



جامعة عجمان
AJMAN UNIVERSITY

College of Mass Communication

Strategic Plan 2022-2027





Strategic Goal 1: Strengthen Academic Excellence

Objectives:

1.1 Enhance Teaching and Learning Excellence

Key Performance Indicators (KPIs):

- % Eligible undergrad programs with international accreditation (AJEJMC).
- % Programs with benchmarking of curriculum and syllabi against international standards.
- # Online/hybrid programs approved by the CAA

Initiatives:

- Regularly review and update curricula.
- Implement innovative teaching methods.
- Introduce online/hybrid programs approved by the CAA

1.2: Tailor academic programs to meet industry demands

Key Performance Indicators (KPIs):

- % Continuous reassessment of programs with respect to market needs and trends.
- # Guest speakers from industry.

Initiatives:

- Establish joint advisory boards involving academia and industry experts.
- Engage guest speakers from the industry.
- Ensure that all Mass Communication programs align with evolving market needs.

Strategic Goal 2: Boost the Excellence and Influence of Research

Objectives

2.1: Promote Research and Scholarship

Key Performance Indicators (KPIs):

- Number of Scopus publications by faculty (#).
- Number of research grants awarded (#).
- Percentage of faculty engaged in multidisciplinary research (%).

Initiatives:

- Encourage faculty to publish in high-impact journals.
- Encourage multidisciplinary research.
- Involve more students in research especially for the Master of Public Relations and Corporate Communication

2.2: Strengthen Research Infrastructure

Key Performance Indicators (KPIs):

- Research budget as a percentage of total budget (%).
- Faculty satisfaction with research infrastructure (%).
- Number of research labs and databases (#).

Initiatives:

- Increase the research budget.
- Enhance research facilities.
- Develop a research infrastructure improvement plan.

Strategic Goal 3: Craft a student-centered development pathway that leads to a successful career in mass communication field.

Objectives	
3.1: Career and Professional Development	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Percentage of students participating in career programs (%). ● Student satisfaction with career services (%). <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Provide specialized career advising. ○ Offer co-curricular career training.
3.2: Enhance Students' Digital Experience	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Monthly visits to digital platforms (#). ● Percentage of students using digital services (%). <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Improve user experience on digital platforms. ○ Organize annual virtual career fair.
3.3: Engage Employers Actively	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Number of employers registered in the database (#). ● Percentage of students securing internships (%). ● Employer satisfaction with interns (%). <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Maintain a comprehensive employer database. ○ Secure guaranteed internships with local and global employers.
3.4: Foster Soft Skills and Experiential Learning in the Student Development Journey	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Percentage of students engaged in college clubs and associations (%). ● Percentage of students participating in hands-on co-curricular activities, including capstones, faculty-led research projects, internships, etc. (%). ● Percentage of students expressing satisfaction with co-curricular offerings (%). <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Develop co-curricular, extra-curricular, and experiential learning opportunities tailored to Mass Communication students. ○ Establish a feedback mechanism with industry partners and employers to align experiential learning with industry demands. ○ Promote the development of essential soft skills among students. ○ Incorporate soft skills training within the program curriculum.



Strategic Goal 4: Fostering meaningful community relationships

Objectives	
<p>4.1: Foster an Active Alumni Community</p>	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● % of Mass Communication alumni with up-to-date information (%). ● # of Mass Communication alumni participating in college and university activities. ● % of Mass Communication alumni satisfied with the benefits of the alumni community (%). ● # of Mass Communication alumni engaged in continuing education programs. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Develop and implement procedures to regularly update the alumni database with a focus on Mass Communication graduates. ○ Enhance college engagement with alumni. ○ Create incentives for Mass Communication alumni to actively participate in alumni activities. ○ Provide opportunities for upskilling and continuing education tailored to Mass Communication graduates.
<p>4.2: Cultivate Impactful Academic Partnerships</p>	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● # Number of agreements established with top 500 academic partners ● # of research projects and papers co-developed with academic partners. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Establish an outcome-based framework to assess the impact of international academic partnerships specific to Mass Communication programs. ○ Develop focused and strategic partnership strategies tailored to Mass Communication needs. ○ Explore partnerships within the Ajman community to enhance the educational environment for Mass Communication students.
<p>4.3: Foster Social Responsibility and Community Engagement</p>	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● % of Mass Communication stakeholders involved in social responsibility activities (%). ● Impact of dedicated social responsibility programs on Mass Communication students and the community (#). <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Integrate social responsibility principles into the program curriculum of Mass Communication courses. ○ Promote and encourage Mass Communication students' participation in dedicated co-curricular activities related to social responsibility. ○ Provide access to College of Mass Communication facilities to the local community for collaborative projects and events.

Strategic Goal 5: Building a diverse and brilliant student body

Objectives	
5.1: Enhance Student Recruitment Strategies	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> • # of students enrolled in the Mass Communication programs. • # Number of students contacted. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Increase the size of the College of Mass Communication recruitment team. ○ Develop a proactive and comprehensive recruitment strategy tailored to the Mass Communication program.
5.2: Diversify the Student Body	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> • % of students from nationalities other than MENA region in the Mass Communication program. • # of nationalities represented among new Mass Communication students. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Expand cultural celebration activities within the College of Mass Communication. ○ Monitor and improve the satisfaction of new Mass Communication student cohorts.
5.3: Recruit Outstanding Students	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> • Average percentage of high-school scores of new Mass Communication students. • Total value of scholarships offered to outstanding Mass Communication students. • Percentage of conditionally admitted students in the Mass Communication program. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Target the best high schools in the UAE for Mass Communication recruitment events and outreach. ○ Increase the availability of scholarships for outstanding Mass Communication students. ○ Expand efforts to attract outstanding students regionally.
5.4: Improve Student Retention	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> • Percentage of undergraduate retention rates for years 1 to 4 in Mass Communication. • Percentage of graduate student retention within Mass Communication. • Percentage of undergraduate students who continue their graduate studies within the College of Mass Communication. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Develop retention plans specific to the College's Mass Communication programs, addressing high-risk retention areas.



Objectives

	<ul style="list-style-type: none"> ○ Utilize professional and academic advisors to identify and counsel Mass Communication students at risk of attrition. ○ Facilitate the transfer of Mass Communication students between majors. ○ Implement processes to identify the reasons for student attrition and take appropriate corrective actions.
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Strategic Goal 6: Enhance Financial Sustainability

Objectives

6.1: Ensure Financial Sustainability	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Annual fundraising (in AED). <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Attract organizations to sponsor and fund programs within the College of Mass Communication. ○ Develop a specific action plan for fundraising within the College of Mass Communication
6.2: Foster Good Governance Principles	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Successful implementation of policies within Mass Communication programs. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Ensure transparency in all decisions and policies within the College of Mass Communication, making them publicly accessible. ○ Ensure effective representation of Mass Communication students to senior leadership and their inclusion in relevant committees. ○ Formulate and implement policies within Mass Communication programs to promote diversity, inclusiveness, and equity.
6.3: Promote Operational Excellence	<p>Key Performance Indicators (KPIs):</p> <ul style="list-style-type: none"> ● Student satisfaction with key Mass Communication services. ● Faculty and staff satisfaction with key Mass Communication services. ● Lead time in key selected processes specific to Mass Communication, such as student complaints and admission processing. <p>Initiatives:</p> <ul style="list-style-type: none"> ○ Implement a process for responding to student feedback in a timely and effective manner. ○ Offer students more opportunities to provide feedback on key services, such as through student focus groups or open house events.