School of Journalism & Graphic Communication

2010-2020 Strategic Plan

Mission Statement: The mission of the School of Journalism & Graphic Communication (SJGC) is to develop its students to assume meaningful positions in journalism, public relations, graphic communication, photography, printing, and other media-related areas. Effective teaching, careful academic advisement, and productivity in research and significant creative activities are the principal mechanisms faculty use to prepare students to become skilled in their respective areas of study.

SJGC embraces enthusiastically the University’s commitment to diversity. Indeed, recognizing the importance of diversity is central to the mission of the SJGC. We endeavor to help shape our students into ethically and socially responsible leaders in a global society by helping them understand the importance of respecting the dignity of individuals and others from different ethnic and religious backgrounds.

Moreover, it is the mission of SJGC to create synergy among its stakeholders—students, faculty, staff, alumni, and supporters—that will lead to greater success for the School and those it serves.

Vision Statement: The Florida A&M University School of Journalism & Graphic Communication (SJGC) will prepare its students for careers in journalism, graphic design, photography, public relations, printing management and related areas. Students also will learn application for multi-media presentations in each of the areas of instruction.

The School commits to maintaining a national reputation for graduating qualified and highly motivated students who will prove their mettle in the diverse workplace and establish themselves as responsible citizens in their communities.


The School of Journalism & Graphic Communication (SJGC) has developed a strategic plan that supports the University’s strategic initiatives for the next 10 years.

These initiatives are:

1. Create a 21st century living and learning collegiate community
2. Improve the effectiveness of the SJGC’s operations and practices, including that of its student media – the newspaper, magazine, radio, television and the Internet
3. Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University’s mission
4. Enable excellence in University relations and development
4. Enhance and sustain an academic and social environment promoting internationalization, diversity, and inclusiveness in media coverage and content.

The SJGC believes showing productivity and progress with these initiatives will allow it to achieve greater success in preparing its students for careers in the school’s respective areas of instruction.

In addition, the SJGC will review its current academic programs to determine the effectiveness of these programs in meeting their goals and objectives.

The School is committed to maintaining and building on its reputation as a leader for preparing its students for careers in journalism and graphic communication. Building on that reputation will help the School keep its place on the list of accredited programs.

Again, the School has embraced the University’s strategic initiatives and has identified the following goals and strategies.

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**Strategic Initiative 1: Create a 21st century living and learning collegiate community**

**Goal 1.1 Enhance access to SJGC-FAMU**

- Strategy 1.1.1 Develop more effective and targeted recruitment strategies for college students.

Missing In support of Strategic Initiative 1, Strategy 1.1.1 – each strategy must tell how it links to University’s plan

Performance measures:

1. **1.1.1 Increase the enrollment of first-time-in-college students declaring journalism and graphic communication as majors by 40 percent in 5 years and 40 percent in 10 years.**

1.1.1.1. Increase the enrollment of high-performing students, including National Achievement Scholars, National Merit Scholars and National Hispanic Scholars to support the University’s efforts to attract these students.

1.1.1.2. Increase the number of students from Florida high schools by 40 percent in 10 years.

1.1.1.3. Sponsor at least one community college, high school or community workshop or presentation each semester (Fall and Spring).
• Strategy 1.1.2: Develop more effective and targeted recruitment strategies for community college transfers.

Missing In support of Strategic Initiative 1, Strategy 1.1.1 – each strategy must tell how it links to University’s plan (continue with each strategy)

Performance measure:

1.1.2.1 Increase the number of community college transfer students enrolled in the SJGC by 15 percent in 5 years and 30 percent in 10 years.

• Strategy 1.1.3: Develop more effective and targeted recruitment and retention strategies for graduate students.

Performance measure:

1.1.3.1 Increase the number of students enrolled in the SJGC graduate program by 100 percent in 5 years and 150 percent in 10 years.

Goal 1.2 Enhance the quality of student life

• Strategy 1.2.1: Maintain adequately equipped facilities for students to complete assignments, in and outside class.

Performance measures:

1.2.1.1 Ensure that 90 percent of the equipment in computer labs, including, hardware and software is up to date by periodic reviews, consultation with faculty and industry leaders.

1.2.1.2 Ensure that 90 percent of the other equipment, including those for the student media, reflect state-of-the-art technology through Dean’s meetings with majors at least once a year to get feedback.

• Strategy 1.2.2: Provide SJGC students with meaningful work experiences through internships and practicums.

Performance measures:

1.2.2.1 Require that 100 percent of the students participate in internships as mandated by the SJGC curriculum.

1.2.2.2 Generate an annual report that documents the student internships and employer feedback to ascertain quality of experiences and make improvements.
• Strategy 1.2.3 Provide SJGC students with meaningful leadership and service experience through professional organizations and volunteer programs.

Performance measures:

1.2.3.1 Establish student chapters of professional organizations, honor societies and provide community service opportunities.
1.2.3.2 Engage student organizations in 1-2 community service activities each semester.

• Strategy 1.2.4: Assist SJGC students in obtaining placement following graduation.

Performance measure:

1.2.4.1 Generate an annual report that reflects student placement and rates.

Goal 1.3: Academic Enhancement and Improvement

• Goal 1.3.1: Be in compliance with the University’s mission to attain Southern Association of Colleges and Schools (SACS) reaffirmation.

Performance measures:

1.3.1.1 Maintain compliance of accreditation standards of SACS the Accrediting Council for Collegiate Graphic Communication and Accrediting Council for Education in Journalism and Mass Communication.

1.3.1.2 Identify skills/competencies in the SJGC curriculum to assess student achievement of these skills in its undergraduate programs and use assessment to make improvements.

• Strategy 1.3.2: Enhance quality of teaching.

Performance measures:

1.3.2.1 Conduct 1-2 annual sessions to feature best practices to enhance teaching and learning effectiveness and document impact on student learning.

1.3.2.2 Ensure use of a reliable instrument to measure teaching effectiveness with 70 percent satisfaction rating.

• Strategy 1.3.3: Enhance student retention, progression and graduation.
Performance measures:

1.3.3.1 Increase student retention rates/activities via the Admission/Retention Committee and the New/Tran Group.

1.3.3.2 Provide academic advisement to at least 85 percent of students.

1.3.3.3 Ensure 85 percent implementation of the 15 credit hour per semester mandate for each SJGC student.

1.3.3.4 Achieve a six-year graduation rate of 65 percent over five years.

- Strategy 1.3.4 Distance Learning

Performance measures:

1.3.4.1 Develop and implement at least two online courses from each division by 2012.

1.3.4.2 Develop and implement one new degree or certificate program by 2014.

- Strategy 1.3.5 Critical Thinking

Performance measure:

1.3.5.1 Provide at least one critical thinking exercise in each class by Spring 2011.

Performance measure:

1.5.1.1 Develop and implement a bachelor’s degree in digital media by 2013.

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**Strategic Initiative 2: Improve the effectiveness of the SJGC’s operations and practices, including that of its student media – the newspaper, magazine, radio, television and the Internet**

**Goal 2.1: Improve the administrative operations and policies throughout the SJGC**

Strategy 2.1.1 Effectively review all practices, procedures and policies in the SJGC and determine their effectiveness annually.

Performance measure:
2.1.1.1 Review University faculty handbook and develop SJGC faculty handbook to supplement the University document by Fall 2011 Note: This will include operation and policy manuals for the school’s student media and student organizations.

Goal 2.2: Improve communication within the school, within the University, and with the school’s stakeholders.

- Strategy 2.2.1 Develop a marketing plan to highlight and showcase student and faculty accomplishments and expertise.

Performance measures:

2.2.1.1 Provide an annual report cataloging student and faculty accomplishments.

2.2.1.2 Provide a directory of faculty research and expertise areas by Spring 2011.

2.2.1.3 Publicize accomplishments of faculty, staff and students to the public via newsletters, websites, and social media on monthly basis.

- Strategy 2.2.2 Improve collective communication between administration and faculty.

Performance measures:

2.2.2.1 Dean will communicate with faculty and division directors electronically or in person at least monthly.

- Strategy 2.2.3 Improve faculty-to-faculty communication.

Performance measures:

2.2.3.1 Hold regular informal faculty gatherings, such as brown bag lunches, where faculty can share syllabi, discuss concerns, hear from outside experts, stay current on issues, develop and maintain collegiality, etc.

2.2.3.2 Hold a monthly dialogue to make sure faculty are in compliance in terms of mission.

- Strategy 2.2.4 Improve communication between administration and students.

Performance measures:

2.2.4.1 Post announcements and other information on the monitors in the building weekly.
2.2.4.2 Hold at least two colloquia each semester with students and faculty the first and last colloquia of the semester.

Goal 2.2.5 Improve communication between faculty and students.

- Strategy 2.2.5 Promote increased faculty use of electronic communication tools such as social media, Blackboard and web groups and blogs.

Performance measures:

2.2.5.1 All faculty will use electronic communication tools by Spring 2011.

- Strategy 2.2.6 Improve usage and relevance of student media.

Performance measures:

2.2.6.1 Develop a more efficient and effective system for distributing media products throughout the campus and community by Spring 2011.

2.2.6.2 Increase unique visitor traffic for TheFamuanonline.com, Journeymagonline, FNN, and WANM.org by 20 percent.

- Strategy 2.2.7 Enhance relationships with industry, alumni, and other supporters.

Performance measures:

2.2.7.1 The Dean will solicit industry professionals to expand the support base for the school.

2.2.7.2 The coordinator of information services will increase the number of stories offered to the media on a monthly basis.

2.2.7.3 Establish at least five new relationships each year with potential donors and employers of our students.

2.2.7.4 Increase alumni and donor contributions by 50 percent by 2015.

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University’s mission

Goal 3.1: To improve accountability and communication about state appropriated resources and other funding provided to SJGC.

- Strategy 3.1.1: Share budget planning process as appropriate.

Performance measures:

3.1.1.1 Link strategic planning to budget process annually.
Goal 3.2: Retain and recruit capable, knowledgeable and diverse faculty and staff.

- Strategy 3.2.1: Work with Provost/Vice President Academic Affairs and others to strengthen salaries and support for faculty and staff to competitive levels.

Performance measures:

3.2.1.1 Participate in the Association for Education in Journalism and Mass Communications’ annual faculty salary survey and share results as appropriate.

3.2.1.2 Support professional development opportunities for faculty and document participation annually.

3.2.1.3 Encourage staff to participate in at least one per semester university-sponsored seminar, webinar or training session and document results annually.

3.2.1.4 Advertise positions as they become available via AEJMC and other industry-related groups to ensure a diverse pool.

- Strategy 3.3.1: Support use and growth of technology resources to keep pace with changing media landscape.

Performance measures:

3.3.1.1 Develop and implement improvement plan for maintaining and upgrading computer infrastructure, as well as broadcast, photography, and printing equipment related to instruction to ensure students are skilled in changing media landscape by Fall 2011.

3.3.1.2 Develop annual budget to support needed resources that is aligned with University-wide plan to upgrade workstations as well as broadcast, photography, and printing equipment.

3.3.1.3 Develop and implement a funding plan to increase wattage and acquire a digital transmitter for WANM 90.5 as well as convert FAMU-TV 20 to digital by 2012.

Goal 3.4: Enhance the productivity of research by SJGC faculty.

- Strategy: 3.4.1: Identify research areas that are of high interest to faculty and will help position FAMU SJGC as a research powerhouse for issues affecting people of color.

Performance measures:
3.4.1.1 Annually provide resources and modify faculty course loads to promote research productivity.

3.4.1.2 Increase presentations by faculty and students at conferences by 10%.

3.4.1.3 Work with faculty to ensure at least four significant research proposals are generated annually.

**Strategic Initiative 4: Enable excellence in University Relations and Development**

**Goal 4.1: Enhance FAMU SJGC’s visibility and the school’s relationship with potential students, employers, supporters and donors.**

- Strategy 4.1.1 Improve promotional materials

  Performance measures:

  4.1.1.1 Update SJGC website at least weekly to showcase major events, student and faculty accomplishments.

  4.1.1.2 Generate E-Criterion at least twice a year and send out e-blasts more frequently as appropriate to students, alumni, major supporters and other key stakeholders.

  4.1.1.3 Conduct annual survey with Career Fair and internship partners with at least 85 percent reporting satisfactory experience.

  4.1.1.4 Increase the number of SJGC business partners by 20 percent by 2015.

  4.1.1.5 Strengthen relationships with area high schools and community colleges to identify perspective students.

**Goal 4.2: Expand SJGC’s fundraising efforts and results.**

- Strategy 4.2.1 Expand donations from alumni, faculty, staff, corporations and other SJGC stakeholders.

  Performance measures:

  4.2.1.1 Document the percentage of SJGC alumni who give and increase to 20 percent by 2015.

  4.2.1.2 Increase level of corporate sponsorship and grants by at least 25 percent by 2015.

**Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity and inclusiveness.**
Goal 5:1 Produce diverse and culturally astute graduates for the global workforce.

- Strategy 5.1.1 Prepare a largely African American student population to compete in the global workforce.

  Performance measures:

  5.1.1.1 Provide a diverse listing of speakers and newsmakers.

  5.1.1.2 Encourage student participation in diverse projects.

  5.1.1.3 Encourage students to participate in study abroad and other international travel.

- Strategy 5.1.2 Promote diversity and inclusion among faculty, staff and students.

  Performance measure:

  5.1.2.1 Schedule at least one forum /colloquium featuring research or presentations that address internationalization, diversity and inclusiveness issues.

- Strategy 5.1.3 Encourage international students and faculty to share experiences with the School’s students and faculty.

  Performance measure:

  5.1.3.1 Encourage the involvement of the School’s participation in international programs by at least one event each year.

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Adopted
Amended
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