

# STRATEGIC PLAN FOR THE DEPARTMENT OF COMMUNICATION STUDIES 2014-2020

## Mission of the Department

Consistent with the broader mission of The College of New Jersey and the School of the Arts and Communication, the Department of Communication Studies aspires to produce graduates who are lifelong learners, scholars and practitioners able to use the skills and knowledge acquired here to build productive and fruitful careers and to sustain and advance their communities. Toward those ends, we aim to be exemplary in the integrated study of theory, history and practice in our field. We will provide strong fundamental instruction and ample opportunity for individual development and self-expression. We will strive to maintain a high-quality learning environment, both culturally and materially.

## Strategic Plan

This document will integrate Department philosophies and approaches to the discipline with near-term and long-term objectives and identify loci of responsibility and need of both aspirations and supporting resources as required. The Department strives both to maintain and to improve upon past standards of performance and to those ends bases much of the content of this Plan on the two assessments of the Department made by outside observers (Kreps and Kingdon) in 2010. It takes into account the growing national reputation of the Department, its reputation as a leader in student-faculty engagement and its continuing growth in enrollment and demand.

The Plan is categorized by subject: Curriculum and Learning, Facilities and Equipment, Recruitment and Retention and Faculty/Staff Development. Each of these is further divided by locus of action: Department-wide, specific to a single specialization or within the purview of the Radio/TV Center. It should be noted that though the Radio/TV Center is neither administratively nor fiscally integrated into the Department, it is nonetheless the main source of facilities for the Radio/TV/Film program and functionally closely allied to the Department. This relationship is historical and a vestige of the old Media Center.

<b>CURRICULUM &amp; LEARNING</b>				
<b>DEPARTMENTAL GOALS</b>				
<b>GOAL</b>	<b>STRATEGY</b>	<b>ASSESSMENT INDICATORS</b>	<b>CYCLE/TIMEFRAME</b>	<b>SITE OF RESPONSIBILITY</b>
A. Integrating the discipline's organizing principles, history and practices/practitioners into the curriculum	Monitoring of syllabi, archived samples of student written work and project portfolios, periodic student progress reviews	Quality of student work, successful completion of coursework and project work	Ongoing (annual)	Department, conducted individually by each specialization
B. Integrating critical thinking and ethical behaviors into the curriculum	Teaching the role of freedom of expression in communication issues, analysis and craftsmanship of message, social impact of content	Periodic student progress reviews, review and analysis of student work	Annual	Department, conducted individually by each specialization
C. Inculcating student mastery of effective communication & professional skills	Post-graduation feedback, exit interviews, LinkedIn and other social media sites	Writing, speaking and crafting mediated messages effectively	Ongoing (continual)	Department, conducted individually by each specialization, Alumni affairs, development

D. Teaching of problem-solving & effective production skills	Periodic reviews of student work, internship outcomes; evaluation of alumni feedback and career outcomes	Organizing & leading problem-solving & media production efforts in communication strategies	Annually	Department
<b>PUBLIC/MASS COMMUNICATION GOALS</b>				
A. Developing a Public Relations minor and/or certificate	Coordinated curricular development among P/M faculty and Marketing department	Launching of minor/certificate program(s)	2-5 years	Selected Faculty and Chair
B. Developing a Health Communication minor and/or certificate	Coordinated curricular development among Health Comm. faculty	Launching of minor and/or certificate program(s)	2-5 years	Health Comm. Faculty and Chair
C. Developing a Broadcast Journalism minor	Coordinated curricular development among P/M and RTF faculty	Launching of minor	3-6 years	Selected Faculty and Chair
<b>RADIO/TV/FILM GOALS</b>				
A. Enriching the Radio/TV/Film curriculum: social & critical content	Coordinated curricular development among RTF faculty	Increased/revised course offerings within the RTF specialization	3-5 years	RTF Faculty

B. Expanding course offerings in RTF	Coordinated curricular development among RTF faculty and TV Center Manager	Courses created in sound, production management, other related areas of specialization	3-6 years	RTF Faculty, TV Center and Chair
C. Hiring new fulltime faculty	Seeking faculty with sound recording/editing skills and production management experience	Fill gaps in the present production curriculum	3-5 years	Department
D. Developing film & media studies curriculum and/or minor	Coordinated curricular development between RTF faculty	Add to existing offerings in the area: history and theory courses	2-3 years	RTF/PM Faculty
<b>INTERPERSONAL/ ORGANIZATIONAL GOALS</b>				
A. Expanding and enriching of the existing curriculum	Develop growing areas of interest: family communication, crisis communication etc.	Bringing Department curriculum into line with the best similar programs in comparator institutions	3-6 years	I/O Faculty and Chair
B. Hiring an additional fulltime tenure-track faculty member in the I/O specialization	Work with Dr. Stuber to identify areas within the field that will strengthen course offerings and position the specialization for future growth	Student feedback, demonstrated need for expansion of subject areas	3-6 years	I/O Faculty, Chair, Dean

<b>FACILITIES AND EQUIPMENT</b>				
<b>DEPARTMENTAL GOALS</b>				
A. Developing a study/observation lab equipped with audience response technology for I/O and P/M faculty research	Work with Dean and Provost to fund equipment and identify space to house a lab	Research programs developed by P/M and I/O faculty	Urgent; this is an element of the 1988 Kendall Hall refurbishment plan that was never implemented	Chair, Dean, Provost
B. Establishing a Trenton satellite office	Work with Dean and Provost to identify space for Dept. in Trenton satellite campus	Usefulness for P/M & I/O research projects and possible base for documentary filmmaking	1-3 years	Department, Dean, Provost, other parties invested in satellite campus
<b>RADIO/TV CENTER GOALS</b>				
A. Develop a plan to make the TV studio functional and to properly maintain the equipment therein	Petition the College for funding; hire consultant to specify equipment and supervise installation	Replacing of all video and audio hardware in the TV studio: restoration of studio to functionality, replacement of outmoded video formats	Urgent; this is ten years past due	RTVF Center manager and Chair, Dean and Provost
B. Improve functionality of the post-	Petition the College for funding; hire a	Current quantity and arrangement of editing	Urgent; this is ten years past due	RTVF Center manager and Chair, Dean and

production lab component: creating a dedicated video editing teaching lab	consultant to specify equipment and supervise installation	facility is inadequate: success equates to acquisition of new lab		Provost
C. Hiring a radio/TV engineer	Petition the College for funding; hire a qualified audio/video engineer	Developing an ongoing plan for the maintenance and support of the TV studio, video/audio field equipment and radio station	Urgent; this has been an issue since the retirement of Robert Maarberg	RTVF Center Manager, Chair, Dean, Provost
<b>STUDENT RECRUITMENT &amp; RETENTION</b>				
<b>DEPARTMENTAL GOALS</b>				
A. Developing Strategic Comm. & Health Comm. Certificate programs	Evaluate resources required, submit proposals to curriculum committee, Dean, etc.	Demand for programs	2-4 years	Department, Dean
B. Developing better coordinated marketing and recruitment strategies	Develop marketing materials, web presence, networking with high schools and county colleges	Resultant (presumed) improvement in quality of students admitted	2-6 years	Department, Admissions
C. Developing greater input to and control of the admissions process	Develop screening strategies for incoming students: pre-major applications, filtering, portfolio reviews, etc.	Resultant (presumed) improvement in quality of students admitted	1-5 years for initiation phase, ongoing once initiated	Department

D. Developing a comprehensive plan to deal with continuing demand for places in the major	Establish periodic reviews of student work, specifically a sophomore review, and more regularized course sequencing	Weeding-out of students not suited to the major	1-5 years for initiation phase, ongoing once initiated	Department
E. Building community and cultural space within the major. Funding and coordinating speakers, career workshops, skills training, exchanges between students and faculty outside the classroom.	Consider reviving something like the “TTP Workshop” and other seminar sessions to bring all constituents together. Revive Department career workshops, continue and improve internship workshops. Align speakers with specializations, certificate programs, curricular needs	Greater sense of belonging and engagement within the major. Improved lines of communication between students and faculty/staff.	Already begun: 0-5 years, ongoing once established.	Department
<b>FACULTY/STAFF DEVELOPMENT</b>				
<b>DEPARTMENTAL GOALS</b>				
A. Hiring additional support staff for certificate programs	Assess the additional workload	Ability to administer additional programs effectively	2-4 years	Department, Dean, Provost
B. Acquiring reassigned time for area	Identify faculty/staff who are carrying extra	Compensation for these responsibilities will be	2-4 years	Department, Dean, Provost

coordinators	responsibilities for area coordination, certificate programs, etc. and determine fair and reasonable compensation	in place		
C. Opening new global teaching opportunities	Work with Center for Global Engagement to identify viable locales and subject areas to pursue	Enrollment in new global programs	1-6 years	Department, Faculty, Global Engagement Office
D. Refurbishing Kendall Hall offices	Work with Dean and Facilities to identify needs and timelines for refurbishment plan	Soiled carpets replaced, walls painted, leaking windows replaced, etc.	1-3 years	Department, Dean, Facilities, Provost
E. Establishing a “Distinguished Visiting Faculty” line to permit hiring of outstanding scholars and practitioners in the field as guest professors	Work with Dean and Provost to develop a model that will achieve this	Guest faculty have been brought to campus, teaching and research, student engagement assessed	3-6 years	Department, Dean, Provost