K-State 2025 Strategic Action and Alignment Plan Template for Departments
College or Major Unit: COAS
Department: A.Q. Miller School of Journalism and Mass Communications

1. **What are your Department's mission and vision and how does your organization contribute to achieving the University's and your College's/Major Unit's vision for K-State 2025?**

    The A.Q. Miller School of Journalism and Mass Communications is in the College of Arts and Sciences, the academic foundation of Kansas State University. The mission of the A.Q. Miller School is to
    *   Pursue knowledge through creative works, scholarly research, and innovative teaching
    *   Encourage professional competencies, critical thinking, ethical decision-making, and social responsibility
    *   Serve our constituents as defenders of free expression in a dynamic, multicultural society

2. **What are your Department's _key_ strategic activities and outcomes?**

3. **Identify [in brackets] which of your Department's strategic outcomes are directly linked to your College's/Major Unit's outcomes.** *(If your Department or similar unit is not in a College or Major Unit, skip this question.)*

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
What we plan to do…	*What we expect to happen…*	*What we expect to happen…*	*What we expect to happen…*
1. Academic Programs			
a. Expand partnerships across campuses (Manhattan, Olathe, Salina), especially MS/Ph.D. collaboration with other departments (Fulfills COAS Theme VI and University Theme 3. Goals/Outcomes T3-E and T3-G, Metrics T3-5, T3-7, & T3-8)	**Begin a colloquium series with like-minded communications' departments across campus, including Communication Studies (COM) & Agricultural Education (AGCOM)**	**Continue expansion of the colloquium series**	**Evaluate and assess the effectiveness of the colloquium series with COM and AGCOM**
	Explore interdisciplinary graduate courses, including professional courses, that may be taught across JMC, COM, and AGCOM graduate curriculum	**Offer cross-listed graduate level programs**	**Evaluate and assess the effectiveness of the classes cross-listed with COM and AGCOM**
	Explore creating a jointly administered, online interdisciplinary master's program built on common strengths in JMC, COM, and AGCOM	**Create a jointly administered interdisciplinary online master's program that builds on the common strengths in JMC, COM, and AGCOM**	**Evaluate and assess the effectiveness of the online master's program**
	Explore the feasibility of a specialized interdisciplinary Ph.D. program that builds on the common strengths, such as risk, crisis, and health communication, found in JMC, COM, and AGCOM	**Create an interdisciplinary Ph.D. program that builds on the common strengths found in JMC, COM, and AGCOM**	**Begin an interdisciplinary Ph.D. program based on the strengths of JMC, COM, and AGCOM**

b. Expand the JMC international studies program (COAS Theme V, X and University Theme 2, Goals/Outcomes T2-B & T2-H, Metrics T2-1 & T2-7)	**Continue current programs in Germany and Sweden and create undergraduate and graduate exchange programs with universities in Costa Rica, Great Britain and other countries** **Identity funding sources to assist faculty and students wishing to participate in these exchange programs**	**Provide scholarships for students who wish to study abroad** **Provide funds for faculty to participate in current study abroad programs and to develop new study abroad initiatives**	**Evaluate and assess the effectiveness of the study abroad programs in Costa Rica, Great Britain, and other countries** **Continue to explore new avenues for study abroad**
c. Continue outreach, recruitment and retention of a diverse student population, including students from economically disadvantaged populations (COAS Themes V, X, and University Theme 2, Goals/Outcomes T2-B, T2-G & T2-H, Metrics T2-6 & T2-7)	**Create formal peer-mentoring program through establishing relationships between JMC majors and incoming majors** **Create scholarships for pre-majors as a specific recruitment tool**	**Evaluate and improve peer-mentoring program** **Fundraise to increase endowments for scholarships for pre-majors**	**Continue evaluation of peer-mentoring program** **Evaluate effectiveness of scholarships in recruiting and retaining students**
d. Create an advising system that facilitates undergraduate student articulation through the program in a reasonable and timely progression (COAS Themes V, X, and University Theme 2, Goals/Outcomes T2-B, T2-G & T2-H, Metrics T2-6 & T2-7)	**Pursue COAS and University resources to provide undergraduate advising services to meet demands for the number of students JMC serves by adding advisers to the JMC undergraduate advising office to advise each sequence: AD, JDM, and PR**	**Create an Office of Advising to retain students and to free faculty so faculty may pursue research and creative activities**	**Evaluate effectiveness of the Office of Advising on student retention and faculty productivity**
2. Online and Distance Education **a. Offer electives and course required for the JMC minor online (COAS Theme V and University Theme 2, Goals/Outcomes T2-B and T2-7)** **b. Create online certification programs that enrich special skills areas such as secondary education in journalism and mass communications (COAS Theme VI and University Theme 3, Goals/Outcomes T3-E)**	**Add courses such as MC 466 to existing online course offerings** **Begin a non-degree certification of high school teachers of journalism to enhance their skills and understanding of communication issues and their application in the secondary education classroom**	**Explore adding additional JMC courses online** **Continue the non-degree certification program for journalism high school teachers** **Explore an online master's program for secondary education teachers**	**Evaluate online course offerings, especially the effectiveness of the classes offered online for the JMC minor** **Evaluate and assess the non-degree certification program for journalism high school teachers** **Begin an online master's program for secondary education teachers**

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3. Faculty Development			
a. Create an endowed faculty position for each of the three JMC sequences (COAS Theme III and University Theme 5, Goals/Outcomes T5-A, T5-E & T5-H, Metrics T5-2 & T5-3)	Identify key alumni and friends for each of the sequences (AD, JDM, and PR) to build relationships for funding endowed chairs and faculty research and creative activity	Use fundraising activities to create endowed chairs in AD, JDM, and PR	Expand endowed chair initiative to create additional chairs for the sequences
b. Support faculty research and creative activity to increase faculty productivity (COAS Theme III and University Theme 5, Goals/Outcomes, Goals/Outcomes T5-A, T5-E & T5-H, Metrics T5-2 & T5-3)	Increase the endowments for the current JMC endowed chairs (Beach Chair and Seaton Chair), which are not unit specific	Continue to increase the endowments for the current JMC chairs (Beach Chair and Seaton Chair), which are not unit specific	Continue fundraising for the Beach and Seaton chairs
	Increase funding for faculty research and creative activity through grants and fundraising, especially in areas of health and risk communication	Use fundraising activities to create endowments for research and creative activities	Continue fundraising for endowments for research and creative activity
	Assist faculty with grant writing through the Office of Research and Sponsored Programs	Continue assistance with grant writing	Evaluate effectiveness of grant writing activities
4. Facilities Enhancements			
Design and construct a new facility to house almost all A.Q.Miller School activities and programs under one roof as faculty are currently scattered in three buildings (COAS Theme IV and University Theme 6, Goals/Outcomes T6-D, T6-E, T6-G, T6-H, T6-J, & T6-K)	Design a new facility

Create a "bricks and mortar" fund for alumni and Miller School friends' contributions | Begin building the new facility

Continue the fundraising campaign | Move into the new state-of-the-art facility

Continue fundraising for upkeep of new facility |

4a. **What resources and/or opportunities <u>exist</u> for your Department to achieve its vision and outcomes?**

Currently, about one-third of JMC's operating budget comes from state resources, and this amount will not grow in the future. Our other funds come from non-scholarship foundation accounts.

4b. **What resources and/or opportunities are <u>needed</u> for your Department to achieve its vision and outcomes?**

We estimate that we will need at least three additional faculty over the next five years to meet the needs of the undergraduate and graduate programs and their research and creative activities. We also know we will need funding to support our current and anticipated advising and technological needs as well as to expand our courses at the graduate and undergraduate levels.

5. **How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?**

We propose an aggressive fundraising campaign and external partnerships to support student scholarships and advising, to provide faculty with endowed chairs and monies for research and creative activity, and to build a new facility to house the A.Q. Miller School.

6. **How does your plan link to the K-State 2025 themes/common elements, outcomes, and university metrics?** *(Use the K-State 2025 University Strategic Action Planning Alignment Checklist to identify those linkages.)*