2015-2020 Strategic Plan

Develop the Human, Intellectual, Physical and Technical Resources of the College

Prepare Undergraduate Students for Leading Roles in an Information-driven Society

Enhance the Graduate Education in the College in all of its programs

Promote Research that Deepens and Maximizes Social, Intellectual and Economic Opportunities for all Citizens

Improve the Quality of Life of Kentuckians through Outreach, Engagement, and Public Service

Promote Excellence in Inclusion and Diversity Across the College

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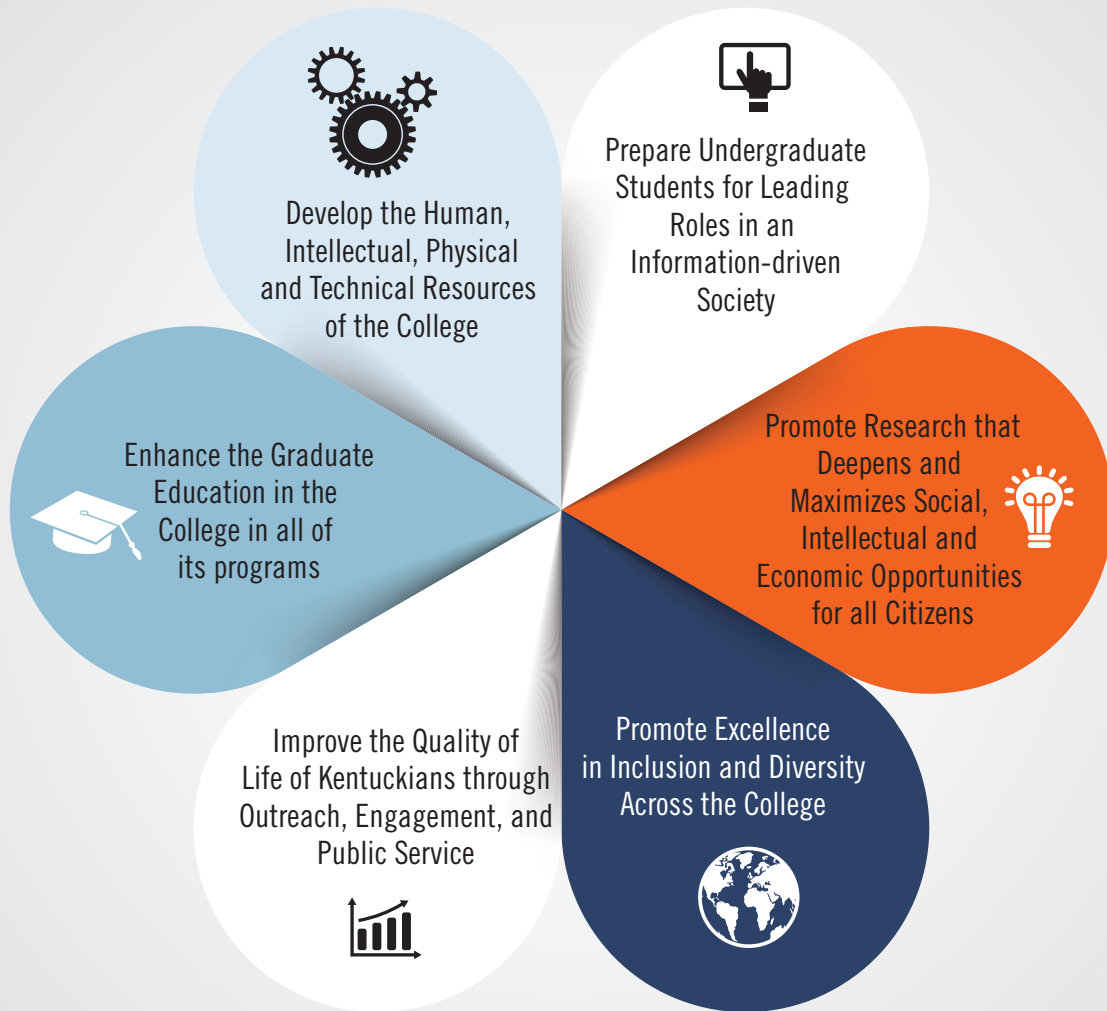### UNIVERSITY OF
KENTUCKY®
College of Communication and Information

EXECUTIVE SUMMARY:

MISSION

The College of Communication and Information is dedicated to improving people's lives through excellence in research, service, education and training for undergraduate and graduate students in the multicultural, multiethnic global society of the information age. Our primary mission is to teach students how to communicate effectively, to obtain and evaluate information, to create, produce and disseminate effective communication messages, to make strategic use of knowledge and to undertake research programs that contribute to the advancement of the Commonwealth and beyond. We seek to promote civic responsibility, service learning and diversity.

VISION

The College of Communication and Information aspires to be a national leader at the undergraduate and graduate levels among public research universities in the fields of Communication, Information Communication Technology, Information Science, Integrated Strategic Communication, Journalism and Media Arts and Studies.

BRIEF HISTORY

The College is part of Kentucky's rich tradition in communication and information studies, which trace their roots back to the publication of the state's first newspaper in 1785. The College has played a key role in training professionals in these fields since the 1890s when the first courses in journalism were offered. Throughout the years, the College and its units have enjoyed remarkable leadership, exemplified by visionaries such as Enoch Grehan (1869-1939), who was instrumental in advancing the University's daily newspaper as well as fundraising for the construction of the first University building dedicated entirely to one of the College's units. The College was created in its present form in 1993 after a merger of the College of Communications with the College of Library and Information Science. A more detailed timeline can be found online for your reference at: https://ci.uky.edu/ci/history.

UNITS
- Department of Communication
- Department of Integrated Strategic Communication
- School of Journalism and Telecommunications
- School of Information Science
- Graduate Programs in Communication

OVERVIEW

The digital media age in which we live presents an array of exciting opportunities coupled with challenges that cannot be addressed without brilliant students, faculty and professionals working together in collaborative ways. The College has a pivotal role within the University because it has responsibility for educating students about information and communication technology, the basis for learning across all disciplines.

The College has a strong reputation for prioritizing student success. Our retention and graduation rates for undergraduates are among the highest at the University of Kentucky. The College's emphasis on

quality has resulted in rapid growth not only in majors and minors, but also in overall student credit hour production. Changes in technology mean new ways of doing the basic work of the College. All College units prepare students for work that is increasingly dependent on new technologies, all of which are changing at an increasingly rapid pace. The nature of what students need to be prepared for is in constant flux. For these reasons, this plan includes a high degree of flexibility.

The College seeks to be a national leader at the undergraduate and graduate levels among public research universities. Our special initiatives include annual conferences and lecture series; study abroad programs; internship programs; and research centers that focus on contemporary issues in media, technology, communication, and related policy issues. Such centers and areas of excellence include the Dissemination and Implementation Sciences Consortium; the Health Literacy Colloquium; the Innovation Network for Entrepreneurial Thinking, the Scripps Howard First Amendment Center, the Institute for Rural Journalism and Community Issues and the Risk and Disaster Communication Center. As a College, we value integrity, academic and scholarly excellence, mutual respect and human dignity, diversity and inclusion, academic freedom, shared governance, work-life sensitivity, civic and community engagement, social responsibility, freedom of expression and innovation and entrepreneurship. We seek to incorporate these ideals in everything we do.

The College recognizes that there are external constraints that at times limit the availability of resources needed to achieve its goals and objectives. The College also recognizes its responsibility to leverage existing and potential additional resources to reach the maximum desired results. The College notes that it is a net generator of income for the University, and that this status provides support for proposals for additional investment by the University to enhance the College's programs and services. To meet the objectives for the goals that follow, the College will seek additional resources from the University and additional flexibility in using those resources. At the same time, the College is committed to increased fundraising and entrepreneurial activity to generate additional revenue.

Although the goals listed in the strategic plan are numbered, they are not rank ordered. The details are meant to address the overarching goal of excellence in education in the three related realms of teaching, research and service. The College's 2015-2020 Strategic Plan is aligned with the University's 2015-2020 Strategic Plan to ensure success not only with our students but also for the Commonwealth.

Strategic Goals

To realize its vision over the next five years, the College of Communication and Information will seek to realize six interrelated strategic goals.

Goal 1: Develop the Human, Intellectual, Physical and Technological Resources of the College
Goal 2: Prepare Undergraduate Students for Leading Roles in an Information-driven Society
Goal 3: Promote Research that Deepens and Maximizes Social, Intellectual, and Economic Opportunities for all Citizens
Goal 4: Promote Excellence in Inclusion and Diversity Across the College
Goal 5: Improve the Quality of Life of Kentuckians through Outreach, Engagement, and Public Service
Goal 6: Enhance the Graduate Education in the College in all of its programs

Goals and Objectives

Goal 1: Develop the Human, Intellectual, Physical and Technological Resources of the College

Objective 1.1: Establish integrated digital resources to promote faculty engagement, student success, and infrastructure support which will establish the College as a leader in advanced information and communication technologies.

Strategy 1.1.1: Develop a formal proposal for an integrated digital media commons.

Strategy 1.1.2: Increase the number of collaborative learning spaces, professional studios, laboratories, research facilities, and proof-of-concept centers to improve overall academic program quality.

Strategy 1.1.3: Implement a rigorous and on-going assessment of technology and infrastructure sustainability (including hardware refresh cycles) to determine the effectiveness of using technological enhancements to continuously improve the quality of knowledge creation and student learning in the College.

Strategy 1.1.4: Expand efforts to monitor and support all advanced information and communication technologies infrastructure and related technologies.

Strategy 1.1.5: Provide professional development opportunities to encourage faculty and student engagement with technology-assisted instruction and high quality research.

Strategy 1.1.6: College Technology Officer (CTO) will assist in the integration of advanced information and communication technologies within the College and with UKAT.

Strategy 1.1.7: Create a proof-of-concept laboratory equipped with various technologies to assist with teaching and research, advanced information and communication technologies decisions, information dissemination, and engagement both on and off campus.

Objective 1.2: Provide multiple sources and opportunities for using advanced information and communication technologies and multimedia equipment in campus learning spaces, which will prepare students for leading roles in an information-driven economy.

Strategy 1.2.1: Ensure that all students in the College have access to, and graduate with, appropriate competencies in advanced information and communication technologies literacies.

Strategy 1.2.2: Develop internship opportunities for students in media, communication, information studies, web development, database design, and advanced information and communication technologies integration throughout the College.

Objective 1.3: Provide a stable infrastructure to develop, support and retain staff, faculty, and students.

Strategy 1.3.1: Develop a robust budget to fund and update innovative advanced information and communication technologies hardware – including hardware refresh cycles, software purchasing, and technical support.

Strategy 1.3.2: Establish short-term physical space that will provide a stable infrastructure to enhance teaching and research with advanced information and communication technologies.

Strategy 1.3.3: Create a technology and infrastructure assessment plan to determine whether student learning and research is maximized.

Goal 2:   Prepare Undergraduate Students for Leading Roles in an Information-driven Society

Objective 2.1: Recruit, retain, and graduate in a timely manner more high-ability, diverse students.

Strategy 2.1.1: Enhance marketing and communication efforts to recruit high-ability students.

Strategy 2.1.2: Increase faculty numbers to improve student/faculty ratio and academic program quality.

Strategy 2.1.3: Implement a rigorous and on-going assessment of program effectiveness using research-based curricular enhancements to continuously improve student learning.

Strategy 2.1.4: Expand efforts to monitor student progress toward degree completion and implement a robust set of intervention and support strategies.

Strategy 2.1.5: Enhance the quality and opportunities for student career development (e.g., service learning, study abroad, internships).

Objective 2.2: Through CCI, students at the University will have opportunities to graduate with appropriate competencies in oral and written communication including media literacy, information literacy, and visual literacy.

Strategy 2.2.1: Collaborate with the units to develop appropriate competencies in oral and written communication including media literacy, information literacy, and visual literacy.

Objective 2.3: Continue to focus on strategic growth.

Strategy 2.3.1: College should be prepared to develop new academic programs when there is a need on campus that ties into the natural strengths of the College.

Objective 2.4: Leverage the immense resources of the college utilizing advanced information and communication technologies in the teaching process to improve student learning.

Strategy 2.4.1: Provide appropriate opportunities of professional development to encourage faculty engagement in technology-assisted instruction.

Strategy 2.4.2: Invest in appropriate College wide technology resources to enhance in-classroom and online education.

Strategy 2.4.3: Provide incentive for faculty to develop effective online courses and/or reimagine courses using technology in classroom and on assignments.

Strategy 2.4.4: Become the College known for delivering highly effective and engaging courses via online learning.

Objective 2.5: Expand and enhance space available for academic pursuits.

Strategy 2.5.1: Reallocation of existing space and construction of new academic buildings.

Strategy 2.5.2: Invest in appropriate teaching technologies to ensure all students have equal access to state-of-the-art hardware and software in order to maintain leadership in developing innovative uses for information and communication technologies.

Objective 2.6: Continue to assess the success of graduates in relation to their field of professional preparation.

    Strategy 2.6.1: Track the employment of graduates.

    Strategy 2.6.2: Establish social media connections to keep graduates in touch and engaged.

Goal 3:   **Promote Research that Deepens and Maximizes Social, Intellectual, and Economic Opportunities for all Citizens**

Objective 3.1: Develop research, scholarly, and creative activities that enhance the wellbeing of the people in the Commonwealth and around the world.

    Strategy 3.1.1: Schedule periodic research seminars to provide faculty members an opportunity to share their current research with the College.

    Strategy 3.1.2: Schedule at least one research workshop in the fall and spring semesters to provide research related information/training to faculty members.

Objective 3.2: Stimulate research-based entrepreneurial activity.

    Strategy 3.2.1: Clarify the College's current efforts regarding entrepreneurship.

    Strategy 3.2.2: Enhance resources to support entrepreneurial activity.

    Strategy 3.2.3: Engage in efforts to make the College more visible to industry.

Objective 3.3: Stimulate faculty involvement in extramurally funded research.

    Strategy 3.3.1 Develop incentives to increase funded research portfolio.

    Strategy 3.3.2: Enhance training on and opportunities for grant writing.

    Strategy 3.3.3: Increase college support for grant writing.

Objective 3.4: Stimulate faculty involvement in interdisciplinary and translational research.

    Strategy 3.4.1: Provide resources and funding for seed money to stimulate collaborative interdisciplinary and translational research.

Strategy 3.4.2: Communicate with other colleges' associate deans for research to explore opportunities to develop interdisciplinary and translational research projects.

Goal 4: Promote Excellence in Inclusion and Diversity Across the College

Objective 4.1: Improve the overall workplace climate in the College of Communication and Information

Strategy 4.1.1: Establish benchmarks to measure the workplace climate.

Strategy 4.1.2: Develop programs to address climate dimensions that need improvement.

Strategy 4.1.3**:** Assess progress through a follow-up survey.

Strategy 4.1.4: Engage college members in biennial diversity/workplace climate survey.

Objective 4.2: Invest resources in support of increasing faculty, staff and student diversity within the College.

Strategy 4.2.1 Participate in student recruitment events that encourage diverse applicants, including international and graduate students

Strategy 4.2.2: Seek a diverse applicant pool from which to hire new faculty and staff.

Strategy 4.2.3: Engage alumni from underrepresented groups to be involved in our recruitment, retention and progress evaluation efforts.

Strategy 4.2.4: Ensure diversity in College and program level advisory boards.

Strategy 4.2.5: Evaluate efforts made toward student, faculty and staff recruitment.

Objective 4.3: Increase the understanding of diversity that recognizes its importance to the educational community and its role in the curricula.

Strategy 4.3.1: Educate students, staff and faculty about the moderators and benefits of diversity and inclusion.

Strategy 4.3.2: Collaborate with undergraduate recruiters to develop strategies for recruiting students from underrepresented populations.

Strategy 4.3.3: Encourage faculty to offer students increased opportunities for study abroad. Encourage and support student participation.

Strategy 4.3.4: Review curricula to determine the degree to which it promotes diversity and inclusion.

Objective 4.4: Strengthen partnerships and collaborative programs that provide opportunities for the College's faculty, staff and students to experience diversity and to promote diversity.

Strategy 4.4.1: Develop partnerships with local, regional, statewide, and international organizations that promote diversity and inclusion.

Strategy 4.4.2: Encourage and support faculty, staff and student participation in national and international conferences and events that attract diverse audiences.

Strategy 4.4.3: Provide a method for assessing partnerships that encourage faculty, staff and students to engage and experience diversity and inclusion.

Goal 5: Improve the Quality of Life of Kentuckians through Outreach, Engagement, and Public Service

Objective 5.1: Enhance faculty and staff connections with the community through outreach, engagement, and public service.

Strategy 5.1.1: Develop a common understanding of engagement and its relationship to teaching, research, creative activity, outreach, and public service.

Strategy 5.1.2: Increase the number of courses with an engagement component.

Strategy 5.1.3: Adopt promotion and tenure guidelines throughout the College that assess and reward engaged scholarship.

Strategy 5.1.4: Provide incentives and recognition for faculty, staff and student outreach and engagement activities.

Strategy 5.1.5: Engage students throughout the College in service to the community and abroad.

Objective 5.2: Enhance community access to University knowledge and expertise.

Strategy 5.2.1: Adopt College, department, and unit mission statements that reflect linkages with their natural community constituencies and counterparts.

Strategy 5.2.2: Collaborate with local, regional, national and global partners to disseminate research and promote best practices.

Strategy 5.2.3: Pursue research and apply best practices to improve lives in and beyond Kentucky.

Objective 5.3: Enhance external recognition and funding of University outreach, engagement, and public service.

Strategy 5.3.1: Secure external support to expand engagement activities.

Strategy 5.3.2: Secure external funding and recognition for outreach, engagement, and public service initiatives.

Goal 6: Enhance Graduate Education in the College in all of its programs

Objectives 6.1: Review Graduate Education in the College and Its Different Programs.

Strategy 6.1.1: Implement a rigorous and on-going assessment of graduate programs effectiveness.

Strategy 6.1.2: Monitor student progress toward degree completion and implement a robust set of intervention and support strategies.

Strategy 6.1.3: Continue to assess the success of graduates in relation to their field of professional preparation by tracking the employment of graduates

Objectives 6.2: Identify the strategic foci and review the curricula of Graduate Education in Its Different Programs.

Strategy 6.2.1: Clarify Graduate Education's approaches to acquisition and dissemination of knowledge that best reflect the strategic directions of the programs.

Strategy 6.2.2: Define Graduate Education's focal fields of study within programs that best reflect the strategic direction of the programs.

Strategy 6.2.3: Review areas of specialization in Graduate Education that best reflect sustainable academic productivity within a supportable critical mass of faculty consistent with the strategic direction of the programs.

Strategy 6.2.4: Review core curricula that best reflect Graduate Education structure, faculty composition, areas of specialization, and strategic direction of the programs.

Objectives 6.3: Increase faculty and student engagement in Graduate Education.

Strategy 6.3.1: Define what constitutes Graduate Education engagement.

Strategy 6.3.2: Provide opportunities for faculty to engage in Graduate Education in the college as well as a method of assessing engagement.

Strategy 6.3.3: Provide opportunities for students to engage in Graduate Education in the college as well as a method of assessing engagement.

Strategy 6.3.4: Encourage and facilitate greater involvement of graduate faculty in mentoring graduate student research.

Objectives 6.4: Facilitate strategic growth of Graduate Education in the college.

Strategy 6.4.1: Increase the number, diversity, and intellectual quality of graduate students and faculty in the graduate programs.

Strategy 6.4.2: Promote the creation of post-doctoral student positions.

Strategy 6.4.3: Develop a model for Graduate Education programs' staffing and resources.

Strategy 6.4.4: Increase the resources and support for Graduate Education.

Objectives 6.5: Review and develop infrastructure to support Graduate Education in the college.

Strategy 6.5.1: In addition to the two current professional master degree programs in the college, Library and Information Science and Information and Communication Technology, consider the merit of adding additional professional master degree program(s) at the college or unit levels.

Strategy 6.5.2: Consider the merit of, and best placement (college or unit level) for, the academic master degree program.

Strategy 6.5.3: Consider the strategic relevance, effectiveness, and best placement (college or unit level) of the University Scholars program.

Objectives 6.6: Leverage the resources of the college utilizing advanced information and communication technologies in the instructional process to improve graduate student learning.

Strategy 6.6.1: Provide appropriate opportunities of professional development to encourage graduate faculty engagement in technology-assisted instruction.

Strategy 6.6.2: Invest in appropriate college wide technology resources to enhance graduate in-classroom and online education.

Strategy 6.6.3: Take advantage of the university incentive program and/or provide additional incentive for graduate faculty to develop effective graduate online courses and/or reimagine graduate courses using technology in classroom and on assignments. .

Strategy 6.6.4: Leverage the strength of the Library and Information Science professional graduate program across the other graduate programs in the college in order to become the college known for delivering highly effective and engaging graduate courses via online learning.

Objective 6.7: Expand and enhance space available for academic pursuits of graduate faculty and students.

Strategy 6.7.1: Reallocate existing space and construct new academic buildings suitable for graduate education.

Strategy 6.7.2: Invest in appropriate teaching technologies to ensure that graduate students have access to state-of-the-art hardware and software in order to maintain and enhance high quality graduate experience.