CIC STRATEGIC PLAN REPORT 2022

EXECUTIVE SUMMARY

Our primary objectives for 2020-2025 are to strengthen the academic community and the college infrastructure, and to establish the college as an acknowledged leader in data, media and society.

SCOPE OF THE REVIEW OF THE COMMITTEE'S WORK

The review committee is responsible for annually evaluating the CIC's progress toward meeting strategic plan objectives.

ON TARGET AREAS

The CIC has made notable progress in priorty areas, including:

- Increased experiential learning opportunities abroad **(01.01.03)**
- Expanded staff involvement in decision-making **(01.03.01)**
- Greater transparency in policies, practices and decision-making processes **(01.05.01)**
- Launched new Master of Data and Communication and Certificate in Data Communication (FA22), increasing online graduate enrollment **(02.01.02; 02.01.03)**
- Achieved university-wide cross-disciplinary grant funding initiatiives **(03.01.05)**
- Provided greater use of and access to the Social Media Insights Lab **(03.03.01)**
- Created and executed a plan to increase college visibility and promote a unique college brand **(03.04.01; 03.04.02)**

FOCUS AREAS

Additional focus is suggested in the following priority areas:

- Building task-specific relationships **(01.04.01)**
- Positioning the college to take best advantage of the new budget model **(02.02.01)**
- Decide on instituting a joint Ph.D. degree **(02.04.02)**

RECOMMENDATIONS

The committee recommends that strategic plan objectives for Year 3 and Year 4 be reviewed to ensure they accurately reflect the college's trajectory, current progress and the university climate. We also recommend that benchmarks be set to allow for more meaningful evaluation in future reviews.

CJ Faulk | Darin Freeburg | Robert McKeever | Brett Robertson | Dora Stryffeler | Kim Thompson

UNIVERSITY OF
South Carolina
College of Information
and Communications

STRATEGIC PLAN
2020-2025
Year 2 overview

■ Satisfactory Accomplishment

■ Progress On Target

■ Needs more attention

STRATEGIC PRIORITY 01: STRENGTHEN ACADEMIC COMMUNITY

Objective 01.01

Focus on students: Increase students' opportunities for learning, both in the classroom and through experiential means; build diversity, equity, and inclusion; and support students' career aspirations

Task	Description	Owner	Year	Status
01.01.03	Increase number of and access to experiential learning opportunities	AD AA	2	■
01.01.06	Set and maintain explicit and aggressive standards regarding retention and time to graduation	AD SS	2	■

Objective 01.02

Focus on faculty: Provide incentives for scholarship and creative activity, increase diversity, and facilitate professional growth

Task	Description	Owner	Year	Status
01.02.01	Enhance support for research and creative scholarship	AD R	2	■

Objective 01.03

Focus on staff: Provide opportunities for involvement in decision-making, increase diversity and facilitate professional growth

Task	Description	Owner	Year	Status
01.03.01	Increase staff involvement in decision-making	AD AF	2	■

Objective 01.04

Focus on alumni: Expand the alumni network and strengthen ties with more alumni through meaningful contact

Task	Description	Owner	Year	Status
01.04.01	Develop and execute task-specific relationship-building programs	Alum	2	■

Objective 01.05

Focus on leadership: Build trust through clear and frequent communication

Task	Description	Owner	Year	Status
01.05.01	Increase transparency in policies, practices and decision-making processes	Dean	2	■

STRATEGIC PRIORITY 02: STRENGTHEN THE COLLEGE INFRASTRUCTURE

Objective 02.01

Increase student enrollment and maintain or enhance student academic and demographic profile

Task	Description	Owner	Year	Status
02.01.02	Develop and execute a plan to increase SJMC graduate enrollment	DIR	2	
02.01.03	Make a decision on instituting SJMC online and/or hybrid graduate degree offerings	DIR	2	
02.01.05	Develop and execute a plan to increase UofSC non-CIC student enrollment	AD AA	2	

Objective 02.02

Increase funding efforts to support the college's programs and initiatives

Task	Description	Owner	Year	Status
02.02.01	Position college to take advantage of the university's new budget model	DIR	2	
02.02.02	Develop a plan to increase external funding for research initiatives	AD R	2	
02.02.05	Build internal awareness of college scholarship, research and creative activity	AD R	2	

Objective 02.04

Establish and promote joint degrees

Task	Description	Owner	Year	Status
02.04.02	Make a decision on instituting a joint Ph.D. degree	AD AA	2	

STRATEGIC PRIORITY 03: ESTABLISH THE COLLEGE AS AN ACKNOWLEDGED LEADER IN DATA, MEDIA AND SOCIETY

Objective 03.01

Actively seek opportunities to collaborate with other educational areas of the University of South Carolina

Task	Description	Owner	Year	Status
03.01.01	Collaborate with the College of Engineering and Computing on AI	ADR	2	
03.01.02	Continue to collaborate with Public Health and Education	ADR	2	
03.01.05	Pursue university-wide cross-disciplinary grant funding initiatives	ADR	2	

Objective 03.02

Actively seek opportunities to collaborate with external organizations and individuals, especially to assist communities, physical or virtual, in developing the information and data tools they may need to help democracy flourish in a digital world

Task	Description	Owner	Year	Status
03.02.03	Develop advisory councils and fellows programs at the school/college levels	DIR	2	

Objective 03.03

Expand use of and access to labs and other technical resources students in both iSchool and SJMC need to excel in academics and research

Task	Description	Owner	Year	Status
03.03.01	Expand use of and access to the Social Media Insights Lab	DSP	2	
03.03.02	Complete, clearly define the purpose of and promote use of the new research lab	AD R	2	

Objective 03.04

Strengthen internal and external communications and outreach

Task	Description	Owner	Year	Status
03.04.01	Create and execute a plan to increase external visibility of the college on campus and beyond	Comms	2	
03.04.02	Take specific steps to further refine and promote a unique college brand	Comms	2	
03.04.03	Showcase faculty scholarship and creative initiatives	AD R	2	
03.04.04	Sponsor events at professional and academic meetings/conferences	DIR	2	

STRATEGIC PLAN 2020-2025
with Supportive Data

STRATEGIC PRIORITY 01: STRENGTHEN ACADEMIC COMMUNITY

Objective 01.01

Focus on students: Increase students' opportunities for learning, both in the classroom and through experiential means; build diversity, equity, and inclusion; and support students' career aspirations

Task	Description	Owner	Year	Status
01.01.01	Increase resources and activities for career development and placement	AD SS	1	• Increased workshops (resume, LinkedIn, interviewing, etc.) • Increased diversity among employment opportunities (moved from mainly Broadcast/Multi-Journalism focused to include opportunities for all majors) • Updated website accessibility (examples of resumes, internship for credit, student centered, FAQs) Increased outreach to students and employers • Established more iSchool opportunities (career resources, resume-building resources, employer relationships) • Employer tabling opportunities (pre-Covid in SJMC building) • Expanded job/internship outside of the southeast (NYC, Atlanta, DC, Charlotte) • Virtual Career Fair Feb 2021, in-person Career Fair Feb 2022
01.01.02	Increase number of and access to courses	AD AA	1	• Media Innovation Academy and Digital Media Academy summer offerings 2021 and 2022 • SJMC bottlenecks resolved in 2021 (OYT, scheduling changes) • 30 new courses approved by university in 2021 • 33 courses were changed to add online delivery in 2021 • 31 new courses approved by university in 2022 • 6 courses were approved for online delivery in 2022 • As of 2022, 70% of the iSchool and 40% of the SJMC undergraduate courses are approved for online delivery; likewise, 87% of the iSchool graduate (non-doctoral) courses and 35% of SJMC graduate (non-doctoral) courses are approved for online delivery
01.01.03	Increase number of and access to experiential learning opportunities	AD AA	2	• Study Away Coordinator, Scott Farrand (since 2020)

				- Study Away (Domestic) - Maymester 2021: Atlanta Circus - Study Away (International) - May 8-27, 2022: Germany, 24 CIC students - May 9-28, 2022: Italy, 22 CIC students - May 10-23, 2022: Iceland (Capstone), 28 Capstone students - June 3-14, 2022: Iceland (Honors), 13 Honors students - June 3-30, 2022: Spain, 56 CIC students
01.01.04	Increase student body diversity to reflect the state's communities	AD DEI	4	- Black student enrollment overall in the CIC is 9% according to 2020 data, the only underrepresented group whose percentage is less than the diversity representation in the community - Spring 2022 BSIS enrollment: 1.6% Hispanic, 6.25% Asian, 18.75% African American, 80% Caucasian; 41% female; 59% male - Spring 2021 MLIS enrollment: 2% Hispanic, 1.5% American Indian, 2% Asian, 9.6%, African American, .58% Hawaiian/Pacific Islander In AY 2021-2022 CIC hired an undergraduate student recruiter to assist the college in meeting its underrepresented student enrollment goals - In 2020-2021 the CIC created an MOU with Claflin University for a 4+1 program that broadens pipeline for diversity in graduate programs. Enrollment in this program was 1 in 2021 and 6 in 2022
01.01.05	Appoint an Associate Dean of Academic Affairs to oversee and execute relevant curricular matters and development	Dean	1	Kim Thompson appointed as ADAA as of August 2022
01.01.06	Set and maintain explicit and aggressive standards regarding retention and time to graduation	AD SS	2	92.6% 1st year retention rate (highest at the university, 2021) 86.4% 6-Year undergraduate graduation rate (highest at the university) - ADSS and Student Services Manager met with sequence heads to discuss: course shortfalls, enrollment in majors, communicate current/future issues, accessibility to courses - Newsroom made accommodations in 2021 to solve issues for SP21 grads and future graduates of Journalism; allow students to matriculate earlier into newsroom to make students more competitive for internships - Eliminated application for upper division in 2021-22 to eliminate a barrier to students graduating on time - Student Services continued processes/forms for students to utilize while registering - All advising roles currently filled - Hired CIC Undergraduate Recruiter - SJMC Students: Updated DegreeWorks to make it easier to understand for students

Task	Description	Owner	Year	Status
				• ISCI Students: Updated bulletin, degree, and DegreeWorks to make it easier to understand for students and more desirable for incoming students (Change of Major, First-year, Transfer) • Expanded courses offerings ○ Offer variety of JOUR electives ○ Offer variety of ISCI electives, changed titles of courses to make more sense to students when registering • Made requirements more accessible ○ Removed prerequisites for some JOUR undergraduate courses ○ Removed all prerequisites for ISCI undergraduate courses

Objective 01.02

Focus on faculty: Provide incentives for scholarship and creative activity, increase diversity, and facilitate professional growth

Task	Description	Owner	Year	Status
01.02.01	Enhance support for research and creative scholarship	AD R	2	• Completed Biometrics and User eXperience (BaUX) Lab in 2019, with physical renovations to the space, and installation of hardware and software, with updates in 2022-2023 • Expanded the BaUX capabilities to include VR related research by procuring new AR/VR eye tracking devices in 2022 and a contract with iMotions for 2 professional training sessions that will be scheduled during 2022-2023 academic year • Continued support for the Social Media Insights Lab, with personnel and new license with Brandwatch Consumer Research • CIC Internal Grants in 2019-2020 and 2021-2022 (2019-2020: $44,075 awarded; 2021-2022: $39,390 awarded) • Pivot workshop in fall 2020; "Finding Funding" video posted on internal CIC site • Meet & Greet with Nursing in fall 2020 and joint grant with Nursing in 2021 • Created Advisory Council to provide ideas and feedback re: support and launched survey to gather feedback from faculty in 2020, 2021, and 2022 • Found contract grant writer/editor, Pam Weiss, and shared info with College; she can help provide support for faculty applying for large grants • Created Grants FAQ, which is posted on College internal site
01.02.02	Increase faculty diversity to better reflect the student body and the community	AD DEI	4	• 2022 CIC faculty racial distribution is 76% white, 14% Asian, 14% Black, .04% Latina, reflecting an increase from 2018 when the CIC committed to faculty diversity boosted by successful recruitment of Black, Latina, and Asian faculty members

Task	Description	Owner	Year	Status	
01.02.03	Provide, encourage and facilitate opportunities for professional growth	DIR	4	**iSchool** • FY22 $16,529.86 spent on faculty travel FY21 $3,475.99 spent on faculty travel • Faculty members attended the following conferences in 2022: ALISE, AASL, ALA, IASL, AERA, and others in 2022 to present sessions and serve on association's committees • Supported student services staff's attendance at the American College Personnel Conference to present a session about the iSchool's student orientation program • Supported travel for PhD students to the AASL Conference in fall 2022 • Helped three PhD students develop teaching skills by having them serve as adjuncts in ISCI classes • Hired a GA to enter faculty publications in the UofSC Scholar Commons database to help raise faculty member's H-index scores • Provided registration for PhD students to attend the IASL Conference	**SJMC** • FY22 $17,723.31 spent on faculty travel FY21 $1,445.95 spent on faculty travel • 2022 Professional association fees — $1,581 • 2022 Faculty Development Funds for professional activities — $5,697.55 • Faculty members attended: AEJMC, ICA, IPRRC, PRSA, NCA, BEA, AAA, and others in 2022 to present sessions and serve on association's committees

Objective 01.03

Focus on staff: Provide opportunities for involvement in decision-making, increase diversity and facilitate professional growth

Task	Description	Owner	Year	Status
01.03.01	Increase staff involvement in decision-making	AD AF	2	• In 2019 created Staff Advisory Council-meets quarterly to share concerns, dean asks opinions, dean shares updates, Staff included on committees, Dean checks in with staff through meetings and informally, increase Staff meetings (bi-monthly, prescheduled) • In 2019 initiated college-wide staff meetings • Rushondra James, Staff Senate Chair (2022-2023) • Christine Shelek, CIC Staff Senator (2022-2023)

Task	Description	Owner	Year	Status
01.03.02	Increase staff diversity to better reflect the student body and the community	AD DEI	4	• In 2022 the CIC staff demographics are: 29% white male, 54% white female, 13% Black female, and .03% American Indian • In 2019 the CIC created one of the University's first staff councils to improve staff professional development and participation in CIC governance
01.03.02	Increase staff diversity to better reflect the student body and the community	AD DEI	4	• In 2022 the CIC staff demographics are: 29% white male, 54% white female, 13% Black female, and .03% American Indian • In 2019 the CIC created one of the University's first staff councils to improve staff professional development and participation in CIC governance

Objective 01.04

Focus on alumni: Expand the alumni network and strengthen ties with more alumni through meaningful contact

Task	Description	Owner	Year	Status
01.04.01	Develop and execute task-specific relationship-building programs	Alum	2	• Career Services: increased contact (Maymester trip), invited/led workshops throughout semester and Career Fair workshops, invited/led informal meetings (CapGemini; Colonial Life), increased job opportunities for current students to work with alumni (ongoing) • DOD: Alumni advisory council will be revamped and restarted for 2022-2023 • DOD: Give4Garnet (success!), $57,200 from 167 donors in May 2022, double from last year; including a $25,000 Give for Garnet pledge for the Ronald T. and Gayla D. Farrar Award in Media and Civil Rights History, overseen by Dr. Ken Campbell • DOD: Alum-mentor program (80 alumni pairing with students, so many interested had to cap to be only upperclassmen)
01.04.02	Create a multi-directional alumni network and increase contact frequency	Alum	3	• Career Services: sent surveys/post-grad emails to engage, developed social media groups (FB, LinkedIn) • DOD: New alumni relations coordinator, Danielle McNaughton, hired in Spring 2022 • Comms: Increased presence on Linkedin and other social media platforms, including new alumni Linkedin group
01.04.03	Foster alumni engagement with the CIC through social networking events, award ceremonies, etc.	Alum	3	• iSchool Dean's and Directors Lecture and Awards March 18, 2022 with Jason Broughton and Beta Phi Mu • SJMC Awards Night 2023 (planning in process) • Gamecocks in the Garden October 15, 2021 • Several alumni meet-ups were held in Summer 2022 in CLT and CHS

Objective 01.05

Focus on leadership: Build trust through clear and frequent communication

Task	Description	Owner	Year	Status
01.05.01	Increase transparency in policies, practices and decision-making processes	Dean	2	• Directors and Dean are forthcoming on need-to-know basis for funding decisions • Director-led allocation of budgets for Sequence/Program Coordination (e.g., graduate student support, purchases of equipment, student travel funds) • Dean holds bi-annual meetings with both the Faculty and Staff Advisory Councils to receive feedback • Making policies more directly accessible to faculty and staff by posting on the CIC website Held CIC end of year retreat which focused on decision-making for new courses and programs in the college going forward • Holding weekly meetings open to the extended leadership team to discuss all weekly college updates
01.05.02	Increase quality of timely internal communications	Dean	1	• CIC Friday Updates by Dean (AY2021-2022) • Faculty & staff noted 76% satisfaction with CIC communication on Climate Survey 2020 • Faculty & staff noted 72.5% satisfaction with CIC communication on Climate Survey 2021 (-3.5%)

STRATEGIC PRIORITY 02: STRENGTHEN THE COLLEGE INFRASTRUCTURE

Objective 02.01

Increase student enrollment and maintain or enhance student academic and demographic profile

Task	Description	Owner	Year	Status
02.01.01	Develop and execute a plan to increase iSchool undergraduate enrollment	DIR	1	• BSIS committee implemented course name and curriculum changes to make the program more marketable • BSIS committee and CIC advisors worked to streamline course prerequisites • BSIS committee participated in 37 recruiting events in 2022, including on campus recruiting events and conferences • BSIS committee worked with the communications team to develop new marketing materials • Website improvements were made to the BSIS web page for recruiting purposes • BSIS Committee and others presented an information session in the spring to the UofSC Discovery Advisors to encourage them to help recruit future students • The CIC hired an undergraduate recruiter in summer 2022
02.01.02	Develop and execute a plan to increase SJMC graduate enrollment	DIR	2	• Hired recruiter to increase graduate enrollment

				• Introduced priority admissions deadlines to encourage earlier application times and more opportunities to apply • In 2020, we made the GRE optional for Master in Mass Communications (MMC) applicants. We saw an average 80% increase in applications compared to when the GRE was required. Grad Council voted in SP22 to permanently make the GRE optional for the MMC programs. • Launched new MS Data and Communications (MDC) and Certificate in Data Communications (CDC). This degree and certificate represent the first college offerings, combing both schools. The first cohort consists of 14 graduate students, which far exceeds our projections. • The accelerated MMC program has grown exponentially, now more than half of the students who apply to MMC are in the accelerated program. We also strengthened the core advising for undergraduates interested in the accelerated MMC program. • Admitted students to online MMC program three times a year. Enrolled an average of 5.25 new students in each term (Summer 2021-Summer 2022). • Utilized internal advertising to undergraduate CIC students to apply for the accelerated MMC and online MMC programs on SJMC screens and CIC events • Regular online info sessions and fewer in-person info sessions due to COVID-19 • Continued partnership with Cyberwoven, a local advertising agency, to assist in marketing our online MMC program • Graduated in August 2022 the first class of National Chengchi University, Taiwan dual master's program • Graduated in August 2022 the first Claflin University 4+1 program graduate. We continue to admit around 5 students each year to the program who are fully funded • Enrollment increased in all SJMC graduate programs from 79 in Spring 2021 to 94 in Fall 2021. 92 enrolled in Spring 2022. We currently have 84 enrolled in Fall 2022 and expect those numbers to increase.
02.01.03	Make a decision on instituting SJMC online and/or hybrid graduate degree offerings	DIR	2	• Master of Mass Communication degree available 100% online as of 2020 • Master of Data and Communication degree available 100% online as of Fall 2022 • Certificate of Data and Communication available 100% online as of Fall 2022
02.01.04	Create professional training and executive education, including experimental offerings	DSP	3	• New trainings ("road shows") are underway, including for high school students in disadvantaged communities for FA22. Select high school students will be invited to a two-night workshop. • One road show will be focused on re-inventing the SC Scholastic Press Assoc.

				• Creation of online certificate classes for high school students for SP23 • UNESCO Chair Search paused, but will continue in the future • New Fulbright Scholar will work with the Lab and CIC about misinformation • Certificate of Library Studies program currently has 9 students enrolled

02.01.05	Develop and execute a plan to increase UofSC non-CIC student enrollment	AD AA	2	• Zero (0) JOUR and ISCI courses in Carolina Core as of FA22 — the idea has been discussed in faculty meetings and some ideas floated. On agenda again for curricular development 22-23.
				• 30 students enrolled in New Social Media and Mass Communications minor (first cohort FA21)
				• 50 students enrolled in Sports Media minor (first cohort FA21)
				• Goal to expand collaborations with other Schools and Colleges university-wide. As of Fa22…
				  ○ ISCI courses are listed as part of the following programs in other colleges:
				    ▪ CAS
				      □ Global Studies, BA
				      □ Law and Society Interdisciplinary Minor
				      □ Medical Humanities and Culture Minor
				      □ English/LIS MA/MLIS
				      □ Public History/LIS MA/MLIS
				    ▪ CEC
				      □ Applied Computing Minor
				    ▪ CEd
				      □ Early Childhood Education, BA
				      □ Elementary Education, BA
				      □ Law and Society Interdisciplinary Minor
				      □ Learning Design and Technologies MEd
				  ○ JOUR courses are listed as part of the following programs in other colleges:
				    ▪ CAS
				      □ Environmental Studies, BA
				      □ Environmental Studies Minor
				      □ Global Studies, BA
				      □ Leadership Studies Minor
				      □ Marine Science, BS
				      □ Medical Humanities and Culture Minor
				    ▪ CEC
				      □ Engineering Management, MS
				    ▪ Law School
				      □ JMC/Law, MMC/JD
				    ▪ Palmetto College
				      □ Organizational Leadership, BA
				    ▪ School of Music
				      □ Entrepreneurship Minor

Objective 02.02

Increase funding efforts to support the college's programs and initiatives

Task	Description	Owner	Year	Status	
02.02.01	Position college to take advantage of the university's new budget model	DIR	2	**iSchool** • The revised Certificate in Specialized Study in Information Science officially launched in Spring 2022 with 23 students already enrolled in the certificate as of Spring 2022 • Began the 4th iSchool cohort program with the Charleston School District in May 2022 • Proposed ISCI 202 for Carolina Core	**SJMC** • Exploring curriculum changes that will bring more credit hours into SJMC, between 9-12 additional hours • Enrollment in Social Media and Mass Communications minor increased from 2 in Fall 2021 to 11 in Spring 2022 • Enrollment in Sports Media minor increased from 6 in Fall 2021 to 32 in Spring 2022
02.02.02	Develop a plan to increase external funding for research initiatives	AD R	2	• Plan developed based on university strategic plan shared with leadership team and advisory council for feedback (2021) • Will continue to edit plan with new AD R (2022)	
02.02.03	Appoint an Associate Dean of Research to execute and oversee development of an external funding plan	AD R	1	• Linwan Wu appointed ADR as of August 2022	
02.02.04	Develop and execute a plan to enhance and incentivize CIC interdisciplinary research	AD R	3	• Plan developed based on university strategic plan; shared with leadership team and advisory council for feedback. (2021) • ADR is in discussions with Arnold School of Public Health, College of Engineering, and the AI Institute for possible research collaborations. (2022)	
02.02.05	Build internal awareness of college scholarship, research and creative activity	AD R	2	• Monthly Research Round-ups - improved process in 2019-22 • Mean scores on "internal communication" in 2022 were nearly identical with those from the faculty survey in 2021, and remained higher than those reported in the initial 2020 survey (M=3.40 in 2020; M=4.38 in 2021, M=4.35 in 2022) • Comms team submits research spotlights for UofSC Today; we started tracking in 2021 • Story on CIC research on misinformation ran university-wide in spring 2021, featuring faculty from across the College; it appears on CIC Research web page now Collaborative events with units like Nursing and AI Institute also help with awareness within the university	
02.02.06	Create a plan for the development office with clear deliverables and milestones	DOD	1	• CIC Annual Development plan includes, for example: ○ CIC Annual Development plan includes, for example:	

				○ Top 5 Overall Priorities (not necessarily) Fundraising ○ Top 5 Fundraising Priorities ○ Big Ideas (e.g., study away accessibility; strategy to combat misinformation) ○ Top 5 and Next 5 Solicitations to Close in FY22 for the College/School/Unit ○ What 3 Things Central Development Can Do to Help with Fundraising

Objective 02.03

Clarify and continuously reinforce the college organizational design

Task	Description	Owner	Year	Status
02.03.01	Clarify and communicate a clear college organizational chart	AD AF	1	• Completed a CIC Handbook (2019), updated annually
02.03.02	Clarify and communicate organizational roles and responsibilities	AD AF	1	• Completed. Updated every Fall and Spring in CIC Blueprint and CIC Handbook
02.03.03	Create a college handbook	AD AF	1	• Completed 2019; revised 2020, 2021, 2022; available on website

Objective 02.04

Establish and promote joint degrees

Task	Description	Owner	Year	Status
02.04.01	Create and promote degrees, certificates and minors in Data and Strategic Communications	AD AA	3	• Certificate in Data and Communications approved, marketing with Cyberwoven in 2022, first cohort (2 students) enrolled for Fall 2022 • MS in Data and Communications approved, marketing with Cyberwoven in 2022, first cohort (14 students) enrolled for Fall 2022 • BSIS program revisions to lower barriers to entry (both transfer and first year students) • New Cyber Security and Information Science course approved • iSchool hired 1 new professional instructor and one part-time instructor to teach courses in data science and cyber areas of focus at both undergraduate and graduate levels
02.04.02	Make a decision on instituting a joint Ph.D. degree	AD AA	2	• Data collected and discussion in process (Year 1) • Decision to expand marketing of iSchool doc program and explore additional external funding measures (Year 2)

STRATEGIC PRIORITY 03: ESTABLISH THE COLLEGE AS AN ACKNOWLEDGED LEADER IN DATA, MEDIA AND SOCIETY

Objective 03.01

Actively seek opportunities to collaborate with other educational areas of the University of South Carolina

Task	Description	Owner	Year	Status
03.01.01	Collaborate with the College of Engineering and Computing on AI	ADR	2	• Hosted a research session with AI Institute in spring 2021 • Hosted College of Engineering in Biometrics lab in fall 2020 • Attended meeting with Engineering and NCCA about possible future collaboration with UofSC; we are part of continued talks via Mike Matthews and Amit Sheth • Attended AI institute-hosted half-day session meeting with Engineering and members of INSURE university consortium about possible future opportunities to do non-classified intelligence and security research funded in support of the Applied Research Laboratory for Intelligence and Security (ARLIS) • In talks with Mike Matthews about INSURE to assess the capabilities and current projects among our faculty to identify potential faculty and student research opportunities that would bring funding to CIC faculty and internship and career opportunities for CIC graduate students. Plans are in place for Mike Mathews to consult with the permanent Associate Dean (starting in August 2022) and the former Interim Associate Dean to help establish these collaborations moving forward.
03.01.02	Continue to collaborate with Public Health and Education	ADR	2	• Individual faculty are collaborating with faculty in public health and education on grants. Health Comm Certificate is another area of collaboration among schools. (2019-2022) • Social Media Insights Lab works with Education on social media monitoring (2019-2022)
03.01.03	Develop at least two additional cross-university collaborations on data-related matters	ADR	4	• Individual faculty worked with Big Data Health Sciences Center • Newly developing relationships with Engineering and Nursing could lead to further collaborations • We have also talked about cross-university collaboration on a university center, but have not heard more about when/whether that funding will be available • New faculty hired related to Data, Media & Society • UNESCO Chair for Data, Media & Society secured; held an internal search in 2022. Dean intends to initiate a national search for a qualified senior scholar to fill this position
03.01.04	Create a plan to promote university use of the Social Media Insights Lab	DSP	1	• Developing new trainings, more clients, including university

Task	Description	Owner	Year	Status
				• Goal to work with athletics • Tourism study that will be taken to governor's office, the state PRT, and commercial agencies that may lead to new clients and relationships • Hire a data journalist to work with the lab and open other opportunities
03.01.05	Pursue university-wide cross-disciplinary grant funding initiatives	ADR	2	• Three ASPIRE grants funded in 2021, including four CIC faculty working with faculty in public health and nursing • One ASPIRE II grant funded in 2022, including one CIC faculty member working with faculty in public health and engineering • Colorectal Cancer Prevention Network grant funded in 2022, including three CIC faculty members working with faculty in nursing • Five faculty started Propel and STAR programs within university; both programs are designed to help faculty pursue external grants and collaborate with others • CIC faculty are also part of university wide initiatives that have been internally and externally funded, such as the Big Data Health Sciences Center and the Prevention Research Center • Meeting with College of Engineering, NCCA, and others may lead to university-wide partnership and funding as well

Objective 03.02

Actively seek opportunities to collaborate with external organizations and individuals, especially to assist communities, physical or virtual, in developing the information and data tools they may need to help democracy flourish in a digital world

Task	Description	Owner	Year	Status	
03.02.01	Create at least two collaborations with external media organizations	DSP	3	• Working with local agencies to create a report on SC and tourism (report being updated in 2022) • Local media struggles to understand the lab • Hired Carol Kirkland to manage external relationships and partnerships (July 2022) • Working-group meeting soon to discuss "print senior semester" – develop a professional media relationship with an organization for this senior capstone course	
03.02.02	Create at least two information-related initiatives with external businesses	DIR	3	**iSchool** • Established an MOU with Check Point Software Technologies for an iSchool instructor to teach BSIS 480 – Information Security and Intelligence. Received almost a half-million dollars of in-kind donations from Check Point, including a server and cloud access to resources.	**SJMC** • Growing relationship with Chernoff Newman agency. Currently working with 8 of the agency's clients, adding a 3rd intern in fall 2022 to handle the workload. • Conducting social media analytics for Nephron Pharmaceuticals

				Met three times with Gary Powers, Project Manager, Strategic Initiatives, Richland County Economic Development Office, to discuss opportunities to collaborate with executives of companies with IT operations in Richland County • Formed a BSIS Advisory Council composed of executives from the following companies: Check Point Software Technologies, Capgemini, Thrivacy, Cyber Woven, Colonial Life Insurance, and Galvinize • Facilitated a summer internship for one of our students with the Teneo Group, a cyber security company • Met with a representative from PC Matic to discuss the possibility of a fall 2022 internship, as well as other collaborative opportunities • The iSchool has representatives at two cyber summits (SC Chamber of Commerce Cyber Symposium and the UofSC Cyber Summit in 2022) and networked with companies there such as IBM and some of the afore-mentioned companies to discuss potential student internships	• Working with HTSM to develop an analysis report that can be marketed and sold to tourism agencies around South Carolina • SJMC Director of External Affairs currently reaching out to potential Social Media Insight Lab clients
03.02.03	Develop advisory councils and fellows programs at the school/college levels	DIR	2	**iSchool** • Established the inaugural BSIS Advisory Council composed of nine members representing industries, veterans and active-duty military, and non-profit organizations	**SJMC** • Professional Advisory Board met in November 2021 to participate in a lunch and learn and open house event

				• The 50th Anniversary Program Committee was re-activated in 2022 after being on hiatus during COVID • The iSchool's Diversity Leadership Council was re-activated after being on hiatus during the COVID years. They held a virtual meeting and added additional members in spring 2022, with plans to meet on campus this academic year.	• Dean's Leadership Advisory Council met in April 2022, hosting UofSC Alumni and advertising executive Jeff Charney

Objective 03.03

Expand use of and access to labs and other technical resources students in both iSchool and SJMC need to excel in academics and research

Task	Description	Owner	Year	Status
03.03.01	Expand use of and access to the Social Media Insights Lab	DSP	2	• New faculty liaison, speaking to classes, getting connected to academic research • New FT lab manager, Sarah Johnson, hired in Winter 22, along with several staff members and interns • New collaboration with HRSM to develop and promote tourism report • Five publications and conference presentations produced from SMIL data in 2021-22
03.03.02	Complete, clearly define the purpose of and promote use of the new research lab	AD R	2	• Added information about biometrics lab to CIC website; developed protocol for faculty to reserve lab and shared with faculty and put on internal site • Added GAs to lab in 2021-2022; Hosted biometrics researcher from Boston University via Zoom in fall 2021 with many CIC faculty and grad students attending • Offered more trainings for faculty on iMotions in 2021-2022 • Contracted additional trainings from iMotions in 2022-2023 • Added AR/VR eye-tracking technology to the lab in 2022 • Taylor Wen has also spoken about our lab at external, national conferences • CIC hosted Nursing, Engineering and NCCA in Biometrics lab, which is a form of promotion. New ADR may want to send info about labs via research listserv in 2022-23.

Objective 03.04

Strengthen internal and external communications and outreach

Task	Description	Owner	Year	Status
03.04.01	Create and execute a plan to increase external visibility of the college on campus and beyond	Comms	2	• CIC Diversity, Equity and Inclusions Research Symposium March 18, 2022 with Jason Broughton and Michelle Martin • Media & Civil Rights History Symposium and CIC Diversity, Equity, and Inclusion Symposium March 25-26, 2021 with Nicole Hannah-Jones • Billboard campaign promoting literacy, alumni, grad programs, graduates, etc. • Collaborated w recruiter to promote new online degrees and grad programs across social media platforms (resulting in increased interest) • Supported faculty The Conversation publications (4 pieces in 2020, 1 for 2021). Total CIC Conversation reads: 140,003 • Annual comms plan created with central communications/annual reporting by central communications about CIC communications outcomes • Third year of digital promotion with Cyberwoven for online graduate degrees
03.04.01	Create and execute a plan to increase external visibility of the college on campus and beyond	Comms	2	• CIC Diversity, Equity and Inclusions Research Symposium March 18, 2022 with Jason Broughton and Michelle Martin • Media & Civil Rights History Symposium and CIC Diversity, Equity, and Inclusion Symposium March 25-26, 2021 with Nicole Hannah-Jones • Billboard campaign promoting literacy, alumni, grad programs, graduates, etc. • Collaborated w recruiter to promote new online degrees and grad programs across social media platforms (resulting in increased interest) • Supported faculty The Conversation publications (4 pieces in 2020, 1 for 2021). Total CIC Conversation reads: 140,003 • Annual comms plan created with central communications/annual reporting by central communications about CIC communications outcomes • Third year of digital promotion with Cyberwoven for online graduate degrees
03.04.03	Showcase faculty scholarship and creative initiatives	AD R	2	• CIC Research Roundup, monthly college-wide showcase about faculty and student research outputs, received grants, and progress (ongoing) • Communication about our research within university (as noted above) as well as on social media (working with Comms team) • Redesigned research pages on CIC website in 2021-2022 • CIC research event September 24, 2021 showcasing award-winning research by faculty and doctoral students • CIC grant panel in spring 2021

Task	Description	Owner	Year	Status	
				• Communicating and curating research event with University libraries in fall 2021 was designed to help faculty showcase scholarship and creative initiatives	
03.04.04	Sponsor events at professional and academic meetings/conferences	DIR	2	**iSchool** • Sponsored the Awards Session at the virtual 2022 ALISE Conference • Sponsored the iSchool Alumni Tea at the 2022 SCASL Conference • CIC / iSchool served as a sponsor of the Metrolina Conference in Charlotte in May 2022 • Sponsored the 2022 IASL Conference on campus in July 2022	**SJMC** • Sponsored the American Society of Media Photographers (ASMP) annual conference in February 2022, organizing and recruiting participants • Dean's Leadership Advisory Council met in April 2022, hosting UofSC Alumni and advertising executive Jeff Charne • Sponsored the Advertising Division of the AEJMC preconference • Hosted the AEJMC breakfast for alums and CIC attendees

Objective 03.05

Increase number of international partnerships and initiatives

Task	Description	Owner	Year	Status
03.05.01	Finalize dual master's degree program and other programs with National Cheng Chi University in Taiwan	AD AA	1	• 5 students enrolled in AY 2021-2022
03.05.02	Take specific steps to further develop international partnerships and initiatives	AD AA	4	• Sogang University in South Korea relationship (maintained) • National Cheng Chi University in Taiwan relationship (see above) • National Chung Hsing University in Taiwan relationship (maintained, 3 student interns at TCL for month-long internship August-September 2022; 2 student interns at TCL for month-long internship July 2019) • DOD exploring partnerships with Qatar (2022)