

# **Journalism and Media Communication**

## **Strategic Priorities: AY2023 – AY2027**

Adopted by Faculty May 1, 2023

The department has eight broad objectives that correspond to the four parts of Colorado State University's strategic plan. Within these are 28 specific departmental goals outlined in the following pages.

### **People and Culture**

- A. Improving Department Culture (Goals 1-4)
- B. Pursuit of Inclusive Excellence (Goals 5-7)

### **Operational and Financial Excellence**

- C. Expansion of Department Resources (Goals 8-11)
- D. Funding Scholarships for Students (Goal 12)

### **Innovation**

- E. Excellence in Undergraduate Education (Goals 13-17)
- F. Excellence in Graduate Education (Goals 18-19)

### **Impact**

- G. Engagement with Key Communities through Public Service (Goals 20-24)
- H. Research and Discovery (Goals 25-28)

## **Summary of JMC Goals by Objective: AY2023 – AY2027**

### **A. Improving Department Culture**

Goal 1: Develop and maintain a robust and equitable research and teaching community and culture.

Goal 2: Improve the professional experience of contract, continuing, and adjunct faculty, including online instructors.

Goal 3: Foster community within the department by promoting a positive workplace culture among faculty, staff, and students.

Goal 4: Further a culture of equitable shared departmental governance and promote opportunities for individuals to ascend into leadership positions.

### **B. Pursuit of Inclusive Excellence**

Goal 5: Revise and develop journalism and media communication course(s) for the CSU diversity, equity, and inclusion competency area in the core curriculum and to expand departmental offerings around social justice storytelling.

Goal 6: Increase the number of faculty, staff, and students from underrepresented groups.

Goal 7: Expand the department's diversity efforts in teaching, research, service, creative activities, and outreach.

#### C. Expansion of Department Resources

Goal 8: Increase the number of grant proposals submitted to and funded by federal and state funding agencies and foundations.

Goal 9: Generate additional revenue through entrepreneurial programs, e.g., online education and professional master's degree.

Goal 10: Expand departmental instructional and office space.

Goal 11: Preserve and expand levels of faculty and support staff.

#### D. Funding Scholarships for Students

Goal 12: Increase financial support for student scholarships and promotion of these opportunities.

#### E. Excellence in Undergraduate Education

Goal 13: Stress the importance of skills education in journalism and storytelling, media production, strategic communication, and science communication.

Goal 14: Foster student knowledge of the techniques and processes of communication, the structure of communication systems, and the ability to effectively apply communication theory and research.

Goal 15: Further student knowledge of, and experience with, responsible and ethical communication practices, the tenets of free expression, and issues of equity and identity in media.

Goal 16: Develop curriculum to enhance our leadership in science communication at the international level.

Goal 17: Maintain the department's central service role by offering courses for non-majors, including existing and proposed interdisciplinary minors and certificates.

#### F. Excellence in Graduate Education

Goal 18: Improve master's student competency in professional communication and communication management techniques.

Goal 19: Maintain and grow Ph.D. program as a major international program with a focus on emerging communication media, trends, practice, and theories.

#### G. Engagement with Key Communities Through Public Service

Goal 20: Increase opportunities for service learning and experiential components of the undergraduate program, including internships and practicums.

Goal 21: Involve faculty and students in professional organizations in Colorado and nationwide.

Goal 22: Establish and maintain relationships with high school journalism/communication programs in Colorado and elsewhere.

Goal 23: Educate the public about media issues and serve as an advocate for professional freedom and responsibility.

Goal 24: Grow the department's resource base through expanded effort at private fundraising and alumni relations.

#### H. Research and Discovery

Goal 25: Maintain high levels of faculty research, scholarship, and creative productivity.

Goal 26: Improve the ability of graduate students and high-potential undergraduates to conduct independent research.

Goal 27: Increase our levels of engaged scholarship that serves the community.

Goal 28: Expand our public engagement work through advancing our communication centers and public-facing programs.

# JMC Strategic Priorities 2023-2027

## People and Culture

### Objective A: Improving Department Culture

#### Goal 1: Develop and maintain a robust and equitable research and teaching community and culture.

Strategies for Goal 1:

- Hold professional development sessions on improving teaching skills.
- Increase the number of research talks by graduate students, faculty, and invited guests.
- Promote the development of formal and informal collaborative research groups.

Metrics for assessing Goal 1:

- Number of teaching professional development events.
- Number of research presentations.
- Attendance at professional development events and research talks.
- Productivity of collaborative research groups.

#### Goal 2: Improve the professional experience of contract, continuing, and adjunct faculty, including online instructors.

Strategies for Goal 2:

- Encourage participation from CCA faculty in department governance discussions.
- Advocate for CCA faculty at the college and university-level.
- Encourage and provide support for professional development for CCA faculty.
- Provide mentoring and assistance for CCA faculty qualified to go up for promotion.
- Ensure that all voting CCA faculty members can attend and participate in faculty meetings.

Metrics for assessing Goal 2:

- Number of individuals participating in professional development.
- Attendance and participation in faculty meetings, discussions, and voting decisions.

**Goal 3: Foster community within the department by promoting a positive workplace culture among faculty, staff, and students.**

Strategies for Goal 3:

- Clarify the goals and mission of the department and include all stakeholders in discussion.
- Encourage transparency and open and respectful communication among all faculty and staff.
- Institutionalize a mentorship program for associate professors, assistant professors, senior instructors, and instructors.
- Define the department's grievance process and make it clear to all employees.

Metrics for assessing Goal 3:

- Annual faculty evaluation of department chair.
- Annual faculty survey about department performance.
- Development of policies for grievances and mentorship program.

**Goal 4: Further a culture of equitable shared departmental governance and promote opportunities for individuals to ascend into leadership positions.**

Strategies for Goal 4:

- Develop leadership opportunities for faculty to gain experience with different aspects of the management of the department.
- Expand the role of committee members on department committees to avoid placing too much workload on the committee chair.
- Involve more stakeholders in the department decision-making process.

Metrics for assessing Goal 4:

- Annual faculty survey about attitude toward shared governance.
- Annual faculty evaluation of the performance of the department chair.
- Equitable shared service loads among faculty of similar ranks.

**Objective B: Pursuit of Inclusive Excellence**

**Goal 5: Revise and develop journalism and media communication course(s) for the CSU diversity, equity, and inclusion competency area in the core curriculum and to expand departmental offerings around social justice storytelling. (ACEJMC Professional Values and Competencies #2, #3, and #6).**

Strategies for Goal 5:

- Increase the number of course offerings in diversity, equity, inclusion, and social justice.
- Increase the number of JMC courses that are offered as part of the CSU All-University Core Curriculum Diversity, Equity, and Inclusion requirement.

Metrics for assessing Goal 5:

- New course development.
- Student evaluations of new courses.

**Goal 6: Increase the number of faculty, staff, and students from underrepresented groups. (ACEJMC Professional Values and Competencies #2, and #3).**

Strategies for Goal 6:

- Continue to seek direct faculty hires to assure compliance with ACEJMC concerns regarding the composition of the faculty.
- Identify and implement alternative appointment types (i.e. professor of professional practice, senior teaching appointments, part-time faculty appointments, and diverse graduate teaching assistants) that can facilitate hiring diverse professionals.
- Increase emphasis on recruiting and retaining candidates from underrepresented groups in other regular faculty searches during this same period. The department will enlist advice and assistance from the Office of Equal Opportunity, Vice President for Inclusive Excellence, and other campus experts.
- Increase efforts to recruit and retain candidates from underrepresented groups in administrative professional searches.
- Increase efforts to recruit and retain undergraduate students from underrepresented groups through contacts with CASA, relationships with campus organizations, partnerships with target high schools, representation by faculty in diverse career tracks at CSMA's Journalism Day, and speakers at Journalism Education Association annual conferences and meetings.
- Increase efforts to recruit and retain graduate student candidates from underrepresented groups.
- Strive for gender equity and a balance among populations in new hires.

Metrics for assessing Goal 6:

- Continue to recruit, hire, and retain faculty members from underrepresented groups.
- Maintain balance between men and women on full-time faculty.

- Grow the department's share of new students from underrepresented groups recruited to the university through pre-university programs, and after students are on campus through relationships with advising centers on campus.
- Maintain or grow the percentage of majors who qualify as members of underrepresented groups at a rate equal to the percentage of students who qualify university wide.
- Maintain six-year graduation rates for students from underrepresented groups at a rate equal to or higher than the graduation rate for those students at the university.

**Goal 7: Expand the department's diversity efforts in teaching, research, service, creative activities, and outreach. (ACEJMC Professional Values and Competencies #2, #3, and #6).**

Strategies for Goal 7:

- Maintain an active Diversity Committee that continues to seek and suggest new methods of improving diversity and inclusion in department goals and activities.
- Achieve 100% participation in faculty completion of Diversity Component Reports to be compiled annually. Verify participation as part of faculty annual reviews.
- Seek out guest speakers in classes and/or a professional-in-residence who can provide diverse perspectives each semester.
- Incorporate statements about commitment to diversity in all course syllabi.
- Encourage and provide resources and incentives for faculty to pursue diversity-related research, scholarship, and creative activities, including attendance at diversity-related conferences, panels, and workshops.
- Provide faculty with increased resources for incorporating diversity topics in the classroom, including the department Diversity Committee's communication efforts online, via email, and in traditional media.
- Encourage faculty to incorporate units into course materials that address issues such as ethics of social justice, stereotyping, prejudice, discrimination, and multiculturalism.
- Devote one faculty meeting each year to a discussion of diversity issues.
- Encourage and provide financial support for faculty to hold memberships and actively participate in at least one diversity-oriented organization.
- Participate in conferences held by media organizations with members of diverse or under-represented populations. Seek out program opportunities, sponsor a table or booth.

- Develop a formal relationship with organizers of Colorado State’s Diversity Conference to incorporate media- and communication-related components.

Metrics for assessing Goal 7:

- Activity level and results of the Diversity Committee.
- Guest speakers addressing diversity issues.
- Evidence of diversity being addressed in courses, including course syllabi, diversity components reports, student assessments, and other evidence.
- Participation and support provided for attendance at diversity-related conferences and events as well as organizational memberships.
- Diversity-related research by faculty.
- Regular discussion of diversity issues among faculty (minimum of one special faculty meeting per year devoted to topic).
- Involvement in CSU’s annual Diversity Conference.

## Operational and Financial Excellence

### Objective C: Expansion of Department Resources

#### **Goal 8: Increase the number of grant proposals submitted to and funded by federal and state funding agencies and foundations.**

Strategies for Goal 8:

- Encourage faculty to seek out collaborative research opportunities on campus and with scholars at other institutions as appropriate.
- Develop potential funding list of organizations with interests in areas not currently being pursued by faculty.
- Encourage faculty to attend professional grant development workshops.
- Encourage mentoring for grant seeking by senior faculty with grant-seeking experience.
- Improve relationships with potential sponsors, grantors, partners, and internship providers through social interaction, public recognition, and awards.
- Improve post-award support by providing administrative resources and funding support.

Metrics for assessing Goal 8:

- Quality collaborations established.
- Number of proposals submitted.
- Grants funded and renewed.
- Internships and student work opportunities developed.
- Contracts and projects funded.

#### **Goal 9: Generate additional revenue through entrepreneurial programs, e.g., online education and professional master's degree.**

Strategies for Goal 9:

- Expand offerings of online courses through a revenue-splitting arrangement with CSU Online.
- Promote online courses to undergraduates, alumni, and working professionals as a comprehensive package that can be marketed nationally.
- Continue offering professional master's degree in Denver and online through CSU Online.
- Develop institutional structure and support for MCM program to better incorporate the program into the department.

Metrics for assessing Goal 9:

- Continue to identify and develop additional online courses as appropriate for online degree delivery.
- Increased enrollment in MCMC program.
- Enrollments in online and income-generating summer courses
- Student satisfaction.

**Goal 10: Expand departmental instructional and office space.**

Strategies for Goal 10:

- Seek additional office space, particularly for expanded staff of adjunct faculty and to provide better spaces for GTAs suitable for conferences between GTAs and undergraduate students.
- Expand amount of common space for student engagement and interaction between students, faculty, and graduate teaching assistants, such as a media resource center/learning laboratory, small conference spaces, or public seating.
- Promote collaboration with other entities on campus for shared spaces.
- Build relationship with CSU SPUR to develop a permanent space for the department at their Denver campus.
- Determine needs for additional computer teaching laboratories. The department now has five fully-functional classroom labs, one open lab, and two mini labs, one each for RAMProductions and TV studio pre-production.
- Continue maintenance upgrades of the TV studio and CSU Channel 11 upgrades as required in conjunction with RMSMC and CSU External Relations.
- Maintain an active leadership role in the college's discussions about the redevelopment of the Clark Building to ensure adequate space and growth for the department.

Metrics for assessing Goal 10:

- Appropriate space obtained and outfitted for ideal use.
- Adequate space in the new Clark building once complete.

**Goal 11: Preserve and expand levels of faculty and support staff.**

Strategies for Goal 11:

- Continue pressing for faculty positions to fill resignations and retirements previously left unfilled.
- Continue pressing for additional hires to broaden faculty's diversity.

- Maintain present levels of support personnel involved in administration, finance and personnel support, undergraduate program advising, graduate program, and internship program.
- Maintain high quality full-time and part-time continuing, contract, and adjunct (CCA) faculty.
- Maintain and grow funding of GTAs and GRAs through both base and extramural funding.
- Train, coach, and supervise graduate teaching assistants to maintain high levels of instruction in lower division and service courses: JTC 100, JTC 211, JTC 300, JTC 301, LB 300, and LB 386E.
- Enhance training of Ph.D. students by providing supervised full-charge teaching opportunities in undergraduate courses relevant to their areas of teaching interest.

Metrics for assessing Goal 11:

- Retention, replacement, and expansion of full complement of faculty lines compared to AY 2010 levels.
- Quality of part-time instructors based on faculty observation and student assessments.
- Quality of GTA instructors based on faculty observation, faculty coordinator evaluations, and student assessments.
- Preparedness of Ph.D. students to enter workforce as effective teachers and professional researchers.

## **Objective D: Funding Scholarships for Students**

### **Goal 12: Increase financial support for student scholarships and promotion of these opportunities.**

Strategies for Goal 12:

- Develop department procedures for measuring and assessing annual financial support distributed by institution and department.
- Increase financial support from department funds.
- Promote scholarship opportunities to students and encourage participation.
- Encourage student participation in university wide competitive scholarship programs.

Metrics for assessing Goal 12:

- Increase in scholarship dollars distributed by department.
- Increase in scholarship dollars distributed by institution.

- Increase number of students receiving scholarships.
- Increase the median individual scholarship amount from funds controlled by the department.
- Increase the stipends for work-study students.

## Innovation

### Objective E: Excellence in Undergraduate Education

**Goal 13: Stress the importance of skills education in journalism and storytelling, media production, strategic communication, and science communication. (ACEJMC Professional Values and Competencies #1, #2, #3, #4, #5, #6, #7, #8, #9, and #10).**

Strategies for Goal 13:

- Stress the importance of key skills throughout the curriculum, including writing, editing, production, message planning and design, dissemination and evaluation of campaigns, account management and planning, audience analysis, and client relations.
- Identify new areas of specialization in journalism, media, and communication, and address those areas in existing and new course offerings.
- Continue assessment of converged curriculum (in effect since Fall 2011) that eliminated five previous concentrations and requires students to develop creative skill sets involving textual, oral, and visual communication appropriate to their desired careers in media.
- Develop appropriate promotional and informational materials to identify potential career tracks and targeted coursework pathways.
- Stress mastery of language skills and storytelling in every class, including effective, accurate, precise, clear, and concise styles appropriate for specified purposes and audiences.
- Emphasize in every applicable class the importance of audience and media analysis, including understanding the genres of storytelling and conventions, routines, and constraints on media work.
- Emphasize in every applicable class the importance of media tracking, metrics, and analytics in media creation and distribution.
- Emphasize in every class the roles and responsibilities of communicators in learning and upholding legal and ethical standards.
- Focus attention throughout curriculum on the importance of mechanics—word usage, spelling, grammar, and punctuation.
- Address the need for assessment of message effectiveness in appropriate classes.
- Continue to require a capstone course in which students must integrate and demonstrate their command of key issues and creative acumen (JTC 460 Senior Capstone is required for every student). Portfolios of graduating seniors continue to be assessed by professional external reviewers.

Metrics for assessing Goal 13:

- Written evaluations of individual students by instructors and professional reviewers as part of the capstone course.
- Quality of contents in portfolio required in every capstone course (online, video or hardcopy format, as appropriate).
- Annual reporting by faculty of efforts to assess course effectiveness and currency through course evaluations, guest speaker contributions, conferences or training sessions, peer evaluations, software training, class exit interviews, readings and media review, student performance, and other professional development.
- Survey scores and written comments by external reviewers about the overall quality and job-readiness of students in the program each semester.
- Survey of alumni developed with assistance of Alumni Advisory Board to assess satisfaction, needs (replication of 2009 survey in 2012, 2015).
- Surveys of recent graduates to identify programmatic weaknesses, strengths, opportunities, and potential new program offerings, as well as to identify existing and emerging career directions and opportunities.
- Maintain or increase departmental ratings at least equal to university and CLA comparison groups on key institutional measures:
  - Six-year graduation rates by cohort (entering freshman classes 2017-2023)
  - Department-specific questions on annual alumni survey
  - National Survey of Student Engagement

**Goal 14: Foster student knowledge of the techniques and processes of communication, the structure of communication systems, and the ability to effectively apply communication theory and research. (ACEJMC Professional Values and Competencies #1, #2, #3, #4, #5, #6, #7, #8, #9, and #10).**

Strategies for Goal 14:

- Promote the value of a professional education in journalism and communication and Colorado State's position as an ACEJMC-accredited program in Colorado.
- Continue to build the department's brand and programs to be consistent with its expansive, converged curriculum.
- Adhere to the curricular guidelines set forth by the Accrediting Council for Education in Journalism and Mass Communication.
- Maintain a departmental core curriculum that requires an introductory course on media in society, introductory courses in written, visual, and online communication and journalism, an advanced concept course dealing with media processes and/or effects, a course in law or ethics (as well as specifically

addressing appropriate aspects of law and ethics in all courses), an internship or practicum, and a capstone course.

- Require both a mathematics and a course in statistics to enhance students' abilities to analyze problems and make critical decisions.
- Sponsor professional extracurricular activities, including special events (such as Colorado Student Media Association Journalism Day, the Geoff Holmes Distinguished Lecture, an annual visit by the Colorado Press Association, Society of Professional Journalists career events, support of Rocky Mountain Student Media programs, student clubs such as PRSSA and SPJ, lectures, forums, colloquia, social networking opportunities, and other events.
- Assure effective and timely student advising by JMC-dedicated advisers in the CLA Advising Center and a departmental program administrator, as well as active career-interest mentoring by faculty.
- Encourage and support student entries in awards competitions including, but not limited to, the William Randolph Hearst Awards completion, the Broadcast Education Association Festival of Media Arts, the Society of Professional Journalists' Mark of Excellence Awards, the Regional Emmy Awards, and the CSU Celebrate Undergraduate Research and Creativity Showcase.
- Encourage use of professional guest speakers (emphasizing alumni) in classes.
- Continue and expand professionals-in-residence programs and other projects for engaging experts to visit campus.
- Continue an ongoing assessment program overseen by a faculty committee in keeping with ACEJMC Standard 3. Incorporate input and suggestions from the department's many active alumni and working professionals.

Metrics for assessing Goal 14:

- Maintain AY2023 base levels of enrollment and market share among Colorado students indicating an interest in journalism or media communication.
- Student completion of departmental core requirements.
- Compliance with ACEJMC's curriculum requirements.
- Emphasis on relevant professional, legal, and ethical issues, as evidenced in course syllabuses and other evaluations.
- Student participation in extracurricular activities, special events, Student Media, and service-learning activities.
- Continued engagement of working professionals on campus.
- Development of new courses, workshops, and group studies to address emerging topics in journalism and media communication professions.
- Formal professional portfolio reviews conducted by outside experts each semester for graduating seniors.

- Annual assessment review and report to faculty; implementation of agreed-upon actions.

**Goal 15: Further student knowledge of, and experience with, responsible and ethical communication practices, the tenets of free expression, and issues of equity and identity in media. (ACEJMC Professional Values and Competencies #1, #2, #3, #4, #5, #6, and #7).**

Strategies for Goal 15:

- Stress the values of free expression and communication law throughout the course curriculum.
- Emphasize the principles of responsible and ethical communication throughout the course curriculum.
- Continue to require all JMC majors to take either JTC 411 (Media Ethics) or JTC 415 (Communications Law).

Metrics for assessing Goal 15:

- Student enrollments and satisfaction with JTC 316, JTC 411, JTC 415, and JTC 425.
- Development of new course offerings in media and multiculturalism.
- Annual assessment review and report to faculty; implementation of agreed-upon actions.

**Goal 16: Develop curriculum to enhance our leadership in science communication at the international level. (ACEJMC Professional Values and Competencies #2, #3, #4, #5, #6, #7, #8, and #9).**

Strategies for Goal 16:

- Increase the number of courses in science communication.
- Encourage collaboration with other units on campus, especially in the sciences, to promote more course opportunities.
- Promote our interdisciplinary science communication work.

Metrics for assessing Goal 16:

- Number of courses in science communication offered.
- Student enrollments in science communication courses.
- Student course evaluations for science communication courses.

**Goal 17: Maintain the department's central service role by offering courses for non-majors, including existing and proposed interdisciplinary minors and certificates. (ACEJMC Professional Values and Competencies #2, #3, #4, #5, #6, #7, and #9).**

Strategies for Goal 17:

- Continue to offer JTC 300 Professional and Technical Communication, LB 300 Specialized Professional Writing, and JTC 301 Corporate and Professional Communication to enable students to fulfill the AUCC Category 2 Advanced Writing requirement. Continue (and expand if necessary) JTC 100 Media in Society to satisfy the AUCC 3C Social and Behavioral Sciences requirement.
- Continue to promote and support the Information Science & Technology interdisciplinary minor among JMC students, provide instruction in communication courses included in the program, and continue serving as the lead department in managing and advising for the academic minor.
- Continue to promote and grow the Department's academic minor in Science Communication, targeting students in the natural and applied sciences, natural resources, agriculture, and engineering (many already are enrolled in JTC 300 to meet the AUCC Category 2 Advanced Writing requirement).
- Continue management and advising of the popular Interdisciplinary Minor in Music, Stage, and Sports Production targeted to students seeking a broad foundation in creating television and audio recordings of music, theater, sports, and other events (students in Dance, JMC, Music, Theater, or Communication Studies are required to take 21 credits in courses outside their major).
- Continue cooperation with the College of Agricultural Sciences and explore partnership opportunities with other units addressing agriculture, broadly defined (e.g., Warner College of Natural Resources, Department of Food Science and Human Nutrition) to strengthen students' opportunities in agricultural communication.
- Identify possible additional minors or cooperative programs with other units.
- Continue cooperation and academic contributions to the academic minor in Sports Management that is offered as part of the University's partnership with the Denver Broncos.
- Continue to promote and co-manage the Media Studies minor in partnership with the Department of Communication Studies, including development of additional online courses that contribute to students' participation in the Liberal Arts degree completion program.

Metrics for assessing Goal 17:

- Student enrollments and satisfaction with JTC 300, LB 300, JTC 301, and JTC 100.
- Sustained growth and participation in the Science Communication minor (in effect since AY 2013).

- Refinement and growth of Music, Stage, and Sports Production minor (in effect since AY 2013).
- Student participation in agriculture communication initiatives including the double major or academic minors offered in combination with majors in either JMC or the College of Agriculture.
- Continued enrollment and new course opportunities in the interdisciplinary minor in Music, Stage, and Sports Production.
- Continued enrollment and completions of the IS&T minor.
- Identification of additional opportunities to offer minors.
- Expansion of enrollment in Media Studies minor online courses.
- Maintenance of enrollment in Media Studies minor on-campus.

## **Objective F: Excellence in Graduate Education**

### **Goal 18: Improve master's student competency in professional communication and communication management techniques. (ACEJMC Professional Values and Competencies #2, #3, #4, #5, #6, #7, #8, #9, and #10).**

Strategies for Goal 18:

- Expand promotion and continue refinement of branding and positioning of program to meld new emphasis on communication technology with faculty interests in health, science, technical, risk, and environmental communication.
- Develop consistency in the experience and process of the program to ensure quality and rigor.
- Increase opportunities for developing academic and professional accomplishments.
- Increase annual class cohort size to be able to offer more course selection.
- Encourage greater enrollment in JTC graduate courses by master's students from outside the department, such as the department's involvement in the health communication concentration offered by the Colorado School of Public Health's MPH program.
- Work with the Colorado School of Public Health to develop new courses appropriate for both JMC and CSPH students.
- Continue to support Colorado School of Public Health through electives available to all students in the program and offering courses required for students in CSPH's health communication concentration.

- Fund as many graduate students as possible through Graduate Teaching Assistant positions in JTC 100, JTC 211, JTC 300, LB 300, LB 386E (RAMProductions), and other courses as appropriate to students' skill sets.
- Support expansion of funded research that can provide opportunities for Graduate Research Assistants.
- Explore opportunities to develop interdisciplinary graduate degree programs.
- Expand Master of Communication and Media Management program.
- As appropriate, encourage graduate students to pursue the Plan B project option that permits conducting an applied or evaluative research project for their employer or another organization.

Metrics for assessing Goal 18:

- Student applications, yield rates, and actual enrollment.
- Student degree completion rates.
- Student applications, yield rates, and actual enrollment for MCMM program.
- Continued enrollment and satisfaction among MPH students in graduate courses.
- Track graduate student enrollment in professional skills courses.
- Student satisfaction with course offerings and options.
- Graduate placement and ratings.
- Number of professional and career development programs offered for graduate students.

**Goal 19: Maintain and grow Ph.D. program as a major international program with a focus on emerging communication media, trends, practice, and theories. (ACEJMC Professional Values and Competencies #2, #3, #4, #5, #6, #7, #8, #9, and #10).**

Strategies for Goal 19:

- Recruit new students each year to keep the program at a consistent size.
- Fully fund all students for at least three years with Graduate Teaching Assistantships (GTA) and Graduate Research Assistantships (GRA) positions funded from grants.
- Increase the number of high-quality applicants, especially in relation to diverse backgrounds and geographical regions.
- Provide training in academic teaching and research through assistantships under faculty supervision.
- Provide exposure to outside academics in the field of communication and in related fields (e.g., psychology, sociology) in regular research colloquia.

- Successfully guide first students through dissertation process; refine advising policies and procedures as required.
- Seek out opportunities for students to enroll in advanced methods courses that historically have been restricted to other departments' own students.
- Encourage faculty-student research collaborations.
- Assist in placement of graduates into academic teaching and industry research positions.
- Encourage academic publishing and presentations by graduate students through travel support (partial support for attendance at up to two conferences per year).
- Establish and maintain visibility at applicable national conferences.
- Encourage participation in the University's graduate research and creativity symposium.
- Provide ongoing professional development colloquia, workshops, and meetings to provide students with training and guidance in academic job-seeking, CV development, conference participation, academic publishing, pedagogical training, etc.

Metrics for assessing Goal 19:

- Student enrollment numbers.
- Funding of graduate students.
- Quality assessments of curriculum.
- Number of academic publications and presentations by graduate students, including number of papers submitted to academic conferences and to academic journals.
- Degree completions.
- Employment placements.
- Graduate student course evaluations.
- Faculty assessments of accomplishments and progress made by Graduate Teaching Assistants and Graduate Research Assistants.

## Impact

### Objective G: Engagement with Key Communities through Public Service

#### **Goal 20: Increase opportunities for service learning and experiential components of the undergraduate program, including internships and practicums. (ACEJMC Professional Values and Competencies #4, #5, #6, #7, #9, and #10).**

##### Strategies for Goal 20:

- Where appropriate, incorporate service-learning projects and real-life case studies in the curriculum to enable students to experience everyday situations and apply principles learned in class through real-life solutions.
- Department's internship director serves as a liaison with internship sponsors, educates them about best practices, maintains rigor in the evaluation and grading process, maintains records of placements and track success, visits sponsors, advises students, and develops and maintain assessment materials.
- Continued cooperation between department and Rocky Mountain Student Media Corporation.
- Encourage visits to media and professional organizations as part of class work and club activities (such as visits to Denver television stations by students in video production courses, participation in PRSA Shadow Days by public relations students, and participation in Colorado Press Association career events, among others).

##### Metrics for assessing Goal 20:

- Quality of internship and service-learning components included in students' portfolios.
- Assessments of students by internship sponsors and internship coordinator.
- Feedback from organizational contacts/sponsors for team and individual work performed as part of class work, including adoption/use of student work.
- Awards and other forms of recognition through on-campus and off-campus events including but not limited to the Undergraduate Research and Creative Activity Symposium.
- Student performance at Student Media, assessed through regular professional critiques by professional staff and visitors, awards entries, and peer evaluations.
- Assessments of internship and service-learning experiences by students.

#### **Goal 21: Involve faculty and students in professional organizations in Colorado and nationwide.**

##### Strategies for Goal 21:

- Continue involvement by faculty attending meetings, conferences, and events sponsored by various national, regional, and local professional organizations.
- Identify 3-5 additional organizations of potential importance to the department in areas such as new media, including press associations in other states, advertising and marketing associations, health care and environmental organizations, and professional organizations focused on new media, as well as organizations serving diverse professional groups (National Association of Black Journalists, National Association of Hispanic Journalists, Asian-American Journalists Association).
- Host annual visit by members of the Colorado Press Association.
- Extend invitations to professionals (including alumni) for review of programs, courses, branding, and related activities.
- Sponsor speakers and on-campus or in-state conferences in association with professional organizations including, but not limited to the Society of Professional Journalists, Investigative Editors and Reporters, Colorado Press Association, Journalism Education Association, and others as appropriate.
- Involve students in professional organization activities, as appropriate.
- Seek out speaking/presentation opportunities before key groups.

Metrics for assessing Goal 21:

- Memberships/participation/leadership in key associated groups.
- Presentations made.
- Awards garnered by faculty and students.
- Other sponsorships, outreach activities, such as existing sponsorship of the Colorado Press Association annual convention, the Journalism Education Association national convention, Society of Professional Journalists events, Investigative Reporters and Editors workshops, and others.
- Feedback/comments by professionals in Colorado media and communications.

**Goal 22: Establish and maintain relationships with high school journalism/communication programs in Colorado and elsewhere.**

Strategies for Goal 22:

- Continue sponsorship and provide support of Colorado Student Media Association (CSMA). Co-sponsor and provide speakers at CSMA's annual Journalism Day at Colorado State each October (~1,500 attendees).
- Continue to support ISTE's High School Day through contests and session programs.

- Participate in Colorado State’s high school outreach/recruitment programs, such as CSU’s high school Alliance program serving disadvantaged communities, to assure access to a diverse group of student applicants.
- Sponsor and conduct the Alliance Journalism and Media Jump-Start Summer Institute, a summer program for students from targeted schools participating in CSU’s Alliance program.
- Expand initiatives to position Colorado State as the preeminent collegiate program in the state among high school journalism educators in the state, including expanded offerings of JMC and on campus workshop for high school faculty.
- Identify ways to capitalize on the success of Rocky Mountain Student Media as a recruitment tool for the university, including partnerships on the University Media Festival and other appropriate events.

Metrics for assessing Goal 22:

- Continuation of CSMA’s affiliation with Colorado State.
- Faculty, graduate student, and undergraduate involvement in Journalism Day.
- Continued annual involvement in ISTE’s High School Day.
- Participation in a minimum of one Alliance Program high school each fall.
- Continuation of summer Alliance Journalism and Media Jump-Start Summer Institute.
- Educators’ perceptions of Colorado State’s education and outreach efforts (TBA).
- Number of students reached and the response of those students.
- Increase in numbers of applications, admits, and enrollments of high school students.

**Goal 23: Educate the public about media issues and serve as an advocate for professional freedom and responsibility. (ACEJMC Professional Values and Competencies #1 and #6).**

Strategies for Goal 23:

- Encourage faculty to speak at events on topics related to contemporary media and communication technology.
- Encourage faculty to author articles and to be interviewed on appropriate media/communication-related topics.
- Encourage, reward, and promote faculty outreach activities.
- Publicize the department’s many invited speakers, guests, and workshops through announcements and advertisements sponsored by the department in outlets such as Rocky Mountain Student Media, SOURCE, and social media.

Metrics for assessing Goal 23:

- Number of appearances, articles, and interviews published.
- Public, professional responses.

**Goal 24: Grow the department's resource base through expanded effort at private fundraising and alumni relations.**

Strategies for Goal 24:

- Strengthen the department's alumni network. Expand online communication with alumni and prospective donors through social media.
- Host events, like the CSU Media Festival, that cement relationships with alumni and showcase the work of students, alumni, and working professionals in the region.
- Expand the University's Media Hall of Fame by inducting new alumni in conjunction with Rocky Mountain Student Media Corporation, External Relations, and other departments with alumni who do related work.
- Recognize an Outstanding Alumnus/Alumna of the Year annually in recognition of outstanding service to the department, university, or the communication profession (versus Hall of Fame inductees who are recognized for lifetime achievement).
- Upgrade the departmental annual magazine as an alumni/donor communication tool and test fundraising appeals as appropriate.
- Maintain alumni contacts through email and social media.
- Continue improving the department's website to become a portal to departmental resources and recognition of accomplishments for students, alumni, and others.
- Conduct targeted direct mail solicitations; participate in Advancement Division's telephone and other alumni solicitation programs.
- Seek additional endowments for scholarships and other special programs and maintain relationships with current donors.
- Develop engagement in development by regional media organizations and working professionals who are not alumni.

Metrics for assessing Goal 24:

- Growth and engagement in social media networks.
- Entries, attendance, and response at CSU Media Festivals.
- Regular updates and additions for Hall of Fame and Outstanding Alumni awards.

- Cultivation efforts involving major donors, bequests, endowments, and annual giving donors.
- Publication of and response to department annual magazine.
- Engagement in department by alumni and other working professionals.
- Establish new scholarships funded by donors.
- Establish new opportunity, projects, and professional development funds through donor contributions.

## **Objective H: Research and Discovery**

### **Goal 25: Maintain high levels of faculty research, scholarship, and creative productivity. (ACEJMC Professional Values and Competencies #7).**

Strategies for Goal 25:

- Strengthen departmental culture to encourage, recognize/reward scholarly and creative activity.
- Continue support of faculty travel and research through the College's Professional Development Program (PDP) and supplemented with discretionary departmental support funds made possible by entrepreneurial activities and endowments.
- Sponsor departmental colloquia, conferences, and research-related activities for faculty and graduate students.
- Encourage faculty to enrich their research and creative productivity through sabbaticals, participation in career development programs, the CSU Professional Development Institute, conference participation, and other university-sponsored programs.
- Participate in interdisciplinary research on campus, including superclusters, the Information Science and Technology Center (ISTeC), the School of Global and Environmental Sustainability (SOGES), Vice President for Research special programs, and other centers, institutes, and other special units.
- Raise visibility for the department's research activities and accomplishments through the department's magazine, website, promotional literature, bulletin boards, social media, and distinguished lectures, as well as media publicity beyond scholarly journals.

Metrics for assessing Goal 25:

- Research, scholarship, and creative activities of faculty as reported in Faculty Annual Activity Reports.
- Exposure in departmental, college, and university communications, as well as external publicity opportunities.

- Publish annual departmental listing of Faculty Publications.
- Grants requested and funded in College of Liberal Arts' PDP program.
- Other funding provided by department.
- Number of departmental colloquia, research events.

**Goal 26: Improve the ability of graduate students and high-potential undergraduates to conduct independent research. (ACEJMC Professional Values and Competencies #7).**

Strategies for Goal 26:

- Continue to promote colloquium courses, JTC 604 and 605, as a forum for graduate students to learn about research options and faculty interests.
- Add courses and specialized seminars to meet interests of students, as well as short courses and workshops on specialized research topics (such as SPSS software).
- Expand base of faculty members actively involved in advising master's theses and doctoral dissertations.
- Promote greater involvement in Track I honors program by freshman direct admits to the major.
- Encourage more class-wide research projects, particularly in graduate and undergraduate courses (JTC 471 Communication Research Methods is an example of a course developed for honors students and typically has involved a collaborative research project where students work with faculty).
- Encourage student participation in the university's Celebrate Undergraduate Research and Creativity Showcase, as well as in regional and national awards competitions.
- Encourage faculty to co-publish articles with graduate students and others in keeping with guidelines in the Graduate Advising Manual.

Metrics for assessing Goal 26:

- Overall completion rates of graduate students; completion rates within five semesters.
- Special programs, seminars, workshops conducted.
- Faculty participation in overseeing master's student research and projects.
- Number of Honors Program graduates (Track I and Track II).
- Class-wide research projects completed and published.
- Participation in CURC events.

- Number of student-faculty co-authored articles published; number of papers invited, selected, and presented.

**Goal 27: Increase our levels of engaged scholarship that serves the community. (ACEJMC Professional Values and Competencies #7).**

Strategies for Goal 27:

- Incorporate engaged scholarship into annual reviews of faculty.
- Develop relationships with local media, agencies, and other related organizations for sharing our scholarship to help them improve their work.

Metrics for assessing Goal 27:

- Number of pieces of engaged scholarship.
- Grants for engaged scholarship work.

**Goal 28: Expand our public engagement work through advancing our communication centers and public-facing programs. (ACEJMC Professional Values and Competencies #4, #5, #6, and #7).**

Strategies for Goal 28:

- Develop and grow communication centers, like the Center for Science Communication.
- Encourage publishing popular press articles on issues related to a faculty member's scholarship.
- Increase number of public events where faculty share their scholarship work.
- Increase our efforts with the Northern Colorado Deliberative Journalism Project.

Metrics for assessing Goal 28:

- Number of public events focused on scholarship.
- Student participation in centers like the Center for Science Communication and programs like the Northern Colorado Deliberative Journalism Project.

## **ACEJMC Professional Values and Competencies**

The Accrediting Council on Education in Journalism and Mass Communications requires that graduates of accredited programs be aware of certain core values and competencies and be able to:

1. Apply the principles and laws of freedom of speech and press, in a global context, and for the country in which the institution that invites ACEJMC is located;
2. Demonstrate an understanding of the multicultural history and role of professionals and institutions in shaping communications;
3. Demonstrate culturally proficient communication that empowers those traditionally disenfranchised in society, especially as grounded in race, ethnicity, gender, sexual orientation and ability, domestically and globally, across communication and media contexts;
4. Present images and information effectively and creatively, using appropriate tools and technologies;
5. Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
6. Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
7. Apply critical thinking skills in conducting research and evaluating information by methods appropriate to the communications professions in which they work;
8. Effectively and correctly apply basic numerical and statistical concepts;
9. Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
10. Apply tools and technologies appropriate for the communications professions in which they work.