**GREENLEE SCHOOL OF JOURNALISM AND COMMUNICATION   
STRATEGIC PLAN FOR 2020-2025**

Approved February 28, 2020

**Mission**

The Greenlee School of Journalism and Communication is committed to a philosophy that draws its goals from the larger purposes of a land grant university as well as its accrediting organization, the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC). The School strives to serve students, the university, professional communicators and the general public of Iowa, the nation and the world through teaching, scholarship, service and professional outreach activities that:

* Educate students for careers in journalism and mass communication.
* Promote an understanding and appreciation of the First Amendment and the role of journalism and communication in all societies.
* Foster theoretical and applied scholarship that improves the practice of journalism and communication.
* Emphasize communication in an increasingly diverse and multicultural world.
* Promote accountability and ethical performance.
* Increase communication effectiveness in a fast-changing technological society.
* Engage in substantial service to the University, the profession and the public.

The activities of the School reflect the University's commitment to excellence in teaching, research, creativity, professional practice and extension, and the University's recognition of the importance of service.

**History**

The journalism program founded in 1905 is grounded in a history of agricultural and technical writing and reporting. The curriculum has expanded with the mass communication industry over the years to include master’s and undergraduate programs with courses including advertising, electronic media, print journalism (newspaper and magazine), public relations, science and risk communication, and visual communication.

The undergraduate curriculum, in accordance with ACEJMC, leads to a bachelor’s degree in advertising, public relations or journalism and mass communication within a liberal arts context. Skills courses prepare students for careers in the mass communication industry and remain the focus of the curriculum supported by theory, management, creativity and problem solving and increasingly important preparation for a fast-changing, technological, multicultural and global work environment.

The graduate curriculum with research and professional tracks leads to a Master of Science degree in journalism and mass communication. Graduates are prepared for entry into doctoral programs and the professoriate, advanced research programs, and for leadership and management roles in communication organizations.

The Greenlee School is one of the the largest units within the College of Liberal Arts and Sciences (LAS). The Greenlee School is the longest continuously accredited journalism and mass communication program in the state and was among the first group of programs to receive initial accreditation in 1948. Greenlee students have won national awards in broadcast, photo and print journalism, advertising and visual communication, and have interned in top communication organizations locally, regionally, nationally and internationally. The Greenlee School celebrated its Centennial in 2005 and its distinguished alumni have been awarded five Pulitzer Prizes and a Presidential Medal of Freedom.

**Core Values**

Iowa State University’s land-grant values, which include **learning, discovery** and **engagement,** are the foundation for the core values of the Greenlee School. **Learning** includes professional skills and liberal education; **discovery** includes scholarship in areas such as science and risk communication, communication technology and policy, journalism education, journalism studies, journalism history, law and ethics, public relations, advertising and visual communication; and **engagement** includes local, regional, national and international service.

**Vision**

The Greenlee School will build upon its award-winning reputation as a national center for excellence in research, teaching and service in advertising, journalism and mass communication and public relations. The School’s culture celebrates inclusivity and trains Greenlee graduates to be ethical practitioners, responsive leaders and global citizens. We will advance the discipline by creating and promoting path-breaking student and faculty activities that can engage the communities and stakeholders served by the Greenlee School. We will also enhance collaborative connections to the campus community by building linkages across interdisciplinary lines. And aligning with the institution’s land grant mission, we will solidify existing industry partnerships while cultivating new relationships that will expand the Greenlee School’s reach.

The specific goals of the School to promote excellence in executing its mission are placed into the categories of **learning, discovery** and **engagement** as outlined below. For each goal we developed strategies for how we will achieve the goal and identified indicators to measure our success.

**LEARNING**

**LEARNING GOAL I: Maintain an undergraduate curriculum responsive to the needs of students and potential employers, maintain a high quality of teaching, and develop and coordinate curriculum delivery to maximize available resources.**

**Strategy A:** Emphasize applied knowledge appropriate for a professional school within a land-grant university.

*Indicators:*

1. A curriculum that maintains a mix of theory and skills-based courses.
2. Productive working relationships with potential employers.
3. A system to formalize partnerships and professional opportunities related to student internships.

**Strategy B:**Refine the curriculum to encourage integration and innovation in skills courses.

*Indicators:*

1. Explore new delivery methods, including distance education and/or a new major to respond to the changing media environment.
2. Expanded offerings of short course intensives that provide cutting-edge skills.
3. Similar course and credit requirements for each major, consistent with ACEJMC standards.

**Strategy C:**Continue incorporating learning outcomes developed by the faculty (in accordance with ACEJMC standards) into courses and other methods of curriculum delivery.

*Indicators:*

1. Maintenance of an outcomes assessment plan.
2. Evaluation of outcomes assessment plan to improve curriculum and instruction.
3. Comply with state requirements for continuous improvement plans for appropriate courses.

**Strategy D:**Provide a capstone experience evaluated by industry professionals and used as an indicator of industry needs.

*Indicators:*

1. Internship data gathered from students to provide indirect measures.
2. Internship data gathered from employers to provide direct measures.
3. Evaluation of internship data to facilitate curriculum adaptation.

**Strategy E:**Continue successful efforts to offer an inclusive curriculum that values diversity and incorporates multicultural viewpoints in courses.

*Indicators:*

1. Implement diversity assessment plans and Greenlee climate survey.
2. Course mapping to track student exposure to diversity topics.
3. Industry assessment of students’ diversity awareness in capstone course evaluations.

**Strategy F:** Provide appropriate facilities, technology and technological support for instruction and administration.

*Indicators:*

1. Efforts to advocate for Hamilton Hall space/lab renovations.
2. Seek additional internal and external funding for support, tools and technologies, as well as equipment and operating expenses.

**Strategy G:** Support high-quality teaching and academic advising.

*Indicators:*

1. Continuous student course evaluations.
2. Identification, development and implementation of other means of evaluating teaching and academic advising.
3. Student advising evaluations.

**Strategy H:** Balance the composition of rank and expertise among instructors who can contribute to theoretical, research and skills‐based courses.

*Indicators:*

1. Number of tenured/tenure-track faculty members hired.
2. Ratio of courses taught by tenured/tenure-track faculty to term faculty.

**Strategy I**: Continue to attract and retain a diverse student body.

*Indicators:*

1. Undergraduate and transfer enrollment/retention data.
2. Prospective student outreach activities (workshops, presentations, events)
3. Scholarships funding to recruit/retain first-generation and underrepresented students.

**LEARNING GOAL II: Refine the brand for the School’s graduate program.**

**Strategy A:**Advance students’ understanding of the central issues and current research areas important to the discipline.

*Indicators:*

1. Student participation in the design, planning, writing and/or implementation of publishable research, especially grant-supported projects.
2. Rigorous foundational courses and flexible special-topics courses and colloquia that add value to the curriculum and address the latest themes and innovations in research.
3. Explore new delivery methods, including certificates, online courses or online programs.

**Strategy B:**Hone students’ problem solving, critical thinking, ethical awareness and ability to design and present independent research and creative projects.

*Indicators:*

1. Completed theses and creative components that reflect a high level of scholarship and contribute to the discipline.
2. Student presentations of research and creative projects at leading conferences.
3. Student enhancement research and related travel.

**Strategy C:**Continue to attract and retain a diverse student body.

*Indicators:*

1. Attainment of optimum enrollment based on faculty‐to-student ratio at the graduate level.
2. Assistantship offers.
3. Recruitment efforts internally (e.g., at ISU) and externally (e.g., at national and international conferences).

**DISCOVERY**

**DISCOVERY GOAL: Enhance the School’s research and creative productivity.**

**Strategy A:**Elevate scholarly output by the faculty and students.

*Indicators:*

1. Publication output in established scholarly and creative venues.
2. Participation in national and international conferences, meetings and symposia in the field.
3. Awards received for scholarly and creative output.
4. Financial support for faculty research and related travel.
5. Publicity generated and acknowledged regarding research.

**Strategy B:**Provide enhanced support and recognition for grant‐writing efforts within the School.

*Indicators:*

1. Number of grants submitted to internal and external organizations.
2. Number of grants funded by internal and external organizations.

**Strategy C:**Facilitate interdisciplinary, collaborative research within ISU and with other universities, industries and organizations.

*Indicators:*

1. Number of collaborative projects proposed, funded and completed.
2. Number of scholars and professionals who visit the School.
3. Number of faculty who are invited to visit other scholarly venues.

**ENGAGEMENT**

**ENGAGEMENT GOAL: Consistent with the mission of our land grant institution, continue the School’s active service role through the examination of communication issues and opportunities for the benefit of campus and state, national and international communities.**

**Strategy:** Serve as thought leader on topics related to journalism and mass communication on ISU’s campus.

*Indicators:*

1. Hosting or co‐hosting (with the University Lectures Committee and other campus organizations) university‐ or college‐level public speakers, workshops or trainings to address journalism and mass communication issues.
2. Engage with Greenlee School’s Advisory Council to connect with media industries and assist with assessment.
3. Number of media mentions of Greenlee faculty.