion of various underrepresented people groups in comparison to total population in JMC.
2. Annual percentage of movement up or down; gain or loss in monitoring the college diversity scorecard and affirmative action goals as it relates to AALANA new hires and retention of AALANA new hires in JMC.
3. Attrition rates of JMC diversity faculty and staff.
4. Annual number and proportion of diverse faculty that receive tenure and promotion.
5. Annual number and proportion of diverse staff that receive promotions.

Goal #4

Increase enrollment of the most talented high school seniors and transfer students seeking an education in journalism and mass communication.

Objective #1. Develop more targeted recruiting efforts.

Expected Outcomes:

1. Attract a higher percentage of the top high school students.
2. Maintain enrollment targets for the School.

Strategies / Action Initiatives:

1. Identify high school honors students outside the region and make personal contact and visits.
2. Collaborate with University Admissions Office and support the recruitment efforts of students expressing an interest in the School.
3. Emphasize the significance of accreditation and the rigorous national standards the School has met as the only program in Northeast Ohio accredited by the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC).
4. Build on efforts to establish connections and maintain contact with high school advisors and counselors.
5. Develop and maintain the tools – JMC website, social media outreach, *Transitions* magazine, etc. – that are integral to a successful recruitment program.
6. Engage current students, faculty, alumni, and Professional Advisory Board members in efforts to identify and recruit students.
7. Promote the School's reputation and commitment to scholastic journalism and use as a recruiting tool when speaking to high school students and their advisors.
8. Develop and support targeted initiatives for recruiting specialized groups of students – students from diverse backgrounds, community college transfer students, prospective graduate students, etc.

Metrics / Measures:

1. Growth in student population to 950 undergraduate students and 350 graduate students by 2015 (1,050 undergraduate students and 400 graduate students by 2017).
2. Increase in average GPA of newly admitted students.

Objective #2. Increase the number of scholarships available to students.

Expected Outcomes:

1. The School will be better able to compete with well-funded communications programs by providing scholarships to the top high school students.

2. Scholarships and financial gifts will help to offset rising tuition costs for some parents and students.

Strategies / Action Initiatives:

1. Personal contact by JMC Director and CCI Development Officer to alumni, business and community leaders, and friends of JMC to solicit scholarship sponsorships.
2. Recognize scholarship sponsors and student recipients at annual Scholarship Awards Dinner and promote through various channels -- internal e-mails, posters in Franklin Hall, website announcements, *JARGON* magazine, social media sharing.
3. Fully endow the Professional Advisory Board (PAB) Internship Scholarship.
4. Expand and diversify the overall base of donors.

Metrics / Measures:

1. Increase number of scholarships available in 2014 by 10 percent.

Objective #3. Enhance the experience for students and parents visiting the School.

Expected Outcomes:

1. More positive experience for prospective students and their parents.
2. More consistent delivery of information about the School from faculty and student recruiters.

Strategies / Action Initiatives:

1. Develop script and training for Franklin Hall tours conducted by faculty.
2. Showcase student media opportunities and promote the fact that student involvement begins as early as Freshman year.
3. Create one-on-one opportunities for faculty/parents and current students/prospective students during visits.
4. Enhance the School's support for University recruitment events and activities (Preview Day).

Metrics / Measures:

1. Feedback from prospective students and parents regarding their visit.
2. More follow through with students and parents engaged in the enrollment process.

Goal #5

Improve the retention and education of students and prepare them for successful careers in journalism and mass communication.

Objective #1. Maintain stable enrollment levels across all sequences.

Expected Outcomes:

1. Improvement in first-year retention rates.
2. Improvement in four-year and five-year graduation rates of cohorts entering in the Fall semester.

Strategies / Action Initiatives:

1. Review and update major and overall GPA requirements.
2. Review and improve the School's existing programs of orientation, advising, and retention of first-year students.
3. Establish a more formal process to solicit feedback from students regarding their reasons for leaving the School.
4. Identify and address issues related to curriculum that may be contributing to the School's retention challenges.
5. Pursue initiatives outlined by the School's Diversity and Globalization Committee to reach underrepresented and underserved student groups.

Metrics / Measures:

1. Increase first-year retention rates by 5 percent by 2015.
2. Increase four-year and five-year graduation rates of cohorts entering in the Fall semester by 5 percent by 2015.

Goal #6

Enhance support to maintain and develop our faculty and provide them with the infrastructure and support to achieve success.

Objective #1. Develop plans to address potential faculty transitions in the next 2-3 years, reflecting changes in OPERS rules, and attract new faculty members.

Expected Outcomes:

1. Addition of new hires with credentials and experience that will advance the School's reputation.
2. Greater diversity among all faculty.
3. New skill sets and areas of expertise that will contribute to the development of curriculum, provide teaching excellence, and grow national recognition for the School's programs.

Strategies / Action Initiatives:

1. Develop plans to address these changes.
2. Identify potential needs based on current and emerging industry and technology trends.

Metrics / Measures:

1. Addition of high caliber faculty of diverse backgrounds.
2. School's national recognition for advanced curriculum and industry relevance.

Objective #2. Develop programs to more fully engage, develop and retain existing faculty.

Expected Outcomes:

1. Fully engaged faculty focused on successful student outcomes.
2. Enhanced faculty credentials that will elevate the reputation of the School.

Strategies / Action Initiatives:

1. Develop a mentoring program for new faculty to clarify tenure process for tenure-track professors, provide feedback regarding teaching (e.g., syllabi review), provide feedback regarding research (e.g., manuscript review), and share details of the School's general policies and procedures.
2. Establish a developmental partner program that connects senior faculty members with junior faculty members for one-on-one discussions focused on teaching, service, research, collegiality, work-life balance, etc.
3. Continue to engage the full faculty in shared governance regarding School plans, policies, and practices through forums including monthly Faculty Advisory Board meetings held during the academic year, monthly Executive Committee meetings held during the academic year to discuss non-voting items, updated information on the Intranet site, and regular communication from the Director.

4. Continue to provide seed money to support faculty members' research agendas as well as travel money, when possible or as budget allows, to present research and attend conferences.
5. Support faculty members in application for awards that will raise the visibility of the School on and off campus.
6. Share information about faculty awards, research, and other notable achievements with internal and external audiences.
7. Revise the faculty handbook.

Metrics / Measures:

1. Collect data and monitor faculty productivity in research, creative work, and productivity over time.
2. Awards and achievements earned by faculty.
3. Increase in collaborative projects and cooperation among the faculty.
4. Regular revision of faculty handbook.

Objective #3. Provide resources and staff to assist and support faculty.

Expected Outcomes:

1. Highly productive faculty.
2. Most effective utilization of the School's resources.
3. Identification of deficiencies, existing and future needs, and investments that may be required.

Strategies / Action Initiatives:

1. Conduct an ongoing evaluation of staff and resource needs and investment.
2. Prepare for staff transitions scheduled to occur in the 1-2 years.
3. Explore efficiencies that can be gained through collaboration and sharing of resources with CCI and other Schools in the College.

Metrics / Measures:

1. Effective use of and investment in resources.
2. Smooth transition of staff responsibilities.

Objective #4. Create a program for orientation, mentoring, and evaluating adjunct faculty members.

Expected Outcomes:

1. Ensure high quality, consistent teaching.
2. Identify potential problem areas that need to be addressed.

3. Continuous improvement in teaching methods and performance based on feedback and instruction.

Strategies / Action Initiatives:

1. Develop an orientation program that all new adjunct faculty members would be required to attend.
2. Assign each full-time faculty member a minimum of one class to visit each semester taught by an adjunct faculty member and provide a report to the sequence chair and the Associate Director.
3. Academic and assessment committee to ensure multi-section courses have consistent syllabi and learning outcomes.
4. Share faculty performance reviews and students' evaluations with adjunct faculty members at the end of each semester.

Metrics / Measures:

1. Adjuncts participation in orientation and mentoring programs.
2. Full-time faculty feedback and evaluations.
3. Student evaluations of courses taught by adjunct faculty.

Goal #7

Maintain a state-of-the-art facility and learning environment with appropriate learning tools.

Objective #1. Establish short-term infrastructure investments that will have the greatest impact on improving student learning outcomes and deliver the highest level of return.

Expected Outcomes:

1. Identify potential issues or problems and make the necessary corrections.
2. Prioritization of short-term needs and expenses.
3. Greater efficiencies through consolidation, greater collaboration, and reduction of unnecessary expenses.

Strategies / Action Initiatives

1. Close collaboration with Director of Technology and Teleproductions at the College level to ensure short-term priorities are identified and met.

Metrics / Measures:

1. Acquisition and successful integration of tools and technology.

Objective #2. Develop a long-range (3-5 year) needs assessment plan

Expected Outcomes:

1. Franklin Hall facility will continue to be a competitive advantage in the recruitment of students.
2. Priorities and recapitalization investments will be identified, planned and funded.

Strategies / Action Initiatives:

1. Create an advisory group comprised of faculty, staff, alumni, and business and media representatives to conduct a needs assessment that will be relevant to learning outcomes and industry technology trends.
2. Provide recommendations for repairs to infrastructure, building renovations, equipment upgrades, and ongoing maintenance that will be required.
3. Explore and propose funding options.

Metrics / Measures:

1. Assessment plan that provides details of priorities and investments required for funding.

Goal # 8

Provide and promote opportunities for students, faculty and staff to enrich their lives through greater global awareness and international experiences.

Objective #1. Increase the number of students who have an international experience.

Expected Outcomes

1. Enriched educational experiences for students will enhance the School's academic excellence.
2. Students will be better prepared to compete in an ever-expanding global marketplace.
3. Cultural and intellectual diversity will help to shape students' lives.

Strategies / Action Initiatives:

1. Actively recruit students and increase the number of participants in the CCI Florence study abroad program.
2. Build on international programs (Delhi, London, and Prague) and continue to develop collaborative relationships with universities around the world and offer special courses that will provide students with an opportunity to develop their skills in an international setting.
3. Explore sources of funding that will offset the travel expenses and make international experiences available to more students.
4. Ensure academic rigor in developing global learning opportunities.
5. Invite study abroad and international program representatives to participate as guest speakers at the School and across the University.
6. Promote the study abroad experiences through the CCI and JMC media channels as well as social media created for each new course.

Metrics / Measures:

1. Increase in number of students participating in study abroad programs.
2. Increase in the development of new study abroad opportunities.
3. Increase in financial support for students participating in study abroad programs.
4. Greater outreach to global organizations.

Objective #2. Broaden the curriculum to emphasize cross-cultural knowledge.

Expected Outcomes:

1. A curriculum that reflects a larger worldview.
2. Global competence in teaching and learning.

Strategies / Action Initiatives:

1. Assist faculty members in identifying courses that could be improved with the addition of more international content.
2. Encourage the study of a second language for all majors in the program.
3. Explore opportunities to assist faculty via education and coaching regarding best practices and relevant pedagogy for international students.

Metrics / Measures:

1. New guidelines for adding international components or modules to the curriculum.
2. Qualitative and quantitative evaluation of curriculum.

Objective #3. Develop and build upon the faculty's global academic and professional credentials.

Expected Outcomes:

1. Faculty that brings a broader world view that they can share with students.
2. Attract and add new faculty hires with international credentials.

Strategies / Action Initiatives:

1. Establish relationships with compatible and highly ranked mass communication programs at universities around the world to facilitate faculty teaching exchanges, explore collaborative research opportunities, and partner in curriculum development.
2. Invite short-term international visitors, who are university professors or media practitioners, to visit the School to meet with resident faculty and with students interested in study abroad.
3. Encourage and assist faculty members to seek external grant funding to support international programs that will enhance their teaching, research and service.

Metrics / Measures:

1. Increase in international collaborative opportunities for faculty.
2. Increase in international visitors to the School.
3. Increase in grant funding for international programs.

Goal #9

Strengthen the School's relationships with alumni and friends in the media/communications industry as well as the broader business community.

Objective #1. Develop and implement a comprehensive plan to further our relationships with alumni.

Expected Outcomes:

1. More fully-engaged and connected alumni.
2. Enhanced opportunities for students driven by alumni participation and support.

Strategies / Action Initiatives:

1. Formalize a process to connect with the alumni base, especially the most recent graduates, to track their employment and utilize this group to provide feedback on important issues and challenges impacting the School.
2. Continue to use *JARGON*, the School's alumni-focused magazine published each semester, as a primary connection to alumni and explore ways to enhance this effort.
3. Fully integrate the new JMC website and support with social media outreach that serve as information resources and virtual gathering places for alumni.
4. Engage alumni in assisting with student recruitment efforts.
5. Continue existing alumni award programs, including the William D. Taylor Award and Fast Track Award, and explore the development of additional ways to recognize the accomplishments and achievements of alumni.
6. Create an alumni-student mentoring program.
7. Strengthen ties with the most recent graduates of the School by providing innovative opportunities to remain connected to and contribute to the life of the School.
8. Continue to host social and business networking events at the School and support events sponsored by the University Alumni Association chapters across the U.S.
9. Use School's Professional Advisory Board (PAB) members and their contacts to host alumni and professional events.

Metrics / Measures:

1. Number of alumni involved in various programs.
2. Alumni web traffic and connections through social media.

Objective #2. Build relationships with the media and business community.

Expected Outcomes:

1. Greater awareness of the School and exposure for students with prospective employers.

2. Fresh perspective from professionals outside the School that will enhance learning opportunities for students.

Strategies / Action Initiatives:

1. Establish new leadership with the School's PAB, diversify its membership, and engage the group in discussions, planning, and events that will chart the future direction of the School.
2. Continue to reach out to representatives in the local business community and invite their companies and organizations to serve as cases for Capstone courses and culminating experience curriculum opportunities.
3. Invite business and media professionals to serve as in class lecturers.
4. Continue to host a variety of lectures, workshops, events, and activities and invite representatives from the media and business community to participate and attend.
5. Promote internships and other student output as a way to help media organizations and businesses enhance their products.
6. Provide opportunities and promote participation at annual CareerExpo and other career development and placement programs and events.

Metrics / Measures:

1. Number of business and media professionals serving as in class lecturers.
2. Number of participants and attendees at programs and events.
3. Number of students involved in internships.
4. Number of participants at annual CareerExpo.

Goal #10

Increase financial support for the School through ongoing fundraising and endowment support to enhance current programs and fund future needs.

Objective #1. Develop fundraising programs and initiatives.

Expected Outcomes:

1. Financial support for current needs.
2. Long-term financial support to sustain a nationally-recognized program.

Strategies / Action Initiatives:

1. Develop an annual giving program.
2. Develop and promote room sponsorship opportunities in Franklin Hall.
3. Establish a facility fund based on the needs assessment and the investment required to maintain a state-of-the art facility.
4. Create a naming opportunity for the School and develop a targeted list of potential benefactors.
5. Target Master's program graduates.
6. Promote Scholarship funding opportunities and recognize contributors.
7. Partner with CCI Development Director to make personal calls and visits to alumni to provide School updates and request their financial support.

Metrics / Measures:

1. Increase in number of undergraduate students receiving scholarships and gifts by 10 percent by 2015.
2. Increase in number of dollars raised for scholarships and gifts by 10 percent by 2015.
3. Meet or exceed goals established for specific initiatives.

Appendices