



STRATEGIC PLAN 2011-2016

Finalized June 2011

The School of Communication's legacy is more than 150 year old, originating in the Forensics Union that was established two days after ISU's founding. Over its history, the School of Communication has built a tradition of excellence in teaching, research and service. In particular we in the School of Communication continue to offer the following:

- Hands-on experience for students in co-curricular activities.
- Small class sizes with individualized attention from professors who have won more than 20 university teaching awards since 2001 as well as numerous regional and national awards.
- Constant focus on transferring theory to practice in professional settings.
- Internationally renowned experts in communication studies, journalism, mass media, and public relations.
- Constant focus on civic engagement and involvement in important social and community issues.
- A focus on how students can apply their degree in their chosen professional setting.

We in the School of Communication take strategic planning and execution seriously. In 2006, we developed a five-year strategic plan focusing on the following core areas specified in the College of Arts and Sciences' 2010-2015 Strategic Plan: (1) developing community partnerships, (2) enhancing resources, (3) enhancing instructional leadership, and (4) enhancing leadership in research and creative productivity. This plan informed and guided our activities through 2011, and we completed nearly 100% of the tactics identified in that strategic plan.

THE PLANNING PROCESS

For this strategic plan, all full-time members of the School of Communication were invited to participate in a day-long strategic planning event on April 24, 2011. Administrators, faculty, instructors and administrative staff to discuss the day's goals and then broke into teams to focus on four broad areas of discussion: (1) facilitating academic excellence through a focus on teaching and students, (2) enhancing systems and infrastructure, (3) enhancing financial support, and (4) sharing, promoting and marketing our academic excellence.

All teams analyzed their respective focus areas and recorded key strategies, tactics, and issues gleaned through the School's brainstorming and discussions. This document represents a summary of this fully inclusive planning process. This strategic plan should be applied in tune with the SoC's governance document.

AREAS OF STRATEGIC FOCUS

To achieve our vision, fulfill our mission, and enact ISU's values, we in the School of Communication will work toward achieving goals in the following strategic areas, which are consistent with those in the College of Arts and Science's 2010-2015 Strategic Plan:

- Strategic Focus 1: Facilitate academic excellence.
- Strategic Focus 2: Enhance the systems and infrastructure supporting academic excellence.
- Strategic Focus 3: Diversify and enhance financial support for academic excellence.
- Strategic Focus 4: Share, promote and market our academic excellence.

<p style="text-align: center;">Strategic Focus 1: Facilitate academic excellence</p>

Goal 1.1: *Develop and maintain rigorous academic curricula.*

- Pursue disciplinary and interdisciplinary curricular innovation in emerging areas where faculty strengths align with student and societal needs.
- Review and update planning processes to ensure the optimal delivery of majors, minors, and general education courses.
- Develop and deliver rigorous and innovative courses and programs.
- Grow student involvement in and enhance international curricular programs, such as the student exchange and study abroad programs.
- Report annually on the reliability and validity of course evaluations and consider areas for improvement, if appropriate..
- Reevaluate method of assessment of and reward for things for which NTTs are responsible, such as advising.
- Add alternative teaching evaluation methods, such as peer observation.
- Assess student learning against program objectives, from the introductory course to the capstone course.
- Create an on-going, school-specific approach to measure students' satisfaction with their academic experiences.

- Fill academic lines in areas of greatest need and in anticipation of future personnel changes.
- Implement a kind of “speakers bureau” for working professionals and academic specialists, especially alumni, to integrate them in course content.

Goal 1.2: *Enhance opportunities for co-curricular learning activities.*

- Encourage faculty development of and participation in co-curricular activities.
- Grow student involvement in regional, national, and international co-curricular programs.
- Hold departmental and inter-departmental colloquia that encourage student participation.
- Increase support for academically oriented student organizations.
- Take advantage of opportunities in Goals 1.1, 1.3, and 1.5.

Goal 1.3: *Enhance support for faculty research and creative activity.*

- Establish a future-focused center of expertise unique to the SoC’s areas of study.
- Create a mechanism to identify sources of external funding and provide resources to support such work (e.g., release time, training, graduate assistants, travels).
- Share information about faculty projects to inspire collaboration.
- Provide opportunities for NTT professional development, including professional travel, conference presentations, and research collaboration with faculty.

Goal 1.4: *Enhance and encourage support for student research and creative activity.*

- Fund student research and creative initiatives during the academic year and in the summer.
- Fund (especially through external sources) for student travel to conduct and present research and creative works.
- Develop collaborative student research teams within and outside the college and university.
- Enhance support for faculty supervision of student research.
- Increase support for graduate teaching and research assistantships.

Goal 1.5: *Enhance support for professional development*

- Empower students through career awareness and industry preparation.
- Develop a student recruitment program that focuses on high-achievers, reaches out to high schools, and includes faculty in the recruitment process.
- Establish a more formal mentoring program for faculty, staff and NTTs.
- Encourage collaboration and share best practices in teaching and learning.
- Offer or promote professional–development opportunities in the SoC, on campus, or through external organizations, especially teaching-specific professional development opportunities (e.g., SoTL, conferences, seminars).
- Identify and support (e.g., funding, release time) opportunities for faculty and staff to extend their knowledge base and experiences by working in industry, government, & nonprofit organizations.

Strategic Focus 2

Enhance the systems and infrastructure supporting academic excellence

Goal 2.1: *Ensure administrative facilitation of academic excellence.*

- Formalize the current work group as a SoC-wide technology committee.
- Improve and maintain SoC facilities, especially through input from faculty.
- Carpet, paint, and fix windows and window coverings in classrooms and offices, with special attention to health and safety issues.

Goal 2.2: *Continue to develop and maintain technology infrastructure*

- Provide support and training for all high-tech tools, software and systems for teaching and learning.
- Updates and upgrade labs' software and hardware.
- Expand TV-10's capabilities, technologies, and infrastructure, including funding options for system upgrades and support for faculty/staff training in their pedagogical uses.
- Support individual faculty/staff technology needs, including training for computing, wireless/remote access, telephone and professional development.
- Develop, design, and implement a Media Convergence Center.

Goal 2.3: *Enhance physical infrastructure to support sustainable growth of academic activities and programs.*

- Improve reliability and effectiveness of copy machine.
- Conduct an audit to make recommendations to improve the use of space in Fell Hall for current and future needs.

Goal 2.4: *Make physical infrastructure and administrative practices sustainable.*

- Explore sustainable technology in support of scholarship, teaching, and service

<p style="text-align: center;">Strategic Focus 3 Diversify and enhance financial support for academic excellence</p>
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Goal 3.1: *Increase funding from external research grants and contracts.*

- Seek grant partnerships with faculty from other disciplines.
- Provide training for grant writing, including help for NTTs, APs, and GAs to secure grants to fund civic-engagement projects.
- Obtain grants to explore the impact of social media on face-to-face communication in interpersonal relationships.
- Search for community-based grants that reinforce SoCs goals (e.g., “Speak Up for Success”).

Goal 3.2: *Increase funding from contracts for course delivery, custom programs, and other educational activities.*

- Develop, promote, and host learning programs (e.g., summer camps, workshops, conferences, seminars, online sessions) in SoC’s areas of expertise for industry professionals, educators, and high-school students.
- Design courses for profitable online delivery to ISU students, including offering online courses through ISU extension.
- Create a program to manage and offer educational “consumables” (e.g., course workbooks, book sales through Amazon.com, book rentals).

Goal 3.3: *Increase opportunities for resource generation via mission-consistent services and consulting.*

- Propose a SoC center of expertise (e.g., organizational change, advertising and public relations, web/new-media design), including a business model for its profitable operation on a continuous basis.
- Develop and offer programs featuring faculty experts to speak on, consult about, or solve problems for matters relevant to industry, government,

nonprofit and other arenas.

- Publish/produce media from the SoC that address industry, government, nonprofit and other societal problems.

Goal 3.4: *Increase contributions from alumni, friends, and benefactors.*

- Explore funding possibilities through corporate contributors (i.e., primarily financial contributions but also in-kind contributions) for SoC overall and individual programs, projects and needs.
- Cultivate more and better relationships with alumni and donors, especially those alumni who have distinguished themselves in their careers, through a more systematic alumni relations program that should include RSOs and ISU alumni Services.
- Develop and host specific fundraising or in-kind donation programs for targeted SoC needs (e.g., alumni apparel, advertising, alumni concierge program, monetary sponsorships, corporate naming rights, extracurricular foundations, ISU foundation accounts for specific projects, dinner and silent auction, Gladly We Give).
- Seek endowed chair of one or more SoC programs.
- Establish endowed scholarships for one or more SoC majors.

Strategic Focus 4

Share, promote and market our academic excellence

Goal 4.1: *Increase mission-consistent outreach and partnerships with our on-campus and community constituencies.*

- Establish, maintain and promote a mentorship program and resources (traditional and nontraditional approaches) to enable faculty and instructional staff to actively employ service-learning opportunities in their courses and other pedagogical or extracurricular pursuits.
- Increase the number and variety of service-learning opportunities for students, especially for selected courses and interested organizations.
- Promote faculty, instructional staff, and alumni leadership in service learning, including counting such work in faculty/staff productivity.
- Create communication media to promote SoC service learning and civic engagement.

Goal 4.2: *Promote the local, state, national, and international visibility of the College's programs, student successes, and faculty and staff achievement.*

- Continue development and distribution of communications to the university and its internal and external stakeholders, ranging from CAS departments, to the field of higher education, to targeted organizations.
- Develop mechanisms for connecting community organizations to faculty and staff with the research and consulting expertise they want and need (ties to Goal 3.3).
- Report on significant SoC achievements by creating a well publicized, easily accessible, and streamlined process for such reporting.
- Enhance use of blogging, podcasting, and social networking technologies to keep internal and external stakeholders informed about and connected with SoC programs and achievements unique to the School of Communication
- Enhance opportunities for SoC faculty and students to interact with community professionals in the contexts of workshops and seminars focused on dialogue and collaboration.