# School of Communications
## Grand Valley State University

## Revised Strategic Plan

## 2011-14

**Basic Version 8/3/11**

# Goals

**Goal 1:** Recognizing that a School structure offers a unique experience for students, faculty, staff, and alumni, the School of Communications (SoC) at Grand Valley provides for a shared culture and promotes learning through encounters with ideas, people and practices across the field of communication, throughout the university, and within the larger community.

**Goal 2:** The School of Communications at Grand Valley provides support to the missions of the University and the College of Liberal Arts and Sciences (CLAS) through innovative and effective programs and curricula.

**Goal 3:** Faculty in the School of Communications at Grand Valley are committed to fostering a supportive environment that attracts, retains, and supports a diverse community of artists, scholars, and practitioners who are active in scholarly, professional, and creative pursuits and committed to the values and practices of the University, CLAS, and the School.

**Goal 4:** Students in the School of Communications at Grand Valley prepare for their various careers through high-impact learning experiences including hands-on practice in facilities designed for their discipline.

**Goal 5:** The School of Communications is committed to a rigorous practice of self-reflection and on-going evaluation of programs, policies, and procedures, which includes staff, faculty, students and external stakeholders.

**Goal 6:** The School of Communications is recognized and admired for its academic and professional contributions on campus and in the community.

**Goal 7:**  The School of Communications makes its financial decisions with transparency on grounds aligned with the School's strategic plan.

**Goal 8:** The School of Communications cultivates and maintains long-term relationships with alumni and community partners that provide support and resources for dynamic communication programming.

**Goal 1:** Recognizing that a School structure offers a unique experience for students, faculty, staff, and alumni, the School of Communications at Grand Valley provides for a shared culture and promotes learning through encounters with ideas, people and practices across the field of communication, throughout the university, and within the larger community.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of alignment |
|---|---|---|---|---|
| 1.1 By Fall 2013 the SoC has a plan for regular, integrated out-of-class events that bring students and faculty of different majors together for discussion, performance, and/or presentation. | Solicit information about events from faculty and students<br><br>Develop & advertise online calendar to students & faculty<br><br>Encourage SoC faculty and students to develop co-curricular programming | Checklist<br><br><br>Baseline participation | SoC Website Coordinator (Web Coordinator)<br><br>SoC Director (Director) with SoC faculty | New Initiative |
| 1.2 By Fall 2012, a portion of SoC Wednesday meeting time is dedicated to presentations where a faculty member shares information on an aspect of their major or communications field with colleagues | Solicit participation from faculty<br><br>Develop a schedule for presentations | Checklist<br><br>Meeting Minutes | Director with SoC faculty | New Initiative |
| 1.3 By 2014 the COM 495 class will have a | Establish a Core Curriculum Committee | Checklist | Core Curriculum Committee | New Initiative |

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| common syllabus of record with shared learning objectives in which the emphasis is on bringing students from all majors together to grapple with current and/or enduring "issues" in communications, intentionally considering the perspective of each major area | Revise the COM 495 syllabus of record to include shared learning objectives and a list of potential or example issues appropriate for the class. The new SOR will also indicate an exam or other assessment to test students' knowledge of other communication disciplines and ability to discuss them in an intelligent and integrated manner.<br><br>The Core Curriculum committee will study and report on the potential of co-curricular activities as a shared course requirement.<br><br>Revise Core assessment plan to reflect COM 495 changes | COM 495 SOR<br><br><br>Core Assessment | SoC Director of Assessment (DoA) | In Progress |
| 1.4 By 2014 the COM 101 class will have a common syllabus of | Revise the COM 101 syllabus of record to include shared | Checklist | Core Curriculum Committee | |

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| record in which the emphasis is on bringing all students from all majors together to engage with common concepts associated with communication theory and practice in all undergraduate majors in the program. | learning objectives and a list of potential or example concepts appropriate for the class.  The new SOR will also indicate an exam or other assessment to test students' knowledge of these concepts and ability to discuss them in an intelligent and integrated manner.<br><br>Evaluate possibility of large section COM 101 course and if possible and desirable, propose strategy for teaching large section COM 101.<br><br>Revise Core assessment plan to reflect COM 101 changes | COM 101 SOR<br><br><br>Core Assessment | Director of Assessment | In Progress |
| 1.5 By 2014 students in the SoC are immersed in a broad range of media concepts, techniques, and methods, via multi-disciplinary and multimedia coursework in order to enable them to navigate freely and | Evaluate resource needs, develop learning objectives, propose and implement a strategy to make a basic media production course available to any student in the School of Communications. | Feasibility statement | Director, FVP faculty, and SoC Technology Committee | New Initiative |

| confidently among various media. | | | | |
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**Goal 2.** The School of Communications at Grand Valley provides support to the missions of the University and the College of Liberal Arts and Sciences through innovative and effective programs and curricula.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of alignment |
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| 2.1 By Fall 2011 align SoC Strategic Plan with University and CLAS strategic plans. | Submit revised, and aligned, strategic plan to CLAS | Checklist | Director, Director of Assessment, Assessment Team, SoC Faculty | Completed |
| 2.2 By Fall 2013 the SoC partners with CLAS to provide speech consultation services to the new Library Knowledge Market. | Develop & submit proposal for Speech Lab | Checklist | Prof. Danielle Leek | Completed |
| | Initiate Speech Lab training and services | Lab materials | | New Initiative |
| 2.3 The SoC provides support and guidance in best practices for encouraging effective public speaking in the classroom to the campus community. | Develop "speech critique" & speech "teaching" support documents | Checklist | Prof. Danielle Leek | In Progress |
| | Participate in co-curricular speech development meetings at Grand Valley | | | |
| 2.4 By Fall 2013, the | Develop and shepherd | Checklist | Profs. Vandana | In Progress |

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| SoC will have in place curricular offerings in international and intercultural communication open to majors and non-majors. | curriculum proposals through the curriculum review process in 2011/2012. | Course listings | Pednekar-Magal and Toni Perrine, SoC Curriculum Committee | |
| 2.5 By Fall 2012, the SoC will complete a Final Plan to offer a Multi-media Journalism major program (CMJ) that responds to changes in the field and enables students to learn reporting, writing, and editing on multi-media platforms. | Review existing courses in the SoC and at GVSU that might be integrated into the CMJ curriculum.<br><br>Revise the curriculum to integrate existing courses in the Journalism and Broadcasting majors.<br><br>Complete new course proposals for multi-media courses.<br><br>Complete Prospectus/Plan document – new program proposal. | Checklist | SoC faculty, SoC Curriculum Committee, Director. | In Progress |
| 2.6 By Fall 2014, the SoC will study and include where appropriate curricular offerings in social networking and other emerging forms of | Conduct a SWOT analysis of current social media best practice in relation to Communication fields.<br><br>Review current | SWOT Analysis, Curriculum Review and Checklist | A/PR, Journalism, Broadcasting faculty, and SoC Curriculum Committee. | In Progress |

| convergent media. | curriculum and identify best means to include social media content in existing and/or new courses.

Develop new course or course change proposals as necessary. | | | |
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**Goal 3:** Faculty in the School of Communications at Grand Valley are committed to fostering a supportive environment that attracts, retains, and supports a diverse community of artists, scholars, and practitioners who are active in scholarly, professional, and creative pursuits and committed to the values and practices of the university, CLAS, and the School.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status of alignment |
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| 3.1 The SoC will continue to support efforts for inclusion at Grand Valley | Develop and implement an SoC inclusion plan | Checklist<br><br>Inclusion Plan | Inclusion Committee | In Progress |
| | Develop a Unit Statement on civility | | Inclusion Committee | New Initiative |
| | Promote inclusion training opportunities for staff members | | Associate Director | In Progress |
| 3.2 Where possible, by 2014, all major programs in the SoC will have at least one faculty member trained as an inclusion advocate | Announce inclusion advocate training opportunities | % participation | Director and SoC Faculty | In Progress |
| | Encourage faculty participation in training opportunities | % of eligible faculty trained | | |
| | Work with the Inclusion and Equity Division at Grand Valley to facilitate faculty participation in training opportunities | | | |
| 3.3 The SoC is engaged in on-going efforts to sustain and improve mentoring | By Winter 2012 the FDC will propose suggestions for mentoring part-time | Checklist | Associate Director, SoC FDC & SoCPC | In Progress |

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| and evaluation of part-time faculty | faculty<br><br>By Winter 2012 the SoCPC  will propose suggestions for evaluating PT faculty | | | |

**Goal 4:** Students in the School of Communications at Grand Valley prepare for their various careers in rigorous, nationally recognized major programs and through high-impact learning experiences including hands-on practice in facilities designed for their discipline.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of Alignment |
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| 4.1 Complete on-going assessment of internship practices and procedures in the SoC. | Implement internship coordinators in major programs | Checklist | Director, Profs. Penning and Roos, SoC Assessment Team | In Progress |
| | Study the feasibility of a "position" description for someone who will work with industry professionals and Career Services in order to develop internship programs for those majors desiring an internship requirement, and to complement majors already requiring an internship | Feasibility report | | |
| | Develop assessment plan for internships, and work to incorporate internships in current major program assessment plans | Assessment plan documents | Director of Assessment | New Initiative |
| | Conduct systematic | Survey results | | |

| | survey of students who participate in SoC internships | (baseline) | | |
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| 4.2 Document and increase service-learning opportunities and awareness about service learning in the SoC | By 2014, each major program & the SoC Core Curriculum Committee, will have considered the potential learning benefits of incorporating at least one service-learning course in their major program, (or Core) and, if appropriate, proposed such a course

Host faculty conversations about service-learning and teaching in communications

Advertise service-learning opportunities to students in the SoC | % increase in awareness— survey results | Major Coordinators, SoC Faculty


Director of Assessment | New Initiative |
| 4.3 By 2014 develop a dedicated exhibition space for SoC student & faculty work in LSH | Work with facilities to design exhibition spaces and reduce unwanted visual clutter in LSH | Checklist | Director and Tech Staff | Completed |

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| | Establish programming procedure for exhibition spaces | | | In Progress |
| 4.4 Continue on-going efforts to improve the teaching and learning environment in the School of Communications | Institute a graduated fee structure for production courses in order to help maintain the equipment pool, materials, and software necessary to support its mission | Fee procedure in place | SoC Faculty, Staff, & Director | New Initiative |
| | Continue support to CLAS for efforts to create a Black Box Theater, Screening Space, and other lab spaces to support the SoC curriculum and events | Annual Facilities requests<br><br>Checklist | Director, SoC Faculty, and Tech Committee | In Progress |
| 4.5 By Winter 2013, the SoC will report on the potential of seeking accreditation for all undergraduate programs where accreditation is available and consider the value of developing BFA degrees in FVP, Photography and Theater | Work with university offices to investigate accreditation opportunities | Feasibility Report | Director & Major Coordinators | New Initiative |
| | Create a list of which programs can be accredited and by whom | | Major Coordinators | |
| | Identify accreditation needs | SOR database/file | Associate Director | |
| | Conduct BFA needs assessment | Checklist | FVP and Photo Faculty | |

| 4.6 The SoC continues to ensure consistency in quality programming and academic rigor across the School | By December 2013 each undergraduate major program, and the Master's program, shall complete a review of the learning objectives and grading criteria in their courses in order to revise them if necessary | SOR database/file | Director, Core Committee, Major Coordinators | New Initiative |
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| | By December 2013 all courses offered in the SoC will have an easily accessible SOR on record | Course Syllabi | Major Coordinators | New Initiative |
| | Shared objectives and criteria for all SoC courses will be communicated to students. | Checklist | SoC Faculty | New Initiative |
| | By Fall 2014, the SoC will train and implement a coordinator for each multi-section course in the SoC Core Curriculum along with COM 300 & COM 375. | Checklist | FDC and Associate Director | New Initiative |
| | By Winter 2014 all part-time and visiting | Checklist | Associate Director | New Initiative |

| | instructors will attend a School of Communications orientation session and are provided specific <u>baseline criteria</u> and learning objectives for their courses in order to achieve continuity and rigor in all course offerings. | | | |
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**Goal 5:** The School of Communications is committed to a rigorous practice of self-reflection and on-going evaluation of programs, policies, and procedures, which includes staff, faculty, students and external stakeholders.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of Alignment |
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| 5.1 The SoC will increase participation from external stakeholders in the strategic planning and assessment process | Query advisory board for feedback about the SoC strategic plan and assessment process<br><br>Query affiliated units for feedback on the SoC strategic plan and assessment process | Documented feedback<br><br>2015 "Revised Strategic Plan" | Director & Associate Director | New Initiative |
| 5.2 By Winter 2014 the SoC will integrate feedback from part-time faculty into the strategic planning and assessment process | Develop, conduct, and analyze data from a survey of part-time faculty designed to solicit information about needs, interests, and mentoring. | Survey results | Director & Director of Assessment | New Initiative |
| 5.3 By Winter 2014 the SoC will incorporate student input in the strategic planning and assessment process. | Develop, conduct, and analyze data from a survey of students designed to solicit information about the core curriculum, SoC facilities, and teaching | Survey Results<br><br>2015 "Revised Strategic Plan"<br><br>Checklist | Director, Director of Assessment, Assessment team | New Initiative |

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| | Develop an SoC Student Advisory Board and Board Mission | | Director & Director of Assessment | New Initiative |
| 5.4 By Fall 2013, the SoC will produce a comprehensive statement on space needs/issues including the need for dedicated spaces for major programs | NASAD, Site-Visit<br><br>Conduct "Facilities & Equipment" survey of faculty, staff, and students | Visitation report<br><br>Survey results | Director and Technology Committee | In Progress<br><br>New Initiative |
| 5.5 Continue on-going assessment & strategic planning efforts in the SoC | Review the SoC mission, vision, & values statement and revise as needed<br><br>Review the SoC strategic planning process and revise as needed<br><br>Complete unit self study by 2014 | Checklist | SoC Faculty, Assessment Team | In Progress |
| | By December 2011, all major programs and the Master's program will submit revised Major Program Strategic Plans and new 3yr program Assessment Plans | Checklist | Director, Major Coordinators, SoC Faculty | |

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| 5.6 Review and cultivate program opportunities in the Master's program and the Health Communications major program | Review and update curriculum in programs where needed<br><br>Investigate internship opportunities and objectives<br><br>Review & revise advising materials<br><br>Conduct outreach to relevant and interested health-related programs at Grand Valley and in the community<br><br>Encourage and develop faculty participation in these programs | Checklist | Health Communication Coordinator, Grad Program Director, Director | |

**Goal 6:** The School of Communications is recognized and admired for its academic and professional contributions on campus and in the community.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of Alignment |
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| 6.1 By 2014 the SoC online communications will be regularly updated with content and feature a robust discussion of SoC and communications topics among students, faculty, alumni and professionals in the community | Develop a strategy for regularly updating website & social media content<br><br>Seek GA to help with communications/content for SoC web presence and newsletter | Web analytics reports<br><br><br>Checklist | Director & Web Coordinator | New Initiative |
| 6.2 Increase SoC faculty and staff participation in external organizations such as campus, student, college and community organizations | In Fall 2011 document faculty participation in organizations to establish baseline<br><br>Identify potential places SoC faculty involvement is best suited to achieve visibility and form meaningful relationships.<br><br>Highlight opportunities to SoC faculty<br><br>Encourage faculty participation | Checklist<br><br><br><br><br><br><br><br><br><br>Fall 2014--% change | Director & Associate Director | New Initiative |

**Goal 7:** The School of Communications makes its financial decisions with transparency on grounds aligned with the SoC strategic plan.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of alignment |
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| 7.1 SoC funding priorities are connected with the SoC Strategic Plan | Review budget structure for the unit | Checklist | Director and Associate Directors | In Progress |
| | New faculty line requests are connected to the SoC Strategic plan and informed by major program assessment | Strategic and Assessment plans | Director and Major Coordinators | In Progress |
| | New equipment requests are connected to the SoC Strategic plan and informed by major program assessment | Recommendations on criteria | | In Progress |
| | FDC will review and revise criteria for using professional development funds | Checklist | Director and SoC FDC | |
| 7. 2 By Fall 2011 make the SoC revised strategic plan available on the SoC Website. | Complete revised strategic plan | | Director of Assessment & Website Coordinator | New Initiative |
| | Coordinate with Webmaster to publish plan | | | |

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| 7.3 The SoC will implement effective enrollment management practices for optimal faculty/student ratios and resource allocation. | Review / Analyze enrollments and resources<br><br>Develop enrollment controls for major programs that are over-subscribed and/or under-resourced. | Report of findings, checklist | Director, Major Coordinators, Office of Institutional Analysis | In Progress |
| 7.4 By Fall 2012, the SoC will review roles and compensations for re-assigned time within the unit. | Amend unit Bylaws to include a process for reviewing reassigned time and administrative roles within the unit. | Bylaws | Director & SoC faculty | New Initiative |

**Goal 8:** The School of Communications cultivates and maintains long-term relationships with alumni and community partners, which provides support and resources for dynamic communication programming.

| SoC Objectives | Action Steps | Measures | Responsible Person/Groups | Status as of alignment |
|---|---|---|---|---|
| 8.1 The SoC will engage alumni and external constituencies throughout the academic year | By Fall 2012 develop an alumni relations plan that includes a strategy for maintaining alumni contact information and facilitating alumni involvement in high-impact learning and SoC assessment. | Alumni Relations Plan Document<br><br>Alumni Resources on SoC website<br><br>SoC Assessment Results | Associate Director | New Initiative |
| 8.2 The SoC investigates on-going opportunities to partner with community organizations in regard to health communication. | Identify potential partners<br><br>Initiate meetings with partners | Checklist | Health Communication Faculty | New Initiative |
| 8.3 Increase the SoC's exploration and knowledge of, and experience with, internal and external funding opportunities | Encourage faculty participation in grant-writing workshops<br><br>Continue to communicate with SoC Faculty about internal and external grant opportunities | FARPs and/or Digital Measures | Associate Director | New Initiative |

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| 8.4 By 2014 the School of Communications will appoint an Advisory Board with the goal that it consist of professionals in each major program in the School. | Review best-practices/comparable Board structures at the University and peer institutions<br><br>Develop a mission for the Board<br><br>Develop activities/meeting schedule for the Board<br><br>Consult with Board on Assessment & Strategic Planning | Checklist | Director and Major Coordinators | New Initiative |
| 8.5 By Fall 2013, the SoC will use its website and other means to connect potential donors to the School's projects and initiatives. | Seek GA to help with communications/content for SoC web presence<br><br>Explore opportunities for students/class participation in website development & maintenance<br><br>Review SoC website content/Develop "Web Survey"<br><br>Work with University Development to streamline and promote donation mechanisms | Checklist<br><br>Web survey results | Director and Web Coordinator | New Initiative |