

GRADY COLLEGE STRATEGIC PLAN 2020

Adopted by the faculty: April 24, 2013

I. Vision

The Grady College will be recognized globally for leadership, excellence and innovation in education, research and outreach in media and communication.

II. Mission

The Grady College serves Georgia, the nation and the world by creating and disseminating knowledge and insights for the professions and the academy. We educate, challenge and inspire future scholars and educators to think critically, ethically and innovatively. As creators, consumers and leaders, these scholars and educators will advance journalism, advertising and public relations, and telecommunications toward a more democratic society and for the public good.

III. Preface

The Present

The Henry W. Grady College of Journalism and Mass Communication is a major contributor to the mission of the University of Georgia, the nation's first public institution of higher learning. The Grady College is home to the University's most significant external program: the Peabody Awards, which celebrates excellence in electronic media. Centers and institutes within the Grady College are known for their excellence in research, teaching and outreach that influence regional, national and global audiences. Students within the Grady College are high achievers with top GPAs and leadership qualities. The Grady College has many graduates who lead media organizations and corporations, set public affairs agendas, pioneer ideas in the creative industries and shape public dialogue around the world. The Grady College has achieved recognition on the strength of student accomplishment, faculty expertise, research productivity, and influential alumni. In sum, the Grady College is lauded as a standard bearer for the University in a recent engagement study.

Moving Forward

The Grady College is prepared to leverage its strengths to build upon the college's reputation for global prominence. Our plan articulates how we do this: provide leadership to meet the dynamic changes in our professions, enhance our scholarship, build on the strength of our graduate programs, improve our engagement with alumni and strengthen alliances with professional partners. Though the goals we have set forth are bold and ambitious, in an accompanying document, the Grady College Operational Plan 2013-20, details are provided as to how progress will be measured in reaching these goals and related resource opportunities.

Strategic Priorities

The Grady College has many programs and activities deserving greater attention and additional resources; however, priorities must be established. Three priorities have been identified within the scope of our mission. By focusing on these areas, the Grady College can achieve its vision.

1. Strengthen the graduate program
2. Enhance the global scope of the Grady College
3. Convene a conversation with the faculty about the Grady College's organizational structure

IV. Specific Goals

Goal 1. Enhance and grow the graduate program

Objective 1. Attract the highest quality student applicants

Action: Provide four years of funding for doctoral students

Action: Provide stipends competitive with peer institutions

Objective 2. Grow the doctoral program to 10-12 new students annually

Action: Provide sufficient funds for student research and travel

Objective 3. Maintain placement of our PhD graduates in research universities

Action: Review graduate curriculum to insure it best serves student needs

Objective 4. Promote collaborative research and creative activity between faculty and graduate students

Action: Develop research teams that revolve around research questions/issues

Action: Identify and secure funds to support this collaborative research and creative activity

Objective 5. Enhance international learning opportunities

Action: Develop graduate study abroad programs

Action: Establish international internship opportunities

Objective 6. Promote cross-disciplinary coursework and research

Action: Facilitate international guest lectures, both face-to-face and using technology

Action: Promote international and cross-disciplinary study through guest lectures, cognate courses and research with students and experts from other disciplines

Objective 7. Maintain a high degree-completion rate

Action: Continue stringent admissions standards based on multiple criteria

Action: Enhance graduate advising by the faculty

Objective 8. Prepare students for leadership positions in professional practice

Action: Maintain and enhance ties with industry professionals

Action: Recruit top caliber professionals to serve as adjunct faculty and to lead workshops (MFA)

Objective 9. Continue development of distance education offerings to accommodate non-traditional students and promote lifelong learning

Action: Develop more certificate and degree programs offered in a low-residency and/or distance format

INDICATORS:

1. Double (at least) the current graduate budget for stipends (approximately \$400,000 per year) to \$800,000.
2. Increase the graduate travel budget to at least \$20,000 per year
3. Place 50 percent of our doctoral graduates in research university positions
4. Establish a graduate sub-committee to review the graduate curriculum every three years
5. Establish topical research and creative activity teams led by faculty mentors with some of these teams involving researchers from other disciplines
6. Establish at least one regular graduate study abroad program
7. Secure at least three international graduate internships
8. Hold a graduate faculty-advising workshop once a year
9. Maintain at least an 85 percent degree completion rate
10. Develop at least one distance MA degree or certificate program

Goal 2. Augment distinguished research, creative activity and scholarship

To strengthen the graduate program the Grady College also needs to enhance and sustain distinguished research, creative activity and scholarship

Objective 1: Promote distinguished research, creative activity and scholarship.

Action: Strengthen incentives and recognition for research, creative activities and scholarship

Action: Increase extramural support from both federal and non-federal sources

Action: Emphasize grant writing, contract writing and creative project proposals as a valued part of the annual evaluation of tenured professors and reward accordingly

Objective 2: Promote research and creative activity that informs and influences scholarship, the professions, public policy and the public

Action: Enhance collaborative, interdisciplinary research and creative activity with other University units, other institutions and the professions

Action: Enhance health and risk communication initiatives at the Grady College and UGA and build health communication initiatives with other institutions

Action: Identify, prioritize and facilitate research that maximizes recognized strengths

Objective 3: Recruit and retain a faculty of distinction

Action: Secure funding for chairs to recruit and retain outstanding faculty members

Action: Provide release time and other opportunities for faculty to enrich conceptual thinking and research and creative productivity

Action: Provide incentives for faculty members to apply for extramural fellowships and programs

Action: Provide opportunities for faculty members to return to professions to renew and refresh their professional skills

Action: Correct salary compression among senior faculty

INDICATORS:

1. Increase grant and contract applications by 50 percent (16 per year to 24 per year) by 2017
2. Increase number of articles in peer-reviewed journals from an average of 38 per year to 40 per year by 2017
3. Increase the number of scholarly books published each year.
4. Increase national and international multi-platform distribution of creative works
5. Enlist faculty members to participate in the Center for Health and Risk Communication
6. Submit at least three cross-disciplinary grant proposals each year with partners in other UGA units
7. Award a Grady Fellowship to one senior faculty member per year
8. Attain three distinguished chairs and two professorships by 2017
9. Attain funding to correct salary compression
10. Increase seed funding for faculty research

Goal 3. Heighten the global scope of the Grady College

Enhance Grady College's world presence and improve efforts to prepare its students to function in a global context

Objective 1: Increase Grady College students' learning in an international context

Action: Have at least one study abroad program—directly or through partnership—on each continent (Antarctica TBD)

Action: Increase the number of Grady College students who study abroad

Action: Facilitate student exchanges and cooperative programs with international media and communication programs

Action: Facilitate international internships

Objective 2: Increase global presence of Grady College's scholarship

Action: Encourage and assist faculty members who seek funding for international programs that will enhance their teaching, research and service

Action: Establish support mechanisms for international research

Action: Increase faculty and student paper presentations at international conferences

Action: Increase invited faculty presentations and guest teaching abroad

Action: Facilitate faculty exchanges with international media and communication programs

Objective 3: Increase international presence in Grady College's learning environment

Action: Create a mentoring program for international students

Action: Underscore the inclusion of international topics in all courses

Action: Partner with non-Grady UGA units to organize programs and visits with an international emphasis

Objective 4: Identify barriers to Grady College's world presence and overcome them

Action: Charge the Grady Global Committee to assess these barriers and a plan to address them

INDICATORS:

1. Create a Grady Global Committee that will coordinate all aspects of Grady's international activity, including study abroad objectives
2. Include "Global Grady" information in Grady College's web page
3. Increase support for study abroad
4. Seek resources for international travel for faculty and graduate students

Goal 4. Infuse diversity and multiculturalism in all areas of the Grady College

The Grady College seeks to engage and educate our students in a learning environment that better prepares them for careers, citizenship and a global future.

Objective 1. Demonstrate the value and benefits of diversity to our students

Action: Educate students that diversity adds value to their educational experiences

Action: Encourage diversity director or equally qualified speaker to discuss the value of diversity and multiculturalism in the large introductory courses

Action: Continue to create diverse/multicultural educational settings for student work and activities

Action: Create better communication about multicultural events, programs and issues.

Action: Hold regular "feedback forums" with students from underrepresented groups

Objective 2. Achieve greater institutional diversity

Action: Increase number of underrepresented faculty, staff, board members and students

Action: Develop innovative mechanisms to attract underrepresented groups

Action: Encourage all faculty and staff to attend diversity workshops

Action: Bring more speakers in to lecture on diversity and related issues at college-wide events

Action: Maintain fund to support the GSPA high school diversity program

Action: Infuse GSPA with more faculty/staff expertise

Action: Consider a student/alumni-mentoring program

Objective 3. Manage diversity effectively

Action: Assess the Grady College's management of diversity (Dean's office)

Action: Annually update the diversity plan (Diversity Committee)

Action: Build and sustain a culture and college experience that acknowledges and celebrates differences and values diversity

Objective 4. Identify barriers to creating a heterogeneous learning environment and transcend them

Action: Charge the Diversity committee to assess these barriers along with a plan to address them

INDICATORS:

1. Increase number of times the diversity director or qualified speaker discusses value of diversity in all introductory (large lecture) courses
2. Increase number of speakers discussing diversity and related issues
3. Increase participation of faculty/staff in diversity training
4. Increase number of faculty applicants from underrepresented groups interviewed and hired
5. Increase number of staff applicants from underrepresented groups interviewed and hired
6. Verify that diversity plan is annually updated
7. Pass successfully ACEJMC's diversity standard during reaccreditation

Goal 5. Consider the Grady College's organizational structure

This would be an innovative structure reflective of the integrated nature of communication in today's world

Objective: Consider an innovative organizational structure for the Grady College with a restructuring to be voted upon by the faculty by June 2015

Action: Create a college-wide committee to design a new structure that identifies and leverages common educational, research and outreach objectives

Action: Survey the faculty to gain insight on appropriate future directions and structure

Action: Consult with leaders at other educational institutions, representatives of the communications professions, leaders of communication industries (all of these broadly defined) on undergraduate and graduate education as well as the creation of new knowledge and its dissemination

Action: Combine these inputs into a reorganization plan. The plan should embrace the latest forms of instruction and means of providing that instruction. It also should address issues of faculty expertise, common facilities and instructional resources.

INDICATORS:

1. Complete survey of faculty
2. Complete consultations with leaders and representatives
3. Create a reorganization plan
4. Present the plan to the faculty for vote by June 2015

Goal 6. Advance professional and conceptual education

Build on our already successful undergraduate program

Objective 1: Integrate core competencies and values into the curriculum

Action: Strengthen the development of critical thinking and effective written and oral communication skills in appropriate formats and technologies

Action: Integrate knowledge and competencies in ethics, theory, research, mass communication institutions, history, law, diversity, management, entrepreneurship, digital media and data analysis into the curricula

Objective 2: Maintain contemporary, innovative curriculum

Action: Increase resources for teaching and training

Action: Review, assess and update curriculum

Action: Teach habits of adaptability and management of change

Action: Strengthen professional development

Action: Maintain and strengthen field study programs

Objective 3: Develop synergies and joint efforts across departments and colleges

Action: Encourage students to enroll in dual degree programs

Action: Encourage students to enroll in certificate programs and University minors

Action: Develop interdisciplinary sports journalism program

Action: Develop cross-college, interdisciplinary programs

Objective 4: Advance college program to assess student outcomes

Action: Increase direct measures of student outcomes

Action: Improve college surveys of students, employers and alumni to evaluate student outcomes

INDICATORS:

1. Identify and add core competencies and values in course syllabi
2. Increase number of digital assignments, exercises and projects in classes
3. Establish \$3 million departmental endowments
4. Achieve successful reaccreditation and program reviews
5. Increase the number of students completing dual degrees, minors and certificate programs
6. Establish the Center for Sports Journalism and Society
7. Elevate John Huland Carmical Distinguished Professor of Sports Journalism to a chair
8. Establish a professorship in public affairs in advertising-public relations
9. Create cross-college and interdisciplinary programs with significant external funding
10. Create orientation meetings for pre-Grady College majors
11. Study and implement better direct measurements and college surveys of student outcomes

Goal 7. Continue outreach and service

Enhance Grady College outreach and public service to students, the professions and our publics

Objective 1. Advance the integrity of public dialogue for engaged citizenship through journalism, communication and media

Action: Offer more lectures, forums and seminars

Action: Provide leadership on critical issues through the College's centers and institutes

Action: Stimulate media discourse that enhances the College's position

Objective 2. Heighten Grady's public engagement and public service profiles and its reputation

Action: Increase presence on national and global organizational boards, and editorial boards

Action: Articulate the College's outreach and service vision components

Action: Identify, develop and promote outreach and public service dimensions of all relevant existing and new College programs

Action: Promote campaigns and capstone class projects

Objective 3. Expand Grady College's commitment to professional education

Action: Leverage partnerships to provide to professional education through workshops, seminars, online certificates and other innovative programs

Action: Respond to the increasing need for mid-career media professionals to learn new competencies and envision new careers

Action: Continue to develop professional and executive in residence programs across the College

Objective 4. Maximize and leverage the beneficial relationship of educational outreach, service activities and other external programs to the College's mission

Action: Reach out to promising middle school and high school students and college communicators, connecting them to the Grady College and its industry partners

Action: Inventory and increase relationships with internship and potential externship partners

INDICATORS:

1. Increase visibility with more programs, expert analysis, commentary and advocacy
2. Increase the number of leveraged programs related to Grady College's Peabody Awards
3. Host debates, meetings and other high profile and high-influence summits and meetings
4. Create a Grady College Public Engagement and Service Awards Program for students, faculty and professionals modeled on the UGA PSO awards
5. Develop curricular and extra-curricular learning programs for alumni and professionals
6. Sharpen the college's historically strong profile for educating leaders through a media leadership certificate program on the model of ILAD at Terry
7. Highlight public service and educational outreach components of existing student programs like ADPR Connect, the NMI Slam and others
8. Expand the Young Journalists Development Program for high school students to include targeted middle schools and optimize the Georgia Journalism Academy as a recruitment tool
9. Secure named and funded internships and faculty exchange for immersion programs in New York, Washington, Los Angeles, Chicago, Atlanta, London, Cannes and global media centers

Respectfully submitted,
Strategic Plan Committee