

**School of Communication & Journalism**  
**Mission & Vision and Strategic Plan**  
*(approved by faculty on September 17, 2024)*

**Introduction**

The students and faculty in the Auburn University School of Communication and Journalism (CMJN) represent the cultural landscape of the United States and the world. When students come to Auburn University, they bring their ethnicity, heritage, intelligence, uniqueness, and talent.

Each of these elements is essential to student learning of the wide range of cultural traditions in the U.S. and across the globe. This learning prepares students for success in the professional fields of communication, journalism, film and media studies, and public relations. Each discipline is central to telling the narrative about everyday life in the contexts of each person's life.

As a school of communication and journalism, we understand that the open expression of ideas is vital to the success of our programs, our students and society at large. That open exchange, however, must include varied perspectives for it to truly represent our community. With that understanding, the Auburn University School of Communication and Journalism works to foster an environment that brings individuals together and that creates a sense of belonging for all, regardless of background, experience, philosophy, or status.

Through our instructional, research, outreach, and service activities, CMJN seeks to encourage and nurture participation from and engagement with all members of our community. It is only then that our school can truly embrace the Auburn University's mission as a land-grant institution to serve our state's citizens, as well as our broader goal of being a vital and dynamic member of the global education and research community.

**Mission:**

The Auburn University School of Communication and Journalism is committed to creating an engaged community and positive environment, founded on the highest quality of scholarship and education, that fosters professional skills development, and promotes the highest standards of art, science, ethics, and industry practice to create positive social impacts at local, state, national, and global levels.

**Vision:**

The AU School of Communication and Journalism believes in an engaged, collaborative, supportive and welcoming culture for all faculty, staff, and students. The school, therefore, respects the different perspectives, identities, and experiences expressed and lived by its faculty, staff, and students.

Reflecting Auburn University's land-grant mission, the School of Communication and Journalism is dedicated to providing an elevated classroom experience for all students. To create such an experience, the school will support teaching and research that link theoretical and practical education and practice, that prepares students for an evolving and global society, and supports immersive experiences that benefit students and faculty and helps students reach their professional goals.

**Goals:**

1. Create a welcoming and engaged organizational climate that is collaborative and supportive of all faculty, staff, and students.
2. Support scholarly, creative, academic, and outreach endeavors that are innovative, competitive, and impactful.
3. Provide elevated classroom experiences that enhance professional development, critical thinking, student engagement, and experiential learning.
4. Provide students with cutting edge professional skills to work in an increasingly complex and evolving global society and successfully gain employment within it.

## Create A Welcoming & Engaged Organizational Climate

**Goal 1.** *Create a welcoming and engaged organizational climate that is collaborative and supportive of all faculty, staff, and students.*

Year	Put into Action	Begin	Continue
<b>2024-2025</b>	<p>Create newsletter for sharing student, faculty, and alumni accomplishments.</p> <p>Create Student Ambassadors program.</p> <p>Create Support, Outreach, Access, and Retention (SOAR) committee.</p> <p>Identify ways of increasing student first destination outcome success.</p> <p>Think about ways to support a collaborative and supportive organizational culture in which students and faculty may thrive.</p> <p>Think about ideas for connecting with Pre-Major/Majors as well as alumni.</p> <p>Think about ways to work with The Alabama Career &amp; Technical Education organization and other organizations that can help to reach prospective high school students.</p>	<p>Develop system to share newsletter that is efficient and cost-effective.</p> <p>Recruit Student Ambassadors.</p> <p>SOAR committee begins its work.</p> <p>Draft an Auburn Achieves Bright Idea Grant to support data-driven first destination success.</p> <p>Develop survey aimed at getting faculty and student input on possible ways to support faculty and students</p> <p>Hold Pre-Major/Major meetings.</p> <p>Encourage faculty attendance at CLA tailgates</p>	<p>Newsletter</p> <p>Continue: Monitoring Transfer Students</p> <p>Continue TU MOU work: Host Campus visit or Zoom conference with TU students</p> <p>SOAR</p>
<b>2025-2026</b>	<p>Think about ideas for CMJN Outreach Events.</p> <p>Investigate holding a Homecoming tailgate for alumni.</p>	<p>Hold CMJN Outreach Events for prospective students.</p> <p>Develop a plan to work with The Alabama Career &amp; Technical Education organization and other organizations that can help to reach prospective high school students.</p> <p>Review survey findings and develop a plan to support a collaborative and supportive organizational culture in which students and faculty may thrive.</p>	<p>Student Ambassadors</p> <p>Newsletter</p> <p>SOARs committee</p> <p>Pre-major/major meetings</p> <p>Host TU students</p> <p>Submit Bright Ideas Grant</p>
<b>2026-2027</b>	<p>Create assessment tools for:</p> <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• student ambassadors</li> <li>• CMJN Outreach Events</li> <li>• Pre-Major/Major Meetings.</li> </ul>	<p>Begin on Bright Ideas Grant project (if accepted). Revise and resubmit grant if not accepted.</p> <p>Assess usefulness of Newsletter.</p> <p>Assess effectiveness of Student Ambassadors.</p> <p>Assess effectiveness of CMJN Outreach Events.</p>	<p>Newsletter</p> <p>Student Ambassadors</p> <p>CMJN Outreach Events</p> <p>Pre-Major/Major Events</p> <p>Work with The Alabama Career &amp; Technical Education organization.</p>

		<p>Assess effectiveness of Pre-Major/Major Meetings.</p> <p>Implement plan to work with The Alabama Career &amp; Technical Education organization and other organizations that can help to reach prospective high school students.</p> <p>Plan and promote a reinvented Homecoming tailgate for alumni.</p> <p>Implement a plan to support a collaborative and supportive organizational culture in which students and faculty may thrive.</p>	
<b>2027-2028</b>	<p>Review/revise School climate survey in order to assess the school's efforts to build and support a collaborative and supportive organizational culture in which students and faculty may thrive.</p> <p>Think about ways to assess relationship with the Alabama Career &amp; Technical Education organization and other organizations that can help to reach prospective high school students.</p> <p>Engage in self-reflection of School committees calls and responsibilities (e.g., expanding/narrowing focus of committee, self-assessment of committee works, proposing new committees)</p>	<p>Determine usefulness of Newsletter and make necessary updates and changes.</p> <p>Determine effectiveness of Student Ambassadors program and make necessary updates and changes.</p> <p>Determine effectiveness of CMJN Outreach Events and make necessary updates and changes.</p> <p>Determine effectiveness of Pre-Major/Major Meetings and make necessary updates and changes.</p> <p>Determine effectiveness of relationship with the Alabama Career &amp; Technical Education organization and make necessary changes and updates.</p> <p>Host reinvented alumni tailgate.</p> <p>Complete self-assessment and report findings to School Associate Director and Director.</p>	<p>Continue Student Ambassadors if warranted.</p> <p>Continue Newsletter if warranted.</p> <p>Continue CMJN Outreach Events if warranted.</p> <p>Continue Pre-Major/Major Events if warranted.</p> <p>Continue work with The Alabama Career &amp; Technical Education organization if warranted.</p> <p>SOARs committee</p> <p>Continue work on Bright Ideas grant.</p> <p>Revise committee descriptions, develop committee plans for upcoming 2027-2029.</p>
<b>2028-2029</b>	Review Mission and Vision statements; develop strategic plan for 2029-2034.	<p>Assess the school's efforts to support a collaborative and supportive organizational culture in which students and faculty may thrive.</p> <p>Assess relationship with the Alabama Career &amp; Technical Education organization and other organizations that can help to reach prospective high school students.</p> <p>Meet with faculty to discuss and refine propose new M/V statements and Strategic Plan.</p>	<p>Continue Student Ambassadors if warranted.</p> <p>Continue Newsletter if warranted.</p> <p>Continue CMJN Outreach Events if warranted.</p> <p>Continue Pre-Major/Major Events if warranted.</p> <p>Continue work with The Alabama Career &amp; Technical Education organization if warranted.</p> <p>SOARs committee.</p> <p>Host reinvented alumni tailgate.</p>

			Finalize and approve revised mission/vision & strategic plan for implementation in Fall 2030.
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## Support Scholarly, Creative, and Academic Endeavors

*Goal 2: Support scholarly, creative, outreach, and academic endeavors that are innovative, competitive, and impactful.*

Year	Put into Action	Begin	Continue
2024-2025	<p>Explore new ways for faculty to use travel funds for research needs.</p> <p>Develop a plan for raising the visibility of CMJN research and creative works, faculty, and students for both internal and external audiences and constituencies.</p>	<p>Trial allowing faculty to use travel funds for other research needs per new system.</p> <p>Create ways to collect information about student and faculty awards and honors.</p> <p>Nominate worthy faculty and students for college, university, and association awards.</p> <p>Develop new promotional materials.</p>	<p>Start collecting student and faculty award and honors information.</p> <p>Share awards and honors information on School social media and newsletter.</p> <p>Share new promotional materials at recruitment and School sponsored speaking events, etc.</p>
2025-2026	<p>Create committee to study teaching and research expectations at regional and aspirational peer institutions.</p> <p>Talk to the Office of Sponsored Programs about ways to enhance collaborations with both public and private sectors to broaden funding and research opportunities for graduate students and faculty.</p> <p>Leverage connections with LUCIA lab to build a specialized research center for strategic comm. and media studies that draws substantial grants and fosters groundbreaking research.</p>	<p>Initiate study of teaching and research expectations at regional and aspirational peer institutions.</p> <p>Have OSP or CMJN faculty present Research/Creative Works panel on funding opportunities for faculty and graduate students.</p> <p>Tour LUCIA lab and meet with lab directors.</p>	<p>Nominate worthy faculty and students for college, university, and association awards.</p> <p>Collect student and faculty award and honors information to share on social media/newsletter.</p>
2026-2027	<p>Create committee to work with CLA Development to secure endowed professorships in the school to help retain and recruit faculty.</p> <p>Review promotional materials for updates and revisions.</p>	<p>Share findings of teaching and research expectations with dean's office.</p> <p>Initiate work with Development to secure endowed professorships.</p> <p>Assess effectiveness of CMJN promotion and marketing efforts in:</p> <ul style="list-style-type: none"> <li>• raising visibility of School programs,</li> <li>• raising visibility of School minors.</li> </ul> <p>Provide suggested changes to School Director.</p>	<p>Nominate worthy faculty and students for college, university, and association awards.</p> <p>Collect student and faculty award and honors information and promote via social media and newsletter.</p> <p>Update School promotional materials.</p>

		<p>Determine feasibility of enhanced collaborations with both public and private sectors to broaden funding and research opportunities.</p> <p>Determine feasibility of developing a specialized research center for strategic communication and media studies that draws substantial grants and fosters groundbreaking research.</p> <p>Develop a plan for raising the visibility of CMJN research and creative works for both internal and external audiences and constituencies.</p> <p>Assess impact on budget of trial allowing faculty to use travel funds for other research needs per new system.</p>	
<b>2027-2028</b>	Think about ways to use feedback from dean's office and data from teaching research expectations and how to develop an action plan.	<p>Develop criteria and application process for endowed professorships if successful.</p> <p>Develop enhanced collaborations with both public and private sectors to broaden funding and research opportunities if warranted.</p> <p>Develop a plan for raising the visibility of CMJN research and creative works for both internal and external audiences and constituencies.</p> <p>Develop a plan to promote and market the breadth and depth of our disciplines.</p>	<p>Nominate worthy faculty and students for college, university, and association awards.</p> <p>Collect student and faculty award and honors information.</p>
<b>2028-2029</b>		<p>Offer first endowed professorships if successful.</p> <p>Draft action plan based on research of faculty salaries and research expectations if warranted.</p> <p>Begin process of building a specialized research center for strategic communication and media studies that draws substantial grants and fosters groundbreaking research if warranted.</p> <p>Assess effectiveness of plan for putting COMM research at the forefront when the larger university thinks about research the human</p>	<p>Collect student and faculty award and honors information.</p> <p>Nominate worthy faculty and students for college, university, and association awards.</p>

	<p>Review Mission and Vision statements; develop strategic plan for 2029-2034.</p>	<p>experience and with people in different contexts and situations.</p> <p>Implement a plan that continues to build a COMM program that represents the breadth of the COMM discipline.</p> <p>Meet with faculty to discuss and refine propose new M/V statements and Strategic Plan.</p>	<p>Finalize and approve revised mission/vision &amp; strategic plan for implementation in Fall 2030.</p>
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## Provide Elevated Classroom Experiences

*Goal 3: Provide elevated classroom experiences that enhances professional development, critical thinking, student engagement, and experiential learning.*

Year	Put into Action	Begin	Continue
2024-2025	<p>Develop proposal to turn Tichenor 118 into a separate standalone studio and control room.</p> <p>Work with development to Identify and develop proposals and budgets for equipment endowments and naming opportunities (e.g., studio, control room).</p> <p>Explore partnership with War Eagle Productions to stream sporting events</p> <p>Review of programs and how they embed service-learning component in senior level courses.</p> <p>Develop plan to meet teaching and studio space needs for CMJN programs (e.g., create a FILM teaching space that can function as a studio, dedicated screen room).</p>	<p>Encourage instructors to use professional development funding.</p> <p>Submit Mission Enhancement Proposal for Sports Production Drone certification</p> <p>Submit program changes/new courses to Curriculum committee in support of strengthening service-learning components of senior level courses.</p>	<p>Encourage faculty to attend EASL trainings.</p> <p>Encourage faculty to attend Biggio Course ReDesign trainings.</p>
2025-2026	Create committee to start process of determining feasibility of new building.	<p>If approved, course development for streaming partnership and for drone courses.</p> <p>If approved, design and install new studio and control room in Tich 118.</p> <p>Survey faculty and students about wants and needs in a new building.</p> <p>Develop ways all CMN undergraduate and graduate programs can embed service-</p>	<p>Encourage faculty to attend EASL trainings.</p> <p>Encourage faculty to attend Biggio Course ReDesign trainings.</p> <p>Encourage instructors to use professional development funding.</p>

		<p>learning component in existing senior level courses.</p> <p>Develop plan to meet teaching and studio space needs for CMJN programs (e.g., create a FILM teaching space that can function as a studio, dedicated screen room). Consider submitting ME proposal.</p>	
2026-2027		<p><b>Start work on new building feasibility study.</b></p> <p><b>Implement plan to meet teaching and studio space needs for CMJN programs (e.g., create a FILM teaching space that can function as a studio, dedicated screenroom).</b></p>	<p><b>Encourage faculty to attend EASL trainings.</b></p> <p><b>Encourage faculty to attend Biggio Course ReDesign trainings.</b></p> <p><b>Encourage instructors to use professional development funding.</b></p>
2027-2028		Continue work on new building feasibility study.	<p>Encourage faculty to attend EASL trainings.</p> <p>Encourage faculty to attend Biggio Course ReDesign trainings.</p> <p>Encourage instructors to use professional development funding.</p> <p>Continue developing courses with service-learning components</p>
2028-2029	<p>Think about ways to assess School service-learning component in senior level courses.</p> <p>Review Mission and Vision statements; develop strategic plan for 2029-2034.</p>	<p>Share findings of building feasibility study with constituents. If warranted, begin process to make a new CMJN building a reality</p> <p>Meet with faculty to discuss and refine proposed new M/V statements and Strategic Plan.</p>	<p>Encourage faculty to attend EASL trainings.</p> <p>Encourage faculty to attend Biggio Course ReDesign trainings.</p> <p>Encourage instructors to use professional development funding.</p> <p>Finalize and approve revised mission/vision &amp; strategic plan for implementation in Fall 2030</p>

## Provide Students with Cutting Edge Professional & Global Skills

**Goal 4: Provide students with cutting edge professional skills to work in an increasingly complex and evolving global society and successfully gain employment within it.**

Year	Put into Action	Begin	Continue
2024-2025	<p>Create/reinvigorate new and existing study abroad experiences for students.</p> <p>Learn more about process for CEPR certification for PR program.</p> <p>Think about ways to develop an interdisciplinary graduate program curriculum that bridges the gap</p>	<p>JRNL/SP Study Abroad to England &amp; France</p> <p>JRNL Study Abroad to England</p> <p>Complete ACEJMC re-accreditation self-study and site visit for JRNL program.</p> <p>Review graduate curriculum and courses. Develop ways to embed</p>	<p>PR Study Abroad</p> <p>Encourage faculty to develop study abroad experiences for students.</p>

	<p>between communication theory and real-world application.</p> <p>Think about opportunities for students to visit alums in major cities during Spring Break or a May trip.</p> <p>Think about ways to better explain the flexibility, practicality, and skill range of CMJN programs, particularly COMM &amp; FMDA.</p>	<p>community-based, service-learning projects within the core graduate program curriculum.</p>	
<b>2025-2026</b>	<p>Think about ways to integrate advanced artificial intelligence technologies, media analytics, and other cutting edge techniques, processes, and skills into undergraduate and graduate program curriculum and research methodologies.</p>	<p>Develop ways for students to visit alums in major cities to learn more about their work through a Spring Break or May trip, if there is interest.</p> <p>Work with Development to create a fund for students to apply for funding to attend conferences or other professional development opportunities.</p> <p>Apply for CEPR certification for PR program.</p> <p>Develop promotional materials, videos, etc. to explain the flexibility, practicality, and skill range of CMJN programs, particularly COMM &amp; FMDA</p> <p>Develop plan to create/reinvigorate new and existing study abroad experiences for students.</p>	<p>Continue study abroad offerings.</p> <p>Encourage faculty to develop study abroad experiences for students.</p> <p>Incorporate messaging into current promotional materials, School/program website. Share messaging with student and college ambassadors and CLA advisors as well as School faculty.</p> <p>Submit identified changed graduate curriculum and revise course offerings.</p>
<b>2026-2027</b>	<p>Think about reviewing and developing new program elective classes and bridge courses.</p> <p>Review current minors and consider developing new ones.</p>	<p>Work with Development to create scholarships for students to attend study abroad and professional visit trips.</p> <p>Integrate advanced artificial intelligence technologies, media analytics, and other cutting edge techniques and processes into undergraduate and graduate program curriculum and research methodologies.</p> <p>Generate list of course proposals. Identify faculty volunteers to submit proposals.</p> <p>Review curriculum of current minors; develop curriculum proposal for new minor(s).</p>	<p>Continue study abroad offerings.</p> <p>Encourage faculty to develop study abroad experiences for students.</p> <p>Submit proposals to curriculum to School committee by January 15<sup>th</sup>, 2026.</p>
<b>2027-2028</b>	Think about ways to assess study abroad experiences.	Develop process and criteria for students to apply for study abroad and professional visit trip scholarships if successful.	<p>Continue study abroad offerings.</p> <p>Encourage faculty to develop study abroad experiences for students.</p>

		Submit new School elective classes, bridge courses, and minors to curriculum committee.	
2028-2029	<p>Revisit developing a doctoral program.</p> <p>Review Mission and Vision statements; develop strategic plan for 2029-2034.</p>	<p>Offer first study abroad and professional visit trip scholarships (if funding -raising is successful)</p> <p>Develop assessment tools to measure the success of the programs/classes that incorporated advanced artificial intelligence technologies, media analytics, and other cutting edge techniques and processes.</p> <p>Offer new School minors.</p> <p>Offer new School electives and bridge courses.</p> <p>Assess the effectiveness of study abroad experiences.</p> <p>Meet with faculty to discuss and refine propose new M/V statements and Strategic Plan.</p>	<p>Continue study abroad offerings.</p> <p>Encourage faculty to develop study abroad experiences for students.</p> <p>Finalize and approve revised mission/vision &amp; strategic plan for implementation in Fall 2030.</p>

## Assessing Progress Toward Goals

The CMJN Director is responsible for conducting a yearly assessment of the Strategic Plan. Strategic Plan committee members will assist the Director. The goals and their accompanying objectives will be evaluated at the end of every academic year. The final assessment report is submitted to the CMJN Associate Director no later than May 15<sup>th</sup> of each year.

### Assessment Matrix

Each subcommittee will self-assess their work over the last year and complete a matrix to evaluate the completeness of each objective assigned for the year. The following matrix will be used to assess CMJN's progress toward its goals.

#### **GOAL: (Name Goal)**

Objectives	Score (1-5, 9)	Evidence/ Observations	Suggestions for Improvement/Changes
(List each objective)			

### Matrix Scoring

A numeric score will be found in the second column. This score will be based on discussions had by subcommittee members about how completely the objectives were completed. Members will discuss until a consensus about the score is reached. It is hoped that a score of at least a 4 will be earned for each objective. In addition, the scores for each of the objectives will be averaged so that each of the four subcommittees will have an overall score for their efforts.

- A score of 0 means the objective was not started.
- A score of 1 means the objective was under achieved, meaning the objective was started, but less than half of the elements of it were completed.
- A score of 2 means the objective was minimally achieved, meaning about half the elements of the objective were achieved.

- A score of 3 means the objective was mostly achieved, meaning the elements of the objective were more than halfway complete, but were not fully achieved.
- A score of 4 means the objective was achieved.
- A score of 5 means the objective was not only achieved, but the sub-committee went above and beyond the stated objective.
- A score of 9 means that there is not enough evidence to judge efforts.