Strategic Plan

FACULTY APPROVED

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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 118 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 more than 50 years. Accreditation signifies that a program meets rigorous national standards for excellence, as evaluated by peers and practitioners in the field. The School’s Public relations program received CEPR certification in 2016, one of only 33 in the United States and four internationally to have that designation.

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 is about to embark on a new vision for graduate education in our School. Currently, 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. 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 some 985 undergraduate and more than 125 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 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 Plan Implementation and Update

In the 2012-13 academic year, a comprehensive Strategic Plan was developed for JMC. The planning process consisted of five phases: Phase 1: Alignment; Phase II: Discovery; Phase III: Assessment; Phase IV: Prioritization; and Phase V: Planning.

The outcome of the planning process was a comprehensive plan consisting of 10 goals, each with measurable objectives, supported by a collection of specific action initiatives. The plan was presented and approved by the FAC at the annual retreat in August 2013.

Since the implementation of the plan, significant progress has been made on many of the strategic initiatives supporting each of the goals. This progress has been tracked and documented in annual progress reports that were distributed to the FAC in July 2014, June 2015 and August 2016. The report that follows on these pages represents the most comprehensive update of the Strategic Plan since it was prepared in 2013.
SOAR Analysis

A SOAR (Strengths, Opportunities, Aspirations and Results) Analysis is a framework that assists an organization in collective planning for its most preferred future.

Strengths

Overall undergraduate enrollment, retention, and persistence rates continue their steady increase each year for the past three years.

JMC received full reaccreditation in 2015 from the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC), continuing as the only accredited program in Northeastern Ohio and one of only three in Ohio. The School was in compliance on all nine standards.

The Public Relations program received CEPR certification in 2016.

Student media and student organizations that provide hundreds of students with hands-on experience from day one continue to build on their national reputation through their award-winning work.

JMC faculty’s commitment to students and their success is unparalleled.

Overall endowment for the School has reached a record $8.5 million, including a significant bequest for photojournalism students and $200,000 raised for the new Promising Scholar Award scholarships given to incoming freshman JMC students.

Academic advising, now provided to every student, and career counseling are serving record numbers of students and the number of organizations and students attending the annual CareerExpo in Cleveland has grown each year.

All sequences have completely updated their curricula to make them more current and relevant.

JMC’s commitment to diversity, led by the Diversity and Globalization Committee, is reflected in the initiatives developed for faculty and staff, including the launch and development of the Student Voice Team (SVT), efforts to recruit and develop a diverse faculty and student population, and a focus on programs, awards and recognition that promote diversity.

Opportunities

Consistent with the University’s Strategic Roadmap, continue to establish the national reputation for JMC by building on high profile programs, e.g. Center for Scholastic Journalism and Center for Ethics and Law, as well as initiatives related to diversity, globalization and innovative curriculum and research.

Enrich the opportunities for students in the classroom through a rigorous academic assessment program and continue to build on existing co-curricular opportunities.

Continue to recruit a talented and diverse faculty and provide all faculty with the programs and support they need to advance their teaching and research.
Develop a stronger, more consistent effort to connect with alumni and build a database that will enable ongoing and more consistent and contact with alumni.

Maintain an open dialogue that builds a collaborative culture with other CCI schools and the College.

Explore opportunities to reduce the financial burden on students by continuing to grow the School’s endowment and establishing relationships with individuals, organizations and businesses that can provide financial support.

Develop programs that will continue to provide students with a global perspective and attract a growing population of international students.

Develop programs and initiatives focused on recruiting underrepresented students and, once enrolled in JMC, help them to succeed and graduate from our School.

**Aspirations**

Attract the most talented high school seniors.

Establish a stronger brand identity for JMC outside Northeastern Ohio and increase the School’s national and global reputation.

Change the perception that a lack of future career opportunities exists in journalism and communication.

Continue to reshape the faculty and staff based on future needs and opportunities.

Become thought leaders on emerging communication trends and issues and the increasing impact and influence they have on society to build the public’s trust.

Strive to become a leader in accountability journalism and communication education by reducing the barriers for students that are academically qualified to enroll in the School, achieve success as a student, and graduate in four years.

**Results**

Produce graduates that will make significant and lasting contributions to not only their profession, but to society.

Meet and exceed recruitment, retention and persistence rates each year.

Maintain accreditation from the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC).

Awarded CEPR certification for Public Relations program.

Become a diverse full-time faculty representing professional and research-based backgrounds.

Promote retention and promotion of all full time faculty through professional development and teaching support.
Build support for adjunct faculty to more easily make the transition to teaching and provide development opportunities to make them better educators.

Establish the collective strength of the four schools that make up CCI through collaborative student-centered programs and faculty led academic and research initiatives.
School of Journalism and Mass Communication Vision and Mission Statement

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.

Mission Statement
We provide 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.

How we do it
Everything we do at JMC is based on our values and core competencies. Students in our program will develop the following:

• Effective communication skills, grounded in strong writing. These skills today include broad-based multimedia communication skills.
• 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.
• 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.
• Knowledge and expertise in subject matter through a liberal education. Graduation requirements permit deep immersion into subjects housed in other schools and departments, allowing for minors and double majors, among other ways to build subject expertise.
• An understanding of the principles and laws of freedom of speech and press of the United States, as well as an understanding of 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.
• An understanding of the history and role of professionals and institutions in shaping communication.
• An understanding of professional ethical principles and how to work ethically in pursuit of truth, accuracy, fairness, and diversity.
• The ability to conduct research, apply basic statistical concepts, and evaluate information by methods appropriate to the communications professions in which they work.
• The ability to find, interpret and use data effectively for storytelling, reporting and other communication purposes.
• An understanding of culture, gender, race ethnicity, sexual orientation, and, as appropriate, other forms of diversity in domestic society in relation to mass communications in a global society.
• The skills to critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style, and grammatical correctness.
Goal Statement

The completion of the initial phases of the 2013 Strategic Planning process, Phase I: Discovery and Phase II: Assessment, resulted in the emergence of several common themes and unifying principles that fueled and guided the development of the plan document. The result was a forward-looking plan consisting of 10 major goals that are specific, measurable, action-oriented, realistic, and time sensitive.

The goals in this updated plan, revised to eight (8) goals, reflect the progress that has been made on the various strategic initiatives in the 2013 plan as well as a consolidation of several goals to bring more focus and promote follow through on the action initiatives associated with each goal.

The goals in the 2013 Strategic Plan were also aligned with the goals in the 2013 Academic Affairs Strategic Plan for the University. The 2013 Academic Affairs Strategic Plan goals are again indicated after each of the School’s goals on the following page, page 10. In addition, the Priorities from the 2015 Strategic Roadmap to a Distinctive Kent State that align with the goals in the Strategic Plan are listed after each goal.
Goals

1. Improve student learning outcomes through a commitment to enhancing, expanding and evolving both undergraduate and graduate curricula, programs and learning environment.
   
   2013 Academic Affairs Plan: 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.
   
   2013 Academic Affairs Plan: 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 our faculty, staff and student body as articulated in the School's Diversity and Globalization Plan.
   
   2013 Academic Affairs Plan: 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 and improve the retention, persistence and graduation rates of existing students while preparing them for successful careers in media, communication, and other industries.
   
   2013 Academic Affairs Plan: Goal 1. Ensuring student success; Goal 2. Enhancing academic excellence and innovation; Goal 5. Ensuring our financial future.

5. Develop an outstanding faculty and provide them with the infrastructure and support to achieve success.
   
   2013 Academic Affairs Plan: Goal 2. Enhancing academic excellence and innovation; Goal 3. Expanding breakthrough research and creative endeavors; Goal 6. Developing and recognizing our people.

6. Provide and promote opportunities for students, faculty and staff to enrich their lives and global awareness through international experiences.
   
   2013 Academic Affairs Plan: Goal 1. Ensuring student success; Goal 3. Expanding breakthrough research and creative endeavors; Goal 4. Engaging the world beyond our campuses; Goal 6. Developing and recognizing our people.
7. **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.**
   
   *2013 Academic Affairs Plan:* Goal 5. Securing our financial future.
   *2015 Strategic Roadmap:* Priority 4. Regional impact.

8. **Increase financial support for the School through ongoing fundraising and endowment support to enhance current programs and fund future needs.**
   
   *2013 Academic Affairs Plan:* Goal 1. Ensuring student success; Goal 5. Securing our financial future.
   *2015 Strategic Roadmap:* Priority 1. Students first; Priority 5. Organizational stewardship.
Goal #1

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

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

*Strategies / Action Initiatives:*
1. Examine student learning at the programmatic level within the School.

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.

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

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

*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.

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

Strategies / Action Initiatives:
1. Work with industry and other external organizations to develop collaborative programs and experiences.
2. Develop co-curricular opportunities that better connect the experiences students gain from working in student media and the learning in the classroom.
3. 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.
4. Explore collaborative opportunities with programs in the College of Communication and Information (CCI) as well as other Schools and Colleges across the University.

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.

Objective #4. Enhance entrepreneurial skills training for students.

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.

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.

Objective #5. Expand and enhance graduate program curricula.*

Expected Outcomes:
1. Re-imagine the graduate program as a whole and implement new vision.
2. Evolve the online PR program to better position it for the future.
3. 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.

4. Find ways to support College's Ph.D. program.

5. Increase diversity of thought and worldview; a more inclusive, collegial environment.

6. Increased program variety.

7. 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. Expand on current models for graduate education delivery; i.e., professional track, academic track, certificate program.

7. Enhance our participation and support of the interdisciplinary Ph.D. program in CCI.

8. Provide greater support for growing international student population.

*Note: Review and update objectives upon completion of the discussion and recommendations of the graduate studies committee.

**Objective #6. Establish short-term infrastructure investments that will have the greatest impact on improving student learning outcomes and deliver the highest level of return.**

*Strategies / Action Initiatives*
1. Create and implement a Franklin Hall plan to identify resources and create a timeline to ensure that short-term priorities and long-term goals are identified and met.

*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.

Objective #7. Develop a long-range (3-5 year) needs assessment plan

**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.

**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.
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.

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.

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.

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

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 ongoing success of the annual CareerExpo conducted in Cleveland and explore opportunities to increase participation, and possibly expand into additional markets.

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

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

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.

*Expected Outcomes:*

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

2. Enhance the national reputation of the School.
Goal #3

Enhance our commitment to diversity and inclusion in our faculty, staff, and student body as articulated in the School’s Diversity and Globalization Plan.

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

Strategies/Action Initiatives:
1. Use surveys, including the University's Climate Study: Our Voices Count, 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, underrepresented, and those with diverse abilities) in diversity and inclusion efforts (e.g. reunions, yield events, speaker series, recognition events, etc.).

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

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

Strategies/Action Initiatives:
1. Collaborate with the College’s Coordinator for Academic Diversity and Outreach to build recruitment efforts 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, counselors and community and business leaders to more effectively reach undergraduate underrepresented students to open a dialogue and build relationships.
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. Build on the success of the Student Voice Team (SVT) and its involvement in promoting diversity issues through programs and events and advising 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.

*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 four-year and six-year graduation rate when compared with previous four-year and six-year graduation rate.

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

*Strategies / Action Initiatives:*

1. Annual review of the 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.
Expected Outcomes:
1. A curriculum that fosters domestic and global cultural competencies.

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

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, both domestic and international.
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 search committee members.
4. Conduct periodic surveys of faculty and staff to measure the climate for diversity within the school.

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.
Goal #4

Increase enrollment of the most talented high school seniors and transfer students and improve the retention, persistence and graduation rates of existing students while preparing them for successful careers in media, communication, and other industries.

Objective #1. Develop more targeted recruiting efforts.

Strategies / Action Initiatives:

1. Identify high achieving high school students outside the region and create opportunities for engagement.

2. Collaborate with the College recruitment staff to 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. Develop the redesigned JMC website from a recruitment perspective – highlighting the things (scholarships, major selection, advising, enrichment opportunities, accreditation) that make JMC a top choice.

7. Engage current students, faculty, alumni, and Professional Advisory Board members in efforts to identify and recruit students.

8. 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.

9. Develop and support targeted initiatives for recruiting specialized groups of students – students from diverse backgrounds, community college transfer students, prospective graduate students, etc.

Expected Outcomes:

1. Attract a higher percentage of high achieving high school students.

2. Maintain enrollment targets for the School.
Objective #2. Increase the number of scholarships available to 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. Expand and diversify the overall base of donors.

*Expected Outcomes:*
1. The School will be better able to compete with well-funded communications programs by providing scholarships to the highest achieving high school students.
2. Scholarships and financial gifts will help to offset rising tuition costs for some parents and students.

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

*Strategies / Action Initiatives:*
1. Continue script review 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).

*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.

Objective #4. Maintain stable enrollment levels across all sequences.

*Strategies / Action Initiatives:*
1. Maintain currency and relevancy in curriculum.
2. Maintain flexibility in the curriculum that provides students a path to graduation in four years.
3. Review and improve the School’s existing programs of orientation, advising and retention of first year and second year students.

4. Collaborate with the College to capture information from students regarding their reasons for leaving the School.

5. Identify and address issues related to curriculum that may be contributing to the School’s retention challenges.

6. Pursue initiatives outlined by the School’s Diversity and Globalization Committee to reach underrepresented and underserved student groups.

**Expected Outcomes:**

1. Improvement in first-year retention rates.

2. Improvement in four-year and six-year graduation rates of cohorts entering in the Fall semester.
Goal #5

Develop an outstanding faculty and provide them with the infrastructure and support to achieve success.

Objective #1. Develop plans to hire faculty in the next 2-3 years.

Strategies / Action Initiatives:
1. Focus on enhancing learning outcomes with all new faculty hires.
2. Identify potential needs based on current and emerging industry and technology trends.

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.

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

Strategies / Action Initiatives:
1. Develop a mentoring program for new faculty to clarify the tenure process for tenure-track professors and renewal of appointment and promotion of full-time non-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. Enhance the peer review program which will provide feedback to faculty and help them to improve their teaching.
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, 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.

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

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

*Strategies / Action Initiatives:*
1. Conduct an ongoing evaluation of staff and resource needs and investment.
2. Explore efficiencies that can be gained through collaboration and sharing of resources with CCI and other Schools in the College.

*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.

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

*Strategies / Action Initiatives:*
1. Develop an orientation program that all new adjunct faculty members would be encouraged to attend.
2. Build on existing efforts to visit classes taught by adjunct faculty members and provide a report to the sequence chair and the Undergraduate or Graduate Program Coordinator.
3. Undergraduate Studies Committee will work to ensure that multi-section courses have consistent syllabi and learning outcomes.
4. Director and Undergraduate and Graduate Coordinators review all student evaluations each semester and provide feedback to the instructor and sequence chairs.

*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.
Goal #6

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.

Strategies / Action Initiatives:
1. Explore collaborative opportunities with the College and other departments across the University.

2. Actively recruit students and increase the number of participants in the CCI Florence study abroad program as well as programs in Geneva, Switzerland and other locations.

3. Build on recent and existing international programs and continue to develop collaborative relationships with universities around the world and offer special courses and exchange programs that will provide students with an opportunity to develop their skills in an international setting.

4. Explore sources of funding that will offset the travel expenses and make international experiences available to more students.

5. Ensure academic rigor in developing global learning opportunities.

6. Invite study abroad and international program representatives to participate as guest speakers at the School and across the University.

7. Promote the study abroad experiences through the CCI and JMC media channels as well as social media created for each new course.

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.

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

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.
4. Continue efforts to allow appropriate study-abroad and study-away courses to count toward graduation from our programs, rather than to be exceptions for other coursework.

*Expected Outcomes:*
1. A curriculum that expects and reflects a larger worldview.
2. Global competence in teaching and learning.

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

*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.
Goal #7

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.

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, as a primary connection to alumni and explore ways, including an alumni e-newsletter, 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. 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.
7. 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.
8. Use School’s Professional Advisory Board (PAB) members and their contacts to host alumni and professional events.

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

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

Strategies / Action Initiatives:
1. Continue to build on the recent changes made to the Professional Advisory Board (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.

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.
Goal #8

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.

*Strategies / Action Initiatives:*

1. Develop a fundraising campaign to celebrate the School’s 80th anniversary in 2017-18.
2. Develop and promote 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 all levels of graduates for various levels of giving.
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.

*Expected Outcomes:*

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