Strategic Plan
Department: Department of Journalism and Mass Communication

The American University in Cairo
Provost
School of Global Affairs and Public Policy
Department of Journalism and Mass Communication

JRMC Mission, Vision, Values
Our mission is to provide outstanding undergraduate and graduate education and professional training, and to be a center for research and innovation in the fast-evolving fields of journalism and mass communication. The department prepares students for successful careers in the media and related fields throughout the world by combining an excellent liberal arts education with advanced technical training in a cross-cultural environment. Moreover, the department enables graduates to pursue a lifetime of contributions to their national, regional, and global communities as critical and creative thinkers, proficient and credible communicators and culturally tolerant and socially responsible citizens.

Vision
Our vision is to be the region’s preeminent department for academic and professional programs and research in journalism and mass communication, and play a leading role in addressing the complex challenges facing these fields in the global age.

Values
The Department is committed to providing excellent journalism and mass communication education. To that end, the department stresses the importance of:

- Fairness
- Accuracy
- Integrity
- Pursuit of truth and knowledge
- Social responsibility
- Diversity
- Tolerance
JRMC Environmental Scan

Factors Internal to AUC and Unit: Strengths

1. Name recognition: AUC, JRMC Adham Center and local, regional international reputation along with the geographic location in the capital of Egypt.
2. Faculty has strong academic and professional backgrounds, contributions, research, service, creative work diversity and recognition.
3. Students and alumni: Popular programs attract strong students and alumni; additionally there is high demand locally, regionally and internationally for JRMC programs.
4. Academic and professional programs create a combination of strong, recognized academic and professional programs and liberal arts curriculum, which stresses lifelong learning in a bi-cultural setting.
5. Excellent relationship with local regional and international media industries and media associations.
6. The JRMC department is involved in various service and outreach initiatives.

Factors Internal to AUC and Unit: Weaknesses

1. The JRMC journalism program is not ACEJMC accredited.
2. Location of new campus from downtown Cairo and its impact on ability of faculty and students to engage in the media industry as well as have access to guest speakers.
4. Lack of communication from the University creates unclear expectations on the part of faculty, lack of transparency on Tenure and Promotion procedures and pay scale, compensation; need more balance between teaching and research.
5. Quality of students in English needs considerable improvement.
6. There is a lack of staff resources and research resources. Additionally, there is a lack of converged media and technical support in the JRMC department.
7. JRMC department’s web presence and promotion needs improvement.

Factors External to AUC and Unit: Opportunities

1. Public opinion research center to move more aggressively into public opinion research. Not enough credible public opinion and ratings research.
2. Need exists for media professionals trained to international standards in Arabic.
3. Opportunities for virtual and face-to-face collaboration with universities in the Middle East, Africa and the U.S. and with schools, professional organizations and media organizations.
4. Opportunities for external funding.
5. Need to engage in community-based learning (CBL), community journalism, research and professional practice.
6. Use technical development to increase presence locally and internationally.
7. Use technological development to offer distance and virtual education.

Factors External to AUC and Unit: Threats/Challenges

1. Growth of competition both locally and in the region
2. Terrorism and periodic anti-American sentiment
3. Road safety
4. Lack of clarity about media regulations
5. Changing journalism and media professions as well as the impact of technology and globalization
6. Government interference in academic programs, calendar etc.
7. Health scares

JRMC1: Lower the undergraduate student-faculty ratio and increase quality

The JRMC department will lower its undergraduate student-professor ratio, which currently stands at 42.5:1, and increase the quality of its programs and services.

Start: 9/1/2011
End: 6/30/2014
Progress: Ongoing
JRMC1.1: Lower number of accepted students
The department will incrementally lower the number of accepted students each semester.

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies

1. Increase the required GPA for entrance to the three majors according to supply and demand.
2. Explore the possibility of a writing exam to be administered before admission to the majors.

Resources Required

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
Lower total enrollment each semester
Increased GPA in each of the three majors
Implementation of writing exam

Assessment Results
JRMC1.2: Increase the number and quality of faculty
The department will increase the number and quality of its faculty, thus increasing the overall quality of education offered to the students.

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies
1. Encourage faculty to apply for development grants as well as take advantage of AUC's new policy to attend conferences even if not presenting.
2. Hire an additional faculty member for each of FY 2013 and FY 2014.

Resources Required
Additional faculty lines in FY2013 and FY2014

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how do you plan to fund it?
Yes

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.
Office space for the additional faculty lines

Assessment/Key Performance Indicators
1. Increase in faculty use of development and conference grants
2. One additional faculty member in FY13 and one in FY14

Assessment Results
JRMC1.3: Increase quality of service to students
   The department will increase the quality of service presented to the students.
   
   Start: 9/1/2010
   End: 6/30/2014
   Status:

   Strategies
   1. Organize the process of student advising.
   2. By 2012, hire an additional staff member to serve as "student advisor."
   3. By 2012, hire an additional staff member to serve as "department secretary."

   Resources Required
   Two additional staff lines in FY2012: secretary and student advisor

   Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?
   Yes, two additional staff lines

   Budget Request(s)
   No items to display.

   Are there any space/facilities implications for this objective? If so, please explain.
   No

   Assessment/Key Performance Indicators
   1. Student advising is improved and streamlined.
   2. Two new staff lines are hired.

   Assessment Results

JRMC2: Maintain JRMC programs as world-class in the region
   The JRMC department will confirm and maintain AUC’s communication, media, journalism and professional programs as world-class programs in the region.
   
   Start: 9/1/2010
   End: 6/30/2014
   Progress: Ongoing
JRMC2.1: Improve programs to meet accreditation standards
By 2012, the department will continue to improve its programs in light of the recent reviewer’s report and with the standards of international accreditation in mind.

**Start:** 9/1/2010  
**End:** 8/31/2012  
**Status:** Ongoing  

**Strategies**

2. Respond to Departmental Review and start implementing changes.  
3. Continue with assessment efforts.  

**Resources Required**

**Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?**

**Budget Request(s)**
No items to display.

**Are there any space/facilities implications for this objective? If so, please explain.**

**Assessment/Key Performance Indicators**

1. NAQAEEL study completed  
2. Departmental Review response prepared and delivered and implementation of changes begun  
3. Assessment plan implemented and on track with reporting  

**Assessment Results**
JRMC2.2: IT and learning platform support media convergence
By 2013, the technology platform and learning platform of the JRMC department will fully support media convergence.

**Start:** 9/1/2010  
**End:** 6/30/2013  
**Status:** Ongoing

**Strategies**

1. Assess existing technology.  
2. Improve facilities for multi-media journalism classes.  
3. Improve facilities for radio lab.  
4. Hire a full-time radio studio/sound engineer to help with student productions.

**Resources Required**
Facilities for multimedia journalism and radio lab and new staff line for radio/sound engineer

**Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?**
Facilities for multimedia journalism and radio lab and new staff line for radio/sound engineer

**Budget Request(s)**
No items to display.

**Are there any space/facilities implications for this objective? If so, please explain.**

**Assessment/Key Performance Indicators**

1. Existing technology assessed and gaps noted  
2. Facilities for multi-media journalism classes improved  
3. Facilities for radio lab improved  
4. A full-time radio/sound engineer hired

**Assessment Results**
JRMC2.3: Expand and strengthen professional training programs
The JRMC department will expand and strengthen professional training and development programs.

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies
1. Cooperate with GAPP’s new Executive Education program.
2. Establish stronger relationship with industry through alumni events, alumni newsletter, as well as hosting a Chair’s lecture and hosting prominent guess speakers.
3. Seek funding when needed.

Resources Required

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
1. Programs presented through GAPP’s Executive Education program.
2. Alumni events, alumni newsletter, a Chair’s lecture and hosting prominent guest speakers

Assessment Results

JRMC2.4: Expand and strengthen graduate programs
The JRMC department will expand and strengthen JRMC graduate programs.

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies
1. Revise curricula.
2. Revise admissions criteria and be more selective.
3. Finalize assessment plans.
4. Improve marketing strategies for attracting top notch students.

Resources Required

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
1. Curricula revised and improved/made more relevant
2. Admissions criteria reviewed to become more selective
3. Assessment plans finalized and implemented
4. Improved marketing strategies that result in increased applications

Assessment Results
JRMC2.5: Expand opportunities to develop media skills in Arabic
The JRMC department will expand opportunities for students to develop media skills in Arabic.

**Start:** 9/1/2010  
**End:** 6/30/2014  
**Status:** Ongoing

**Strategies**

1. Explore opportunities for collaboration with other departments, interdisciplinary courses, and service learning courses.  
2. Promote internships in Arab speaking companies and organizations.  
3. Consider possibility of developing JRMC electives in Arabic.

**Resources Required**

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

**Budget Request(s)**

No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

**Assessment/Key Performance Indicators**

1. Collaboration with other departments, interdisciplinary courses, and service learning courses.  
2. Internships in Arab speaking companies and organizations.  
3. JRMC electives in Arabic

**Assessment Results**

---

JRMC3: Provide world-class research and creative contributions
The JRMC department will provide world-class independent and internationally-recognized research and creative contributions in the field.

**Start:** 9/1/2010  
**End:** 6/30/2014  
**Progress:** Ongoing
JRMC3.1: Establish a mass communication/public opinion research center

- **Start:** 9/1/2010
- **End:** 6/30/2014
- **Status:** Ongoing

**Strategies**

1. Develop feasibility study by 2012
2. Seek funding

**Resources Required**

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how do you plan to fund it?

**Budget Request(s)**

No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

**Assessment/Key Performance Indicators**

1. Feasibility study by 2012
2. Funding opportunities identified

**Assessment Results**

---

JRMC3.2: Increase faculty publications

Increase faculty publications in peer-reviewed journals and other high-visibility publications.

- **Start:** 9/1/2010
- **End:** 6/30/2014
- **Status:** Ongoing

**Strategies**

1. Encourage research efforts including collaborations and interdisciplinary research.
2. Circulate more information on conferences and call for papers.
3. Encourage faculty to apply for research grants.

**Resources Required**

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how do you plan to fund it?

**Budget Request(s)**

No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

**Assessment/Key Performance Indicators**

1. Increase in collaborations and interdisciplinary research.
2. Increased circulation of information on conferences and call for papers.
3. Increased faculty applications for research grants
4. Increased number of faculty publications in peer-reviewed journals and creative contributions in the field

**Assessment Results**
JRMC3.3: Increase professional and creative contributions
Increase high-impact faculty professional and creative contributions relevant to the field

**Start:** 9/1/2010  
**End:** 6/30/2014  
**Status:** Ongoing

**Strategies**

1. Encourage faculty to apply for research or other relevant grants.  
2. Encourage faculty to seek outside funding for creative projects.  
3. Encourage faculty to collaborate on creative projects with colleagues from the JRMC department as well as from outside the department and AUC.

**Resources Required**

**Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?**

**Budget Request(s)**
No items to display.

**Are there any space/facilities implications for this objective? If so, please explain.**

**Assessment/Key Performance Indicators**

1. Increased applications for research or other relevant grants.  
2. Increased applications for outside funding for creative projects.  
3. Increase in creative projects with colleagues from the JRMC department as well as from outside the department and AUC.  
4. Increase in the number of high-impact faculty professional and creative contributions in the field

**Assessment Results**
JRMC3.4: Increase visibility of department and achievements
Increase the visibility of the department and the achievements of students, faculty and alumni.

**Start:** 9/1/2011  
**End:** 8/31/2012  
**Status:** Ongoing

**Strategies**
1. Hire a full-time staff person to handle public relations/outreach efforts for the department in collaboration with the AUC’s Office of Marketing and Communications.
2. Develop a visually stimulating participatory website that effectively markets the department and its achievements to the world.
3. Put links to the faculty research and creative contributions on the website.
4. Publicize faculty research and creative endeavors to the outside world.
5. Increase traffic at exhibitions and other creative events by collaborating with other departments and holding satellite previews.
6. Increase the number of international guest speakers and DVPs and effectively promote the lectures through semester mini-seminars.
7. Increase the number of public lectures by department faculty and effectively promote the lectures.
8. Hold a Chair’s Lecture every semester.
9. Digitally record guest lectures and selected classes and make them available on the web.
10. Advertise and publicize achievements in relevant academic publications.
11. Host an annual documentary film festival.

**Resources Required**
Additional staff line  
Funds for hospitality, banners and other marketing materials

**Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?**
Additional staff line

**Budget Request(s)**
No items to display.

**Are there any space/facilities implications for this objective? If so, please explain.**

**Assessment/Key Performance Indicators**
1. Full-time staff person hired to handle public relations/outreach efforts for the department  
2. Development of a visually stimulating participatory website that effectively markets the department and its achievements to the world.  
3. Links to the faculty research and creative contributions on the website.  
4. Increase in publicity about faculty research and creative endeavors  
5. Increased traffic at exhibitions and other creative events by collaborating with other departments and holding satellite previews.
6. Increased number of international guest speakers and DVPs and semester mini-seminars.
7. Increased number of public lectures by department faculty  
8. A Chair’s Lecture held every semester.
9. Digitally recorded guest lectures and selected classes made available on the web.
10. Advertisement and publicity of achievements in relevant academic publications.
11. An annual documentary film festival hosted

**Assessment Results**
JRMC3.5: Hire high-quality faculty for newly available positions

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies

1. Expand search efforts to include all important professional and academic publications in the region, the US, and worldwide.
2. Take advantage of regional and international conferences to arrange for interviews and job fairs.

Resources Required

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

Budget Request(s)

No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators

1. Searches include all important professional and academic publications in the region, the US, and worldwide.
2. Interviews arranged at regional and international conferences
3. Increased number of applications from high quality candidates

Assessment Results

JRMC4: Strong linkages with JRMC alumni and the media industry

The JRMC department will build strong and ongoing linkage with JRMC alumni and the media industry.

Start: 9/1/2010
End: 6/30/2014
Progress: Ongoing
JRMC4.1: Develop an alumni database
By 2012, obtain and maintain an accurate alumni database.

Start: 9/1/2011
End: 8/31/2012
Status: Ongoing

Strategies
1. Work closely with the AUC alumni office.

Resources Required
Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
Alumni database developed and kept up to date.

Assessment Results
JRMC4.2: Engage media industry professionals in life of the department
Inform and engage media industry professionals in the life and activities of the JRMC department’s programs.

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies
1. Develop and distribute an alumni newsletter each semester.
2. Build relationships and arrangements with alumni to host internships and field visits.
3. Invite media industry professionals to lectures and other events.
4. Explore fund raising possibilities involving media industry.
5. Hold a Chair’s Lecture every semester.
6. Hold an alumni/VIP contacts reception/dinner every semester.

Resources Required
Hospitality funds for events

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
1. An alumni newsletter each semester.
2. Alumni host internships and field visits.
3. Media industry professionals attend lectures and other events.
4. Fundraising possibilities involving media industry identified
5. A Chair’s Lecture held every semester.
6. An alumni/VIP contacts reception/dinner every semester.

Assessment Results
JRMC4.3: Establish advisory board
By 2012, establish an advisory board of distinguished alumni and media industry professionals.

Start: 9/1/2011
End: 8/31/2012
Status: Ongoing

Strategies
1. Faculty will nominate and select members.
2. Faculty will hold annual meetings with the board.

Resources Required
Hospitality funds for events

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how do you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
Advisory board established and annual meetings held

Assessment Results

JRMC4.4: Develop media database
By 2012, develop and maintain an accurate database of local, regional and international media industry.

Start: 9/1/2011
End: 8/31/2012
Status: Ongoing

Strategies
1. Assign a staff member to take the lead in development.
2. Ask individual faculty members to contribute their contacts.
3. Update database on an ongoing basis.

Resources Required

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how do you plan to fund it?

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.

Assessment/Key Performance Indicators
Database developed and updated regularly

Assessment Results
JRMC4.5: Establish radio presence
The JRMC department will have radio presence in the community.

Start: 9/1/2010
End: 6/30/2014
Status: Ongoing

Strategies

1. Explore possibility of having a low-frequency or an Internet-based radio station.
2. Utilize audio equipment to tell stories and present news.
3. Improve the technological facilities of the radio lab.
4. Hire a full-time radio studio/sound engineer to help with student productions and running the station.

Resources Required
Radio equipment and facilities and additional staff line (included in earlier goal)

Does this objective require funds in excess of your annual operating budget? If yes, what is the additional cost, and how to you plan to fund it?
Radio equipment and facilities and additional staff line (included in earlier goal)

Budget Request(s)
No items to display.

Are there any space/facilities implications for this objective? If so, please explain.
Radio facilities

Assessment/Key Performance Indicators

1. Establishment of a low-frequency or an Internet-based radio station.
2. Improved radio lab facilities
3. Full-time radio studio/sound engineer hired
4. Radio station functioning

Assessment Results