

Strategic Plan



SUNY Buffalo State Communication Department



COMMUNICATION DEPARTMENT
BUFFALO STATE • The State University of New York

Updated November 2018

Mission

The Communication Department of SUNY Buffalo State is:

... **a faculty of scholars** serving the communication disciplines by creating new knowledge and effectively sharing existing knowledge within a community of scholars and media professionals.

... **a faculty of educators** preparing students to think analytically and creatively, communicate clearly, act ethically, and succeed professionally.

(Adopted 2001; revised 2018)

Values

As a collegial and dedicated group of faculty and staff both individually and collectively dedicated to this mission, the Communication Department holds the following values:

Academic Excellence. In its relationship with higher education – at Buffalo State, within the State University of New York, and beyond – the Communication Department values the ideals and best practices of academic excellence. We provide opportunities for students to think critically, discern ethically, solve problems creatively, and communicate effectively.

Service Excellence. In its relationships with students, the Communication Department values the ideals and best practices of service excellence. We give priority to student interests and needs in matters such as course development, scheduling, faculty accessibility, and the creation of a climate of encouragement and mutual respect.

Communication Primacy. In its grounding within the communication disciplines, the Communication Department values communication as the basis of democracy and the vehicle for providing information, analysis and advocacy. We uphold the highest professional standards and practices of the media and communication professions.

Quality Performance. In its relationships with employers and graduate schools, the Communication Department values the ideals and best practices of quality performance. We maintain high professional standards and seek to develop graduates who meet and exceed these expectations.

Social Responsibility. In its relationships with the community, the Communication Department values the ideals and best practices of social responsibility. We offer leadership, scholarship, creative work and service to the communication and media professions and adding to the quality of life in Western New York and beyond.

(Adopted 2004; revised 2013)

Strategic Vision

The Communication Department at Buffalo State embraces the tension inherent in offering a quality professional education within a liberal-arts context. The Department will continue to provide a comprehensive array of specialties that is reflective of our mission, consistent with our vision and values, and appropriate to our resources.

(Adopted 2004)

Situation Analysis

In a strategic planning session in October 2017, the faculty brainstormed to identify Communication Department strengths, weaknesses, opportunities and threats as follows:

STRENGTHS: New facilities in Buckham Hall, technology, our faculty, professional connections and experiences, community connections, service learning, faculty experts in media, non-academic programs, student organizations, ACEJMC accreditation, opportunities in the Buffalo media market, urban location, diverse student body.

WEAKNESSES: Faculty issues: lack of communication between full-time and part-time faculty, underpaid, lack of full-time faculty, inconsistent grading with adjuncts; job creep; need more funding for faculty research; poorly-prepared students; poor communication with our students; lack of a sense of community among students in Communication Department; lack of clarity in the relationship between Media Production and Television & Film Arts.

OPPORTUNITIES: Better utilization of new facilities, more graduate programs, the quality of our current programs, student quality, reach our students where they are, social justice diversity in our teaching, more theories classes, better connections/partnerships with the community, American Indian Policy and Media Initiative still on the books (need a faculty member as director), minority hire, interdisciplinary programs, more radio programs in other languages, certificates or minors, higher quality student work, innovative teaching/student centered teaching, campus-wide collaborations, data analytics course, better bank of adjuncts, share a faculty hire with music.

THREATS: Faculty burnout, too few full-time faculty, faculty departures/retirements, master's degree required for adjuncts, 300/400 level core major courses taught by adjuncts, job creep, college's difficult budget situation, administrators, digital music major, decrease in high school graduates, unprepared transfer students, other colleges in the region that are offering similar academic programs, lower cost of other colleges, corporate takeover of higher education, Communication Department divided by location on Buffalo State campus in two buildings at opposite ends of the campus.

As a result of this discussion, the full-time faculty decided to focus on the following: better monitoring of adjuncts through peer observations and individual meetings as needed; working with Admissions on college recruitment efforts; working with the college administration on a plan to relocate the TV studio, editing suites, labs and offices currently in Savage Building to vacant space in Buckham Hall; development of a data analytics course; revision of the writing skills test required of all students in COM 210 Media Writing to ensure better writing skills in all majors; use of more mass emails to students, use of television monitor in Buckham Hall, and additional communication via Communication Department social media platforms to better communicate with students; expanded efforts to diversify our faculty; additional meetings of Media Production faculty and department chair with colleagues in Television & Film Arts on issues of mutual concern; more publicity about existing certificate programs to students.

Goals, Strategies and Action Steps

Goal 1 – Academic Excellence

The Communication Department will offer an academic program that is both professionally oriented and rooted in the liberal arts and is recognized as fostering high academic and professional standards.

Strategy – Academic Standards. The department will offer an academic program that fosters high academic standards (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 1).

Priority Action Step – Student Capacity. We will monitor numbers of students, ratios of full-time to part-time faculty, section size, university requirements for COM/SPC courses that serve the campus, and other resource factors – particularly in the three professional majors – with the possible outcome of capping the maximum number of students who can be maintained in a major with current resources.

Oversight: Curriculum Committee

Metric: Report

Priority Action Step – Senior Portfolio. We will implement the requirement, first articulated in the department’s 2004 Strategic Plan and revisited and confirmed by the full faculty in 2015, that students must maintain a digital portfolio of their work as they progress through their major and that graduating seniors must submit a portfolio for review by faculty and/or the Communication Department Alumni Advisory Board.

Oversight: Curriculum Committee

Metric: Implementation of portfolio

Priority Action Step – Writing Skills Test. We will continue to implement and assess the writing test, first articulated in the department’s 2004 Strategic Plan, and apply it to all students taking COM 210 Converged Media Writing or at the time of transfer into the department.

Oversight: Curriculum Committee

Metric: Adoption, implementation

Action Step – Standards and Competencies. We will review all courses to ensure that the course proposal/revision and section syllabi reflect all assessment standards and all ACEJMC competencies relevant to each specific course.

Oversight: Curriculum Committee

Metric: # and % courses in compliance

Action Step – Writing Infusion. We will encourage, support and monitor faculty efforts to infuse writing practice in every course possible.

Oversight: Curriculum Committee

Metric: # and % courses

Strategy – Professional Standards. The department will offer an academic program that is oriented toward high professional standards in journalism, media production, public relations and advertising (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 4).

Priority Action Step – Professional Facilities. We will continue to advocate and plan for ongoing developments to enhance the professional facilities within the department to provide a high-quality professional education with state-of-the-art

equipment for audio and video production, pre- and postproduction, digital and other social media, computer-based research, photography, publishing and graphic communication. Specific in this action step is the department's continued involvement in the all-university planning for the relocation of the department's media production facilities to Buckham Hall, where all functions of the Communication Department will be united. The department will solicit input from alumni and media professionals.

Oversight: Technology Committee

Metric: Acquisition of new equipment and development of new, upgraded facilities

Priority Action Step – Student Organizations. We will support and encourage the work of student organizations including BSC-TV, WBNY-FM, The Record, Studio 716, Public Relations Student Society of America, and Communication Honor Society. Where possible, we will provide leadership for the integration of and collaboration among student media.

Oversight: Student Enrichment Committee

Metric: Report

Action Step – Program Review. We will monitor the evolution of the communication professions and will continually review each area of study (journalism, media production, public relations, and advertising) and revise programs and courses as appropriate.

Oversight: Department chair

Metric: Report, revision as needed

Priority Action Step – Benchmarking. We will continually benchmark the department against other ACEJMC-accredited universities and against standards associated with relevant professional organizations. With this information, we will continually consider opportunities for enhancing our professional curriculum.

Oversight: Department chair

Metric: Report

Action Step – Professional Norms. We will develop a checklist of skills and competencies for each professional major, based on norms and expectations of the discipline. Faculty in each major will assess student competencies in the practical skills associated with the discipline.

Oversight: Alumni Affairs Committee

Metric: Development, implementation

Action Step – Area of Specialization. We will recommit to the expectation, identified in the 2004 Strategic Plan, for each student to identify an area of specialization outside the Communication Department, with various options for achieving this, such as a second major, a designated minor, or a 15-credit concentration.

Oversight: Faculty and advisers

Metric: # graduating students compliant

Action Step – Internship. On the premise that a professional internship is a privilege rather than a right, we will monitor and enforce prerequisites for students enrolling in internships and will monitor the involvement of professional supervisors at internship sites.

Oversight: Department staff

Metric: # interns, report

Action Step – Certificates of Specialization. We will investigate the possibility of expanding the department’s current offering of a certificate in Sports Communication and concentration in Public Affairs Communication by considering parallel professional specialties within the department’s resources that interest students and enhance their career credentials.

Oversight: Curriculum Committee

Metric: Adoption, implementation

Strategy – Community Engagement. Consistent with Buffalo State’s commitment “to enhance the quality of life in Buffalo and the larger community” and reflecting the department’s stated value of “providing opportunities for students to think critically, discern ethically, solve problems creatively, and communicate effectively,” the department will offer an academic program that positively and proactively engages the Western New York community (cf. Buffalo State Strategic Plan, Goal 2, Focus Area 4).

Priority Action Step – Civic Engagement. We will review course proposals and revise them as appropriate, and we will offer resources to instructors, to enhance civic engagement of students and faculty through activities such as experiential learning that links coursework with community businesses and organizations, service learning, and other types of community partnerships. Particular attention will be given to projects and partnerships with diversity-oriented organizations.

Oversight: Curriculum Committee

Metric: # courses

Priority Action Step – High School Outreach. We will encourage, support and monitor faculty efforts to recruit high school students to the communication professions and to provide workshops and other training activities as appropriate. Particular efforts will be given to outreach projects that include a focus on minority students.

Oversight: Student Enrichment

Committee Metric: # activities

Action Step – Educational Partnerships. We will explore opportunities to expand educational partnerships, such as the current relationship with the Buffalo Academy for Visual and Performing Arts, through which the department offers credit-bearing courses to high school students. We also will explore opportunities to create joint academic programs with communication units of universities regionally, nationally, and internationally.

Oversight: Curriculum Committee

Metric: Report, # programs

Action Steps – Media and Professional Engagement. We will explore opportunities to assist Western New York media, communication professionals, and relevant professional organizations, with programs such as professional workshops, seminars, consultancies, and other educational opportunities.

Oversight: Department chair

Metric: # activities

Action Steps – Professional Engagement. We will expand our presence in relevant professional organizations in Western New York by encouraging and facilitating faculty membership and participation.

Oversight: Department chair

Metric: # membership, # leadership roles

Action Step – Specialized Center. We will seek to increase the activity of the American Indian Policy and Media Initiative and will explore the possibility of creating a center for the study of communication in a particular subject area such as education, health or environment.

Oversight: Department chair

Metric: Report

Action Step – Assessment. We will involve the Communication Department's Alumni Advisory Board in the department's assessment program, specifically by inviting such individuals to review student portfolios, and to observe and comment on student activities within the capstone courses within each professional major.

Oversight: Alumni Affairs Committee

Metric: Report

Strategy – Recognition of Excellence. The department will offer an academic program that is recognized for its excellence by students, alumni and media professionals (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 1).

Priority Action Step – Accreditation. We will assess the department's adherence to ACEJMC principles and standards and through the self-study will document this adherence, and we will modify any department practice and procedure that may be necessary to ensure compliance with ACEJMC standards.

Oversight: Department chair

Metric: Completion of self-study, reaccreditation

Priority Action Step – Department Media. We will enhance the department's use of its own media and communication-related events to strategically highlight current/recent student work.

Oversight: Student Enrichment Committee

Metric: # media postings

Action Step – Student Honor Society. We will encourage and support Lambda Pi Eta Communication Honor Society.

Oversight: Honor Society Faculty Adviser

Metric: Report

Action Step – Student Scholarships and Awards. We will seek to enhance the visibility, prestige and funding resources for scholarships and awards (including Dean's List, scholar-athletes, and similar student recognition), and we will maintain and potentially enhance the granting of recognition to top graduating seniors and students completing graduate work in the department. We also will use the department website, hallway monitor, CommBLOG and other media to recognize student academic and professional success.

Oversight: Student Enrichment Committee

Metric: # awards, # postings to website, social media and monitor

Goal 2 – Students

The Communication Department will effectively manage enrollment patterns among Communication students toward recruiting a well-qualified and diverse student population, and toward advising and assisting students on a path to graduation.

Strategy – Recruitment. The department will recruit quality students into our majors, with focus on students from under-represented backgrounds (cf. Buffalo State Strategic Plan, Direction 1).

Priority Action Step – Research & Planning. We will continue recruiting potential students who demonstrate a high likelihood of successful matriculation within our programs based on characteristics such as academic achievement and extracurricular involvement with student media. We will also use demographic factors such as race, class, ethnicity, and gender identification when recruiting students in order to ensure that our efforts reach all populations and contribute to the diversity of our student body. We will maintain our focus directed toward high school students and their parents, school guidance counselors, university advisers working with undeclared students, admissions counselors, community college faculty and advisers, and others who may be in a position to influence potential students toward the department.

Oversight: Department chair

Metric: implementation of plan

Action Step – Recruiting Materials. We will continue to develop new and relevant multi-platform recruiting materials to support the recruiting plan. We will focus particular attention on messages that highlight the department's record on and commitment to diversity in its many aspects.

Oversight: Department chair

Metric: Production of materials

Strategy – Advisement. The department will continue to build upon its Advisement Plan, which serves as the foundation for helping students make informed choices about their majors and appropriate ways to meet personal academic and career goals (cf. Buffalo State Strategic Plan, Direction 1).

Action Step – New Students. We will continue our efforts to engage incoming first-time and transfer students prior to their first and second semester course registration.

Oversight: Department chair

Metric: # successful registrations

Action Step – Advisement Materials. We will continue to review our Advisement Plan and materials each year, and revise both on an as-needed basis.

Oversight: Department chair

Metric: # revised materials

Action Step – Advisement Training. We will continue actively providing opportunities for faculty to gain and maintain familiarity with advisement issues and procedures.

Oversight: Department chair

Metric: # training sessions

Action Step – Articulation Agreements. We will continue reviewing articulation agreements with partnering institutions to ensure consistency and alignment with our course objectives and learning outcomes.

Oversight: Department chair

Metric: # courses reviewed

Strategy – Retention. In its efforts to retain the maximum number of students and to provide a supportive environment for all students (including those who excel, average students, and those making less-than-satisfactory academic progress), the department will offer a comprehensive package to support an environment that reinforces students in their path toward graduation (cf. Buffalo State Strategic Plan, Directions 1 and 2).

Priority Action Step – Student Creativity. We will encourage students to participate in research projects, creative activities, media productions, professional competitions, awards programs, and similar activities. Department media will highlight student creativity.

Oversight: Department chair, Student Enrichment Committee

Metric: End-of-semester faculty report on # students participating

Priority Action Step – At-Risk Students. We will identify and reach out to students who are considered as being at risk (that is, students with an overall GPA less than 2.2 and those with a major GPA less than 2.6). This outreach will include frequent contact with advisers prepared and resourced for the particular needs of at-risk students.

Oversight: Department chair

Metric: Report

Priority Action Step – Transfer Students. Consistent with SUNY expectations for smooth movement among campuses, we will carefully monitor the progress of transfer students with the commitment to ensuring that they have the opportunity to graduate within four semesters at Buffalo State after completion of their Communication Core courses and while maintaining a minimum 2.6 major GPA.

Oversight: Department chair

Metric: # successful transfers

Action Step – Research. We will conduct research including exit surveys and focus groups to identify trends, opinions and areas for improvement. We also will track data on the progress and retention of enrolled students.

Oversight: Department chair

Metric: Completion of research, tracking of data

Action Step – Graduation. We will monitor retention rates for both native and transfer students, with an eye toward maintaining a retention rate which exceeds that for Buffalo State in general.

Oversight: Department chair

Metric: Retention report

Action Step – Placement. We will encourage and assist students in applying to graduate studies and professional employment.

Oversight: Department staff

Metric: # graduates in professional jobs and graduate school

Goal 3 – Faculty

The Communication Department will support faculty by offering opportunities to enhance their teaching skills and to increase both the quality and quantity of scholarship and professional achievement.

Strategy – Faculty Support. The department will advocate for and initiate attempts to support faculty in their teaching, research, creative, grant, professional development and service roles (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 3).

Priority Action Step – Faculty Ratio. The Communication Department would like to see 60 percent of its undergraduate and graduate courses taught by full-time faculty, and the remaining 40 percent taught by part-time faculty. However, for fall 2019, only 49 percent of our courses are being taught by full-time faculty, while the remaining 51 percent are being taught by part-time faculty. Thus, we will continue to advocate in the interest of students for additional full-time faculty lines to reach the optimal 60/40 proportion.

Oversight: Department chair

Metric: # full-time and part-time faculty

Action Step – Promotion and Tenure. We will attempt to reduce as much as possible the service burden on assistant professors, provide effective mentoring by associate and full professors, and otherwise increase the likelihood that they can do what is necessary to achieve tenure and promotion to associate status.

Oversight: Department chair

Metric: # promotions

Strategy – Faculty Scholarship. The Communication Department will continue to support and encourage faculty scholarship through a broad array of approaches and venues, as outlined in the department’s Statement on Faculty Scholarship (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 3).

Action Step – Recognition. Department media will continue to highlight the scholarly, creative and professional activity of faculty members, and we will promote such work through the Dean’s Office, Marketing and Communications, and other appropriate entities. We also will encourage faculty to share their scholarship with colleagues, both for information purposes and for the purpose of potentially sharing the fruits of this research/creativity with students and colleagues.

Oversight: Department chair

Metric: # reports

Action Step – Resources and Output. We will continue to advocate for availability of resources including software, publications, travel and other expenses associated with faculty scholarship; and we will encourage and assist faculty in producing scholarship; and we will continue to encourage and assist faculty in producing scholarship.

Oversight: Department chair

Metrics: # faculty assisted

Goal 4 – Alumni-Media Engagement

The Communication Department will continue to enhance its relationship with alumni, members of the Western New York media professions, donors, and others who may potentially be involved in and supportive of the work of the department.

Strategy – Outreach to Alumni and Media Professionals. The department will continue to involve alumni and media professionals in advancing the interests of the department. (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 1)

Action Step – Alumni Advisory Board. The department will continue to work with its Alumni Advisory Board, comprised of Communication alumni from our four undergraduate majors (Journalism, Media Production, Public Relations and Advertising, and Communication Studies) and our master’s degree in Public Relations. This board, which meets twice per year, was established in 2018 to assist in assessment efforts, provide feedback on curriculum, the department’s strategic goals, and issues such as diversity, offer information on trends in the media industry that could impact our curriculum, and offer resources such as internships, entry-level job opportunities, scholarships, and funding for department projects.

Oversight: Department chair and Alumni Relations Committee

Metric: number of meetings held & planned

Action Step – Faculty-Led Alumni Relations Committee. The department’s alumni outreach efforts will continue to be spearheaded by its Alumni Relations Committee, comprised of three full-time faculty members and a student representative. This committee, founded in 2014, organizes periodic events to bring alumni to campus to discuss communication careers as well as Communication alumni reunions in conjunction with Buffalo State’s Alumni Engagement Office.

Oversight: Alumni Relations Committee chair

Metrics: number of events, number of student attendees, number of alumni

Action Step – Alumni in the Classroom. The department will continue to work through individual instructors and student media organizations (e.g., Public Relations Student Society of America chapter, student newspaper *The Record*, student radio station WBNY-FM, and student TV station BSC-TV) to invite alumni and/or media professionals to speak in classes and to provide networking and mentoring opportunities for students such as Meet the Professionals Night.

Oversight: Department chair and faculty advisors to student media organizations

Metrics: number of speakers, number of events

Strategy – Recognition of Achievement. The department will recognize the professional achievement of former students, non-alumni Western New York media practitioners, and the involvement of alumni, donors and others who assist the department and its students (cf. Buffalo State Strategic Plan, Goal 2, Focus Area 3).

Action Step – Congratulatory Emails. We will send a congratulatory e-mail to current and former students when their achievements are made known to the department. It is the responsibility of all faculty members to notify the chair and provide contact information about achievements of alumni with whom they maintain contact.

Oversight: Department chair, Community Relations coordinator

Metric: # emails sent

Action Step – Hall of Fame. We will continue the department’s Hall of Fame on an every-other-year basis to recognize national-level achievement in communication by Buffalo State alumni. It is the responsibility of all faculty members to identify potential nominees.

Oversight: Department chair, Community Relations coordinator

Metric: # inductees

Action Step - Professional Achievement Award. We will continue presenting the department’s Professional Achievement Award to recognize local and regional achievement of alumni and others formerly associated with the department. As opportunities warrant, we also may choose to present special awards for service or distinction in specific areas. It is the responsibility of all faculty members to identify potential nominees.

Oversight: Department chair, Community Relations coordinator

Metric: number of inductees & awards

Strategy – Fundraising. The department will continue to develop private support to supplement university and student funding for its programs and services (cf. Buffalo State Strategic Plan, Goal 4, Focus Area 2).

Priority Action Step – Scholarships. We will continue to solicit alumni and other would-be benefactors for financial contributions to scholarships and assistance/enrichment funds for students.

Oversight: Department chair, Community Relations coordinator

Metrics: \$ solicited/contributed, # scholarships given

Action Step – General Fundraising. We will work with the dean’s office and Institutional Advancement to solicit funding for departmental projects and activities.

Goal 5 – Reputation and Communication

The Communication Department will effectively use a full blend of media to strategically enhance its ongoing communication with all persons and groups who have an interest in the department, including current and potential students, faculty, alumni, donors, colleagues, media professionals, career counselors, and professional and community organizations.

Strategy – Department Media. The department will evaluate the effectiveness and enhance its use of existing internal media (traditional and digital). (cf. Buffalo State Strategic Plan, Goal 2: Continue to Create an Engaged Community, Focus Area One – Recruit New Students for Undergraduate and Graduate Programs 1.2.a Augment the use of technology to reach prospective students and other audiences; and Strategic Plan Goal 3: Enhance Institutional Effectiveness, Focus Area One – Tell Our Story Externally: 1.4 Augment the use of technology to reach prospective students and other audiences.)

Priority Action Step – Reputation. To foster supporting public opinion toward the department, we will pursue ways to enhance the reputation of the department and will work both independently and with Marketing and Communication, the Arts and Humanities Dean’s Office, and other entities of the university to publicize the achievements of the department and its faculty and students. Attention will focus on

both written and visual messages describing the department and its values, programs, and demographic makeup.

Oversight: Department chair

Metric: Report

Priority Action Step – Website and Social Media. We will enhance the department’s website and our use of social media, with content that is relevant, easy to navigate, useful and strategic. We also will recognize the achievements of students, faculty, alumni and media professionals associated with the department by posting articles at the department blog, website, and social networking pages. Alumni, faculty and others will be invited to provide information on their accomplishments.

Oversight: Department chair

Metric: Report

Action Step –Evaluation. As part of the department’s Assessment Plan, we will invite students and others to comment on and evaluate the effectiveness of the department’s ongoing communication. This may take the form of surveys or focus groups, and it may involve projects associated with various courses in which students strategize and/or design communication programs and tools.

Oversight: Department chair

Metric: Report

Goal 6 – Diversity and Inclusiveness

The Communication Department will continue its commitment to diversifying its faculty and working to meet the needs of its diverse student population.

Strategy – Curricular Diversity. We will continue to offer a comprehensive curriculum that presents concepts of diversity and inclusiveness, both to increase knowledge and understanding among students and to better prepare students for the diverse environment in which they will live and work. (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 1)

Action Step – Inclusive Pedagogy. We will continue to utilize inclusive pedagogy in updating current curriculum and creating new curriculum.

Oversight: Curriculum Committee

Metric: #/% syllabi documenting inclusive pedagogy

Action Step – Class Resources. We will use texts and other materials that appropriately cover material related to diversity and multiculturalism, or will adopt or create supplemental materials to accomplish this.

Oversight: Curriculum Committee

Metric: # texts or supplemental materials used in courses, including online materials

Action Step – Experiential Learning through Global & Local Collaborations.

We will continue to facilitate service learning opportunities in our classrooms, promote local, national and global internships, and work to increase the number of opportunities for integrated learning, including learning communities in and outside of Buffalo (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 1). We will continue to promote affordable international experiences for our students (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 1)

Oversight: Student Enrichment Committee

Metric: # of syllabi documenting service learning; statistics on students participating in international programs

Strategy – Student Diversity. In addition to attention to diversity and inclusiveness in recruiting efforts outlined in Goal 2, we will cultivate, promote, and support our diverse student body. (cf. Buffalo State Strategic Plan, Focus Area 1).

Priority Action Step – Assessment. We will research through focus groups, surveys and other methodologies the knowledge, attitudes and opinions of students concerning issues of diversity, inclusiveness and multicultural/global understanding as they relate to each major. These will be conducted as part of the department's assessment program.

Oversight: Assessment Committee

Metric: Research report

Action Step – Networking. We will promote scholarships, internships, professional service prospects, networking through professional organizations, and other educational opportunities of particular interest to students of under-represented populations.

Oversight: Department chair

Metric: # of student applicants from under-represented populations

Strategy – Faculty Diversity. We will utilize effective strategies for recruiting and retaining as diverse a faculty as possible and to invite members of under-represented populations to interact with students (cf. Buffalo State Strategic Plan, Goal 1, Focus Area 3).

Priority Action Step – Visitors. We will be proactive in including members of under-represented populations among invited guests, speakers and presenters within the department. Each faculty member who uses guest lecturers will be encouraged to invite members of under-represented groups.

Oversight: Department chair

Metric: # visitors

Action Step – Full-Time Faculty. We will strengthen our hiring process and engage in effective outreach in soliciting applications for faculty positions with particular attention to recruiting under-represented populations.

Oversight: Recruitment Committee

Metrics: Job descriptions; posting data; applicant statistics

Action Step – Diversity Hires. We will continue to take advantage of SUNY opportunities to hire qualified persons with diversity credentials even when local funding for new hires is unavailable.

Oversight: Recruitment Committee

Metric: # offers made to candidates

Action Step – Part-Time Faculty. We will actively solicit the Western New York professional media community for applications from members of under-represented populations. We will support part-time faculty from under-represented populations by lobbying for better pay and providing mentorship and other staff development opportunities.

Oversight: Department chair, full-time faculty

Metric: # of part-time faculty hired from marginalized communities

Strategy – Advocacy. The Communication Department will advocate for diversity and inclusiveness and an appreciation of diversity as it relates to both the scholarship and practice of communication (cf. Buffalo State Strategic Plan, Goal 3, Focus Area 1).

Priority Action Step – Diversity Education. We will provide forums and resources to students, alumni and media professionals on issues related to diversity within the communication context.

Oversight: Faculty Concerns Committee

Metric: # resources provided

Action Step – Community Involvement. We will maintain an involvement both academically and professionally through membership in and working relationships with professional and media organizations focused on or representing diverse and under-represented groups.

Oversight: Department chair

Metric: # of events, memberships, and professional activities

