

UNIVERSITY of NEBRASKA-LINCOLN



College of Journalism and Mass Communications

STRATEGIC PLAN REPORT

2021-2022





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AIM 1: LAUNCH A COLLEGE-WIDE EXPERIENCE LAB

The college focused much of its energy in 21-22 on launching a college-wide experiential learning program, **The Experience Lab**. After the adoption of the strategic plan in May 2021, two co-directors, Assistant Professors of Practice Jemalyn Griffin and Jill Martin were appointed to lead the program. In June 2021, they hired 12 student leads, two for each of the six experience labs: Nebraska News Service, Nebraska Nightly, KRNU, Unlimited Sports, Buoy and Heartland Webzine. An additional four faculty were appointed to serve as faculty liaisons to the program. In fall 2021, 56 students enrolled in the Experience Lab, which grew to 80 in spring 2022.

The college also recruited 13 **professionals-in-residence** (PIR) to provide mentorship and guidance to Experience Lab students in the fall and 17 in the spring. Their employers donated the PIR's time, so no one was asked to volunteer personal time. One of the PIRs, Keri Mesropov, President of TRG Arts, was recruited to provide leadership training to the student leads. She successfully conducted training in both the fall and spring semesters.

To support the Experience Lab, the college secured a five-year lease for 13,000 square feet on the third floor of the Lincoln Children's Museum to house the advertising and public relations experiences, now known as The Agency. 14 industry sponsors were secured to provide annual donations toward the cost of the lease and design and furnish rooms within The Agency that reflect the look and feel of the sponsor's professional environment.

With a sponsorship from Pepsi, the college also renovated an existing television studio in Andersen Hall to create a learning lab for Unlimited Sports. With donations from the Don and Lorena Meier Foundation and the Nebraska Broadcasters Association, the college completed the design and bidding process for a new 3,100 square foot three-set television studio and newsroom in Andersen Hall. Construction on the studio started in May 2022.

To promote and share the Experience Lab with prospective students, alumni, donors and industry partners, the college created a central

web portal that links all the Experience Lab opportunities together and provides access to the individualized content created within each program.

Experiential Learning will be embedded in the college's curriculum. In spring 22, the college faculty passed a requirement that beginning in fall 2022, all students will be required to complete at least three, but up to six, semesters in the experience lab to graduate with a degree from the college. The college also designated courses throughout our curriculum, including the Experience Lab, Communication Design courses and capstone courses as experiential learning courses to align with the University's N2025 plan.

Target	Start (20-21)	21-22	Goal (25-26)
60% of undergraduate majors will be enrolled in or have completed the practicum requirement. ¹	•	13%	60%
80% of graduating seniors will have a professional portfolio	•	•	80%
Increase study abroad participation by 10% ²	26	-	29
Increase first-semester freshmen enrollment by 15% ³	142	147	163
Increase total college enrollment by 10% ⁴	1137	1051	1250
Maintain first-year to second-year retention rate above 88.5% ⁵	91.1%	85.1%	88.5%
Increase four-year graduation rate from 54.4% to 57% ⁶	57%	50.3%	57%
Increase six-year graduation rate from 77% to 79% ⁷	77.6%	79.5%	79%
Determine baseline data for internships using senior survey and increase year-over-year numbers ⁸	68.3%		68.3%+
Increase first destination employment or advanced education rate at graduation from 52.3% to 58%. ⁹	52.3%	75.7%	58%

Review of the Targets

The college experienced a decrease in enrollment in between 20-21 and 21-22. This enrollment was likely driven by a decrease in enrollment university-wide due to COVID-19, the suspension of academic probation and dismissal in the College of Business, which feeds students into the CoJMC ADPR major and the largest graduating class in college history in 20-21. Enrollment is showing signs of rebounding with increases in fall 2021 and a 13.5% increase in enrollment deposits paid for fall 2022.

The college's 2020-2021 retention rate of 91.1% was likely artificially high due to the University's decision to halt its normal probation and dismissal processes during the height of COVID-19. The rate of 85.1% is more in line with historical college retention rates and was the highest rate on campus in 21-22.

The 21-22 data will be available when the summer 2022 senior exit survey is complete. The college's internship rate was drawn from the CoJMC senior exit survey, which provides space for students to list internships and jobs they've had during their college careers. This data collection method lacks precision and leaves the entries open to interpretation by the reviewer. The new student Experience Survey, launched in 2021, should provide more reliable data to gauge student internship participation in future years.

The data collection methodology employed for the first destination survey has resulted in a significant number of non-responses from graduates in previous years. While the non-response rate has remained consistent across the years, the lack of information provides an incomplete picture of students' first destination outcomes. In 21-22, the college began supplementing the university's data collection with manual reviews of LinkedIn information. This manual review resulted in a large increase in the proportion of students with documented jobs or graduate enrollment within one year of graduation.

AIM 2: ADVANCE THE FIELD BY BRIDGING RESEARCH AND PRACTICE IN OUR GRADUATE PROGRAMS

During 2021-2022, the college focused on the development of additional curriculum to support our graduate programs. The graduate committee developed a proposal for an online Ph.D. program in strategic communications targeted at working professionals. The program was evaluated by an external market research company, which conducted a marketing analysis of demand for the program. Their report demonstrated great promise for the viability of the proposal.

The college also developed and passed two 4+1 master's degree programs, one in integrated media communications and one in professional journalism. Beginning in fall 2022, these programs will allow juniors with a GPA of 3.5 or higher who have completed at least 75 hours in their undergraduate degree, to enroll in the program and transition seamlessly into our master's program and graduate with a bachelor's and master's degree in five years.

To assess student learning in our graduate programs, we launched a senior exit survey for graduate students. The survey was developed in fall 2021 and first administered in spring 2022. Data from the survey is already providing information to inform future adjustments to our programs.

To enhance the graduate student experience, the college began work on a unified Canvas course that provides access to graduation requirements, academic policies, forms and procedures for each of the college's graduate programs.

Target	Start (20-21)	21-22	Goal (25-26)
Increase graduate enrollment by 20% ¹⁰	82	90	98
Increase graduate course offerings by 10% ¹¹	72	76	79
Increase funding for 6 additional graduate students ¹²	9	11.5	15
100% of faculty teaching online courses will have completed training ¹³	26	147	163

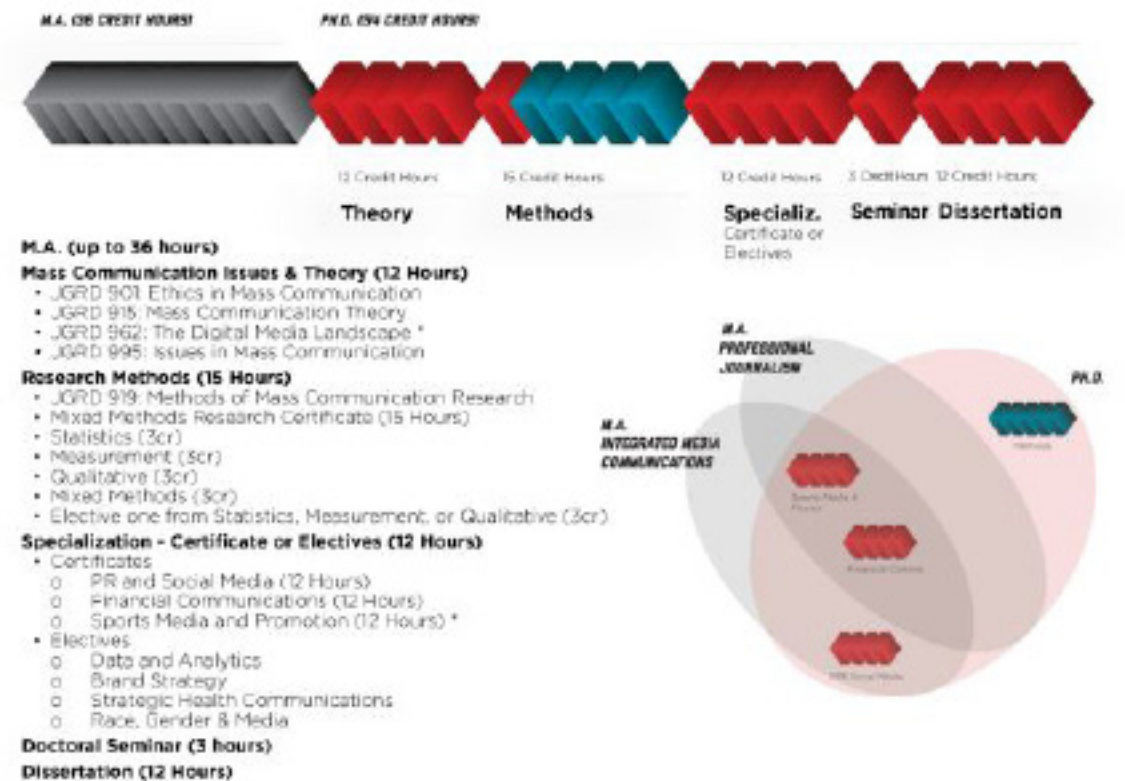
Review of the Targets

The college increased on all metrics related to Aim 2 where data is available. Teaching data will be available after the 2022 summer sessions.

Graduate enrollment increased in 21-22. However, the college had large graduating classes in 21-22 and current applications and enrollments for fall 2022 are down. Increased efforts to recruit graduate students will be needed to maintain and increase enrollment.

The increase in graduate assistants is supported by non-recurring cash funding through the University of Nebraska Foundation. The college's state-aided budget can only support 5 graduate assistants. Recurring foundation funding can support an additional three graduate assistants. To maintain or increase graduate student support the college will to identify new sources of funding.

COJMC PHD OVERVIEW



The diagram outlines a program balancing mass communications theory, research methods, and independent research reflected in the outline above.

AIM 3: EMPHASIZE AND PRIORITIZE RESEARCH AND CREATIVE ACTIVITY ACROSS THE COLLEGE

In 21-22, the college focused on creating the necessary infrastructure for success in research and creative activity, providing faculty with professional development opportunities and increasing our campus connections.

Several policies were revised or created to support research and creative activity. A policy to incentivize grantmaking was passed in spring 2021 to provide faculty with monetary incentives to obtain grants with a return on F&A to the college. During 21-22, the college faculty also fully revised the promotion and tenure guidelines to provide rigorous expectations and clarity on the path to promotion. The new guidelines were passed by the college faculty in March 2022. In May 2022, the college adopted a new process for independent study courses that will allow faculty to more easily recruit undergraduate and graduate students to participate in research projects. The college also revised the Seacrest Travel Grant program to provide additional funding to faculty who participate or moderate panel discussions at academic conferences.

The college held a series of rotating brown bag discussions with support services on campus to ensure faculty are aware of all the resources available to them on campus. The college also held monthly discussions on the University's Grand Challenges to identify opportunities for faculty participation and encourage campus connections. As a result, six faculty participated in seven different Grand Challenge funding proposals in spring 2022.

To increase the visibility of research and creative activity, the college promoted publications internally every week through the faculty and staff newsletter, encouraged participation in campus events that showcase research and creative activity and promoted opportunities to engage in campus research centers such as the Nebraska Governance and Technology Center. A first-year faculty member, Ciera Kirkpatrick won the 21-22 Research Slam in Spring 22 and six faculty became NGTC fellows.

Seaton Professor Valerie Jones also launched the Public Insight Lab in May 2022, which provides a forum for faculty from UNL and other national institutions to come together and explore social media

research. The Lab held a social media research workshop on May 6, that registered more than 240 faculty from across the country.

Target	Start (20-21)	21-22	Goal (25-26)
Increase the number of tenured or tenure-leading faculty by 20% ¹⁴	20	20	24
Increase the number of faculty submitting extramural grant applications by 50% ¹⁵	6	2	9
Double research and creative activity revenue ¹⁶	\$600	\$28,600	\$1,200
Increase the number of peer-reviewed publications by 75% ¹⁷	10	20	17
Double the number of graduate assistants dedicated to research support ¹⁸	1	1	2

Review of the Targets

The number of tenure-track faculty remained flat in 21-22. The college is losing one tenured faculty member in 21-22 and 1 in 22-23. The college plans to post six faculty positions during 22-23, with the potential to hire up to five tenure-leading faculty in this cycle.

The college's applications for extramural grants dropped in 2021, however, the funding rate jumped from 16% to 100% of applications and revenue increased dramatically. In 2021, the college refocused efforts on pursuing internal grant funding to build faculty portfolios and make us more competitive for external funding. Faculty successfully obtained 12 grants from internal university funding sources during 2021. The college will need to focus on building upon faculty members' internal funding success to pursue extramural opportunities in future years.

The college doubled its peer-reviewed publications between 2020 and 2021, jumping from 10 to 20 publications. This increase was driven by the addition of four new tenure-leading faculty in fall of 2022, which accounted for 11 of the publications.

Graduate assistants dedicated to research support remained flat at 1 assistant, funded by the Kearns Professorship and an internal grant. To support growth in research-focused graduate assistants, the college will need to focus efforts to obtain additional extramural grant funding.

AIM 4: EMBRACE AND PROTECT THE ETHICAL PURSUIT OF TRUTH TO UPHOLD DEMOCRACY

In 20-21, the college focused on expanding student opportunities to understand ethics and engage in high-quality journalism.

On Nov. 12, 2021, the college voted to require that every student take JOMC 222: Social Justice, Human Rights and the Media as a requirement for their degree. This requirement will go into effect for incoming freshmen in fall 2022.

To support a greater understanding of ethics in our industries, the college engaged our Experience Lab PIRs in a roundtable discussion on real-world ethical scenarios in March 2022. Two core required courses – the introductory journalism and mass communications class and the senior-level ethics courses – were required to attend.

The college also supported the launch of a student chapter of the Society of Professional Journalists with an exploratory meeting held in April 2022, where more than 25 prospective student members attended.

The college offered a number of courses that allowed students to dive into important issues in our democracy. A spring special topics course partnered with the Omaha World-Herald to explore past OWH coverage for evidence of racism and bias. A fall 2021 class produced a podcast series, the State of Waste, on the environmental impacts of waste management in Nebraska. A spring 2021 Nebraska News Service podcast series, Overdosed, focused on issues of drug abuse in Nebraska.

The college conducted a year-long review of the Global Eyewitness program, which travels with students internationally to produce multimedia coverage of world issues. The review resulted in significant changes to program requirements, refocused student reporting on solutions journalism and strengthened college partnerships with UNL Education Abroad. Due to COVID-19, the program was unable to travel internationally in 2022 and chose the Pine Ridge Indian Reservation as its focus instead.

The college also increased news content production created through

the Experience Labs and disseminated to more than 100+ Nebraska news outlets through the Nebraska News Service.

The work produced by our students gained state-wide, regional and national recognition. Notably, a 2020-2021 depth report, *Being Black in Lincoln*, a 12-part feature series on black residents of Lincoln, Nebraska, took home the 2022 Robert F. Kennedy Award for Collegiate Journalism.

Target	Start (20-21)	21-22	Goal (25-26)
Increase enrollment in college offered ACE courses by 20% ¹⁹	3,185	2,851	3,882
Host an industry roundtable on professional ethics and integrity each semester	•	1	2
50% of students will have completed an ethics module at graduation	•	•	50%
Increase number of student bylines in local media by 25% ²⁰	443	641	531
Host a regional SPJ meeting	•	•	1
100% of syllabi will show dedicated discussions, activities or assignments on professional ethics and integrity	•	•	100%

Review of the targets

The number of students enrolled in ACE courses declined in 2021-2020. The addition of the JOMC 222 requirement, which is an ACE 8 and 9, should help to reverse this trend in future years. However, the college will need to focus on offering additional ACE options that are attractive campus-wide to meet our goal.

The college held its first industry roundtable in spring 2022 establishing a model for future semesters. The college will need to ensure it schedules a roundtable once a semester.

Many courses offer ethics modules throughout our curriculum. The college needs to establish a documentation system and a map to ensure that all students are completing one prior to graduation. The college will also need to establish a system for documenting ethics-related activities and discussions in course syllabi.

The college's SPJ chapter was established in Spring 2022. Continued support of the chapter through the new Deepe Family Endowed Chair will provide the chapter the opportunity to grow and begin hosting meetings in the college.

AIM 5: HELP SOLVE CHALLENGES CRITICAL TO OUR INDUSTRIES

In 2021-2022, the college focused on creating spaces for students to experiment with new technology and create the future of media and expanding the curriculum surrounding critical industry issues.

During the year, the college embarked on the renovation of four experimental spaces. Construction was completed on the Pepsi Unlimited Sports Lab. This new classroom will be the home of Unlimited Sports and offer students an opportunity to learn and experiment with sports media and communication. The room will feature televisions to broadcast sports, furniture to promote collaboration and a single camera set so students can “come to you live from the Pepsi Unlimited Sports Lab.” Renovation for the space is supported by underwriting of Husker sports broadcasts on KRNU.

Construction is underway on the Perry Multimedia Classroom. This space, located in Agency at the Lincoln Children’s Museum, will be home to advertising and public relations capstone courses. It will provide space for teams to research, collaborate and create integrated media campaigns that support real clients.

Adjoining the Perry Multimedia Classroom will be a photography studio that provides students the opportunity to experiment with photography and videography as part of their courses or emerging Experience Lab programs. The classroom and photography studio are supported by generous gifts from the Philip Perry family.

Lastly, construction has started on a new 3,500-square-foot television studio and newsroom on the second floor of Andersen Hall. The Don and Lorena Meier Studio will feature a state-of-the-art control room, three separate sets and furniture to support research and collaboration by the next generation of journalists and media professionals. The studio is supported by generous donations from the Don and Lorena Meier Foundation and the Nebraska Broadcasters Association.

To support studio operations, the college hired a new Technical Director in January of 2022. Jamie Wenz will oversee studio operations and coordinate with faculty and student production

assistants to ensure students obtain professional experiences as part of the Experience Lab and college courses.

During the year, the college also offered courses targeted at the leading issues within our industries. A redesigned advertising sales course provided students with the opportunity to learn the sales skills sorely needed in our industries. A Business of News class focused on journalism business models and engaged journalism through leaders from throughout the country. A partnership with the Seline Lecture Series provided in-person talks with national newsroom leaders in spring 2022.

Target	Start (20-21)	21-22	Goal (25-26)
Roundtable of industry experts discussing the future of our industries held each year ²¹	0	3	1
Increase broadcast majors in media production by 10% ²²	83	86	91
50% of students will have completed an ethics module at graduation	0	0	50%
Increase broadcast minors by 30% ²³	31	42	34
Window of major changes into ADPR moved up to second semester freshmen year or first semester sophomore year	•	•	•

Review of the targets

The college achieved or made progress on all targets. The window of major changes is currently unknown. The college is working with the Office of Institutional Effectiveness and Analytics to develop a report that will shed light on this target.

AIM 6: PRIORITIZE COMMUNITY BUILDING THAT RECOGNIZES AND CELEBRATES DIVERSITY

In 2020-2021 the college focused on establishing a diverse community, creating an inclusive culture and advancing our collective knowledge of issues of diversity and inclusion.

The college made intentional efforts toward increasing the diversity of our faculty and student populations. To attract diverse candidates, the college established its own hiring webpage, participated in the ACEJMC Job Hub and posted faculty positions with organizations targeting journalism and mass communications professions and academics with organizations that focus on diverse populations. Advertisements were posted with:

- Higher Ed Jobs
- American Advertising Federation (National and Nebraska)
- Public Relations Society of America (National and Nebraska)
- American Marketing Association (National and Nebraska)
- American Academy of Advertising
- Nebraska Broadcasters Association
- National Communications Association
- Asian American Journalists Association
- Association for Women in Communication
- National Association of Black Journalists
- National Association of Hispanic Journalists
- Online News Association
- Society for Professional Journalists

In 2020-2021, the college conducted seven faculty searches resulting in seven hires. In 2022-2021, the college conducted four faculty searches resulting in three hires.

The college also made efforts to increase the diversity of its student body. After a hiatus due to COVID-19, the college relaunched its a la carte workshop program which provides faculty-led workshops to high school classes throughout Nebraska. In 2021-2022, the college conducted 44 workshops in 2021-2022. The college added four CoJMC Connections recruiting events during the year to provide prospective students increased opportunities to interact with the college in person or over Zoom. The college launched a partnership with the Boys and Girls Club of Lincoln to bring underrepresented students to the UNL campus to get a taste of the college experience. The college also hosted a Big Red Summer Camp in partnership with 4-H, to provide high school students with a week-long media experience at CoJMC.

Dean Shari Veil secured a grant from the Cooper Foundation to pilot a partnership with Bay High, a Lincoln magnet school focused on serving underrepresented students with interest in media. The partnership will establish an Experience Lab at Bay High in the fall of 2022, to provide students with the opportunity to gain hands-on experience and earn college credit in the CoJMC program and offer enhanced support to participating students to complete the UNL application process.

The college enhanced diversity and inclusion in the curriculum. During 2021-2022, a team of faculty reevaluated the college's Global Eyewitness program, which provides students with the opportunity to travel internationally to tell stories about global issues. Due to COVID-19, the college relaunched the program domestically with a trip to the Pine Ridge Indian Reservation in May 2022, with plans to travel to Kenya in 2023. The college added a new requirement for all majors to complete JOMC 222 Social Justice, Human Rights and the Media before graduation. The college also hosted its first post-COVID study abroad course for sports media and communication students that traveled to Spain in May 2022.

The college took several steps to enhance support for struggling students and foster student success. The faculty passed a policy requiring the use of Canvas for course management and grading to create a consistent student experience as part of the college's updated policies and procedures. The college piloted a mid-term grade project aimed at identifying struggling students earlier in the semester and targeting them with academic outreach. The academic advising team increased targeted outreach to first-year students to ensure they meet with an academic adviser in both the fall and spring semesters to assess progress on their degree. The college's scholarship committee also held a series of scholarship application workshops aimed at helping first-generation students understand the scholarship application process.

The college made efforts to tell more stories about underrepresented communities and enhance the visibility of diversity and inclusion within our community. The Nebraska News Service launched a new section in their online publication, "Diverse Voices," dedicated to telling underrepresented stories. The first edition of Heartland Webzine focused on telling the stories of women entrepreneurs in Nebraska. A spring 2022 depth reporting course focused on reviewing past coverage by the Omaha World-Herald for racism and bias. A 12-part feature series, "Being Black in Lincoln," produced by depth reporting students, won the College Journalism Award at the Robert F. Kennedy Human Rights book and Journalism Awards on May 24, 2022.

To increase the visibility of issues of diversity and inclusion within the college, the college hosted alum Kevin Abourezk as the 2021 Multicultural Homecoming Distinguished Alumni in September 2021. In fall 2022, the college relaunched the CoJMC Book Club. Faculty and staff read “American Prison: A Reporter’s Undercover Journey into the Business of Punishment.” In partnership with Nebraska advertising agency, Bailey Lauerman, the college launched the Bailey Lauerman Design Diversity Challenge, which provides students the opportunity to design a mural that focuses on diversity for display in Andersen Hall. The inaugural winner, Ashleigh Kawaoka, had her mural installed on the third floor of Andersen Hall in May 2022.

Target	Start (20-21)	21-22	Goal (25-26)
70% of faculty and staff will be enrolled in or have completed diversity, equity and inclusion training ²⁴	70%	82.61%	70%
90% of faculty will be utilizing Canvas for course management and grading ²⁵	95.9%	97.8%	90%
Increase enrollment of students from underrepresented ethnic/racial groups by 7% ²⁶	217	217	239
Increase enrollment of international students by 10% ²⁷	41	29	45
Increase the number of underrepresented and first-generation students participating in student involvement opportunities by 5% over a base rate established in the first year ²⁸	•	•	•
Decrease the number of underrepresented reporting concerns as part of the Husker Power Survey by 10% ²⁹	37	59	33
Decrease the number of first-generation students reporting concerns as part of the Husker Power Survey by 10% ³⁰	33	58	30
Increase the number of first-generation and underrepresented students who apply to the college by 10% ³¹	125	136	138
Increase the number of underrepresented faculty and staff candidates in short lists by 10% ³²	20.8%	8.3%	22.8%

Review of the targets

Our faculty overwhelmingly use Canvas for course management and grading, and we did see a moderate increase in 2021-2022. Since the faculty passed a new policy requiring the use of Canvas, the college may want to reevaluate this target.

The number of students from underrepresented groups remained flat in 2021-2022. However, due to large graduating classes, the overall student enrollment in the college declined from 1,055 to 961. Therefore, the proportion of enrollment from underrepresented groups increased from 20.5% to 22.6%.

The college saw a decline in international student enrollment. This mirrors the overall trend at the university where international enrollment has been declining since 2018. COVID-19 had an amplifying impact on declines in international enrollment due to new restrictions placed upon international travel.

The number of concerns expressed by both underrepresented and first-generation students increased in 2021-2022. However, the overall number of respondents to the survey also increased due to increased efforts at both the campus and college levels to raise awareness and participation in the survey. In 2020, 107 students completed the survey, with 30.8% of concerns expressed by first-generation students and 34.5% expressed by underrepresented students. In 2021, 205 students completed the survey, with 28.9% of concerns reported by first-generation students and 29% expressed by underrepresented students.

The proportion of underrepresented candidates in faculty short lists fell dramatically in 2021-2022. Examining the gender and race/ethnicity of candidates throughout the hiring funnel paints a clearer picture. As we move through the funnel our pools become more male and less racially diverse.

A review of our applicant funnels indicates that we could seek to improve efforts to attract female candidates. Additionally, while the college is attracting applicants that are racially or ethnically diverse, we may not be attracting qualified diverse candidates or may be making decisions during the hiring process that present barriers to diverse applicants being selected for shortlists.

AIM 7: ESTABLISH A CULTURE OF LIFELONG LEARNING AND PROFESSIONAL DEVELOPMENT

In 2021-2022, the college focused on increasing professional development opportunities and recognition of faculty and staff.

The college supported six assistant professors in the UNL External Mentoring program. The program provides funding for pre-tenure faculty to travel to engage with a mentor at a peer university.

Faculty brown bag workshops provided the opportunity for faculty to gain new teaching skills and engage internally and with the broader campus community in areas of research and scholarship.

The college established a monthly staff lunch and learn program to provide professional development programming for all CoJMC staff. Nine workshops were held on topics ranging from productivity to social media. In spring 2022, the college also launched a staff mentoring program that provides the opportunity for all staff members to work with a mentor on their development over the course of a year.

In November 2021, the college passed a new student worker policy to provide consistency, transparency and development for student worker positions in the college.

The college also established a grievance policy for faculty and staff to provide transparency and consistency in the handling of complaints within the college. The new policy was approved by the college faculty in March 2022.

In March 2022, the college conducted its first climate survey to measure the experiences of all employees including full-time faculty and staff, part-time faculty and staff and graduate assistants. The survey will provide data and information for future efforts to improve the college's climate.

The college's Kudos program aligned with the college's values to provide the opportunity for peer recognition of outstanding work by college employees. Kudos were opened to student nominators and recipients in April 2022. Kudos are published weekly in the employee and student newsletters. The staff established a monthly Not Too

Shabby award to recognize the achievements of staff members and the college started a drawing during monthly all college meetings to recognize both the nominators and recipients of Kudos Awards. 326 Kudos were submitted in fiscal year 2022.

In spring 2022, the college approved a faculty and staff awards program to launch in 2022-2023. The program includes recognition of excellence in teaching, excellence in research/creative activity, excellence in industry or community engagement, excellence in student advocacy and support, staff excellence, inclusive excellence, a friend of the college award and an award to the individual who epitomizes the college values, To infinity and beyond.

Target	Start (20-21)	21-22	Goal (25-26)
Student and climate surveys established to set baseline and increase satisfaction scores year-over-year	•	Baseline established	•
Increase participation in development opportunities by 50% ³³	113	91	170
80% of faculty will have pursued promotion/tenure within six years ³⁴	74%	82%	80%
Increase satisfaction in educational experience on senior surveys by 10% ³⁵	93.2%	88.2%	102%
Increase the number of alumni who participate in career development opportunities in the college by 5% year-over-year	•	•	•

Review of the Targets

The college established an employee climate survey during 21-22. The results of that survey were published in the Monday Morning Memo. Progress will be gauged by improvements in future surveys.

The college decreased in the number of professional development activities attended. However, the 20-21 figure was largely driven by a new professor who reported an inordinately high number of activities (43). Additionally, this figure does not include staff participation in new development programs offered by the college.

This number of current faculty who have pursued promotion only includes faculty at the rank of assistant or associate. The shift in

number was driven by retirements and the promotions of faculty during the 21-22 academic year.

The overall satisfaction score of students decreased from 20-21 to 21-22. The anticipated increase for this figure needs review as a 10% increase in the 20-21 score would be more than 100%. A review of qualitative comments provided as part of this survey may provide further insight into the decline.

The college has not yet offered career development services for alumni. A measure will be established when programming is available.

KUDOS

326

Kudos shared in
2021-2022

28

Our graduates thrive

11

Our professions are
ever-changing

20

Our students do from
day one

65

We are an inclusive
community

68

We believe in hard
work

63

We nurture curious and
creative minds

13

We pursue truth

58

We solve real problems

AIM 8: CREATE A ROBUST ALUMNI, DONOR AND COMMUNITY ENGAGEMENT PROGRAM

Our success is not built by just faculty, staff and students, it takes a village of parents, alumni, industry partners and donors for CoJMC to thrive. In 2021-2022, the college focused and making sure that all stakeholders had an opportunity to engage.

To help advocate for their students, the college worked to help parents better understand what is happening at CoJMC and UNL. In January 2022, the college increased the frequency of publication of The Adviser, a newsletter designed specifically for CoJMC parents. In the summer of 2022, the college launched a postcard campaign to ensure all parents are aware of this resource and can subscribe.

The college engaged industry partners through Experience Lab sponsorships, professional-in-residence opportunities and events. Sixteen local media outlets and agencies contributed sponsorships of experience lab spaces in 2021-2022. Sponsors provide financial support for the program, in addition to designing and decorating their space to match the look and feel of their agency. The Experience Lab Sponsors are:



The college also engaged employers in volunteering their employees paid working time to work with students enrolled in Experience Lab Programs. Organizations that volunteered professionals-in-residence include:



To celebrate our industry partners, the college hosted an Experience Lab Ribbon Cutting in October of 2021 and a KRNU 50th Anniversary Celebration in June 2022 to engage alumni and industry partners in celebrating experiential learning in CoJMC.

The college continued to publish a monthly alumni newsletter and annual report to keep alumni in the know about CoJMC. To engage our alumni and donors, the college hosted and expanded in-person and virtual events throughout the year. After a two-year hiatus due to COVID, the college relaunched the all-alumni Homecoming Celebration. Homecoming is an opportunity for all alumni to return to Andersen Hall and engage with fellow alumni, faculty and staff.

The college continued to host Drinks with the Dean receptions in cities throughout the United States. Drinks with the Dean are an opportunity for local alumni to engage with each other and learn about what is happening CoJMC. In 2021-2022, the college hosted DwD receptions in: Minneapolis, Washington, D.C., Kansas City, Atlanta, New York City and Nashville.

The college added CoJMC Reunions for alumni to gather on Zoom.

CoJMC Reunions were organized by decades to allow alumni to connect with former students who graduated in the same decade they did. The college hosted receptions from alums from 2010-present, 2000-2009, 1990-1999, 1980-1989, 1970-1970, 1960-1969 and 1959 and before.

The college expanded its Knowledge on Tap series, which provides an opportunity for faculty to present and engage alumni and campus partners in their research and creative activity. In 2021-2022, seven faculty presented at monthly Knowledge on Tap virtual receptions, including Brian Petrotta, Kelli Britten, Valerie Jones, Rick Alloway, Jason Stamm, Kelli Boling and Chris Graves.

The college also held an CoJMC Connections event in April 2020, to connect alumni from throughout the United States to students who are interested in moving out of Lincoln following graduation. The college joined Husker Connect, an online platform that connects students to Husker Alumni for digital mentoring. In 2021, 75 CoJMC alumni joined as potential student mentors.

The College hosted a Nebraska Reception during the IRE conference in Denver in June 2022. Nebraska Receptions are an opportunity for the college to engage with other members of the academy and profession to promote faculty positions and engage in professional projects, research and creative activity.

The college hosted several guest speakers throughout the year, to expose students to industry thought leaders on important topics facing our disciplines. Guest Speakers during 2021-2022, included:

- Roxy Szal, digital editor, Ms. Magazine
- Randy Essex, former executive editor, Omaha World-Herald
- Kevin Abourezk, managing editor, Indianz.com
- Mekita Rivas, contributing editor for Cosmopolitan and Bustle
- Garth Brooks
- Bill Kelly, producer, Nebraska Public Media
- NEED NAMES – Ethics Panel
- Sewell Chan, editor, Texas Tribune
- Larry Ryckman, editor and co-founder, Colorado Sun
- Celeste LeCompte, chief audience officer, Chicago Public Media
- Marcus Kolga, senior fellow, Macdonald-Laurier Institute
- Wendy Guilles, president and CEO, Kauffman Foundation
- Dan Shelley, executive director, RTNDA
- Shane Bauer, author, American Prison: A Reporter's Undercover Journey into the Business of Punishment

Target	Start (20-21)	21-22	Goal (25-26)
Increase year-over-year attendance growth at alumni events by 10% ³⁶	254	304	280
Establish baselines and increase year-over-year alumni utilization of career development services by 10% each year	•	•	•
30% of undergraduate majors will be engaged in a mentor relationship	•	•	•
Increase the number of new donors and repeat annual donors by 15% ³⁷	522	732	600

Review of the targets

The college saw great growth in alumni event attendance and donors.

The college has not yet launched a career development program for alumni, however, anecdotal reports suggest alumni are engaging with our career development specialist.

The college engaged with Husker Connect this year. Husker Connect is a digital platform connecting students with alumni for mentoring. Participation rates by alumni and students will be available in future years.



“The CoJMC is filled with forward thinking students who want to create real change in Nebraska. We want to see more diversity in our industries and have a better understanding of the world around us—participating in a

competition like this [BL Design Diversity Challenge] is a step in that direction.”

~Ashleigh Kawaoka, senior, advertising and public relations

- 1 The figure was calculated by dividing the official college enrollment (1051) by the total Experience Lab enrollment for the fall and spring semesters (136).
- 2 Study abroad participation was provided by the Office of Education Aboard. The 21-22 figures will not be available until after the summer 2022 sessions are complete.
- 3 First-generation enrollment is obtained from the Academic Services and Enrollment Management Master funnel fall semester reports.
- 4 Total college enrollment is taken from the UNL Data Index fall semester reports.
- 5 Retention rates are taken from IEA's Graduation and Retention Rate Report.
- 6 Graduation rates are taken from IEA's Graduation and Retention Rate Report.
- 7 Retention rates are taken from IEA's Graduation and Retention Rate Report.
- 8 The internship rate is drawn from the CoJMC Senior Exit Survey and includes all students who listed an internship location.
- 9 First destination rates are taken from the Career Services FDS UNL report.
- 10 Graduate Enrollment is drawn from the UNL IEA data index.
- 11 Graduate course offerings are calculated using the UNL IEA course fill report and including all non-canceled graduate sections listed in the report.
- 12 The count of graduate assistants is provided by the CoJMC graduate student services coordinator.
- 13 Online course training completion is provided by the CTT instructional designer assigned to the college.
- 14 Data drawn from the UNL IEA Data Index Faculty and Administrator Headcount Report.
- 15 Grant applications are drawn from NuGrant by fiscal year.
- 16 Grant revenue is drawn from NuGrant by fiscal year.
- 17 Publications are drawn from the CoJMC annual report by calendar year.
- 18 Graduate assistant information is provided by the graduate student services coordinator.
- 19 ACE enrollment is calculated by comparing enrollment listed in the IEA Course Fill Report to ACE courses listed on the UNL ACE website.
- 20 Bylines for local media is calculated as the number of stories posted to the Nebraska News Service Website during the fiscal year
- 21 Number taken from college news stories about the Seline Lecture Series.
- 22 Numbers taken from the UNL IEA Data Index Report, "Enrollment by College, Major and Specialization."
- 23 Numbers provided by the University Registrar.
- 24 Percent of full-time faculty and staff who were currently certified for search committee service during the fiscal year.
- 25 Data is drawn from the UNL Undergraduate Analytics Canvas Course Metric Report.
- 26 Data drawn from the IEA Data Index Enrollment Table 100
- 27 Data drawn from the IEA Factbook
- 28 The Senior Exit Survey records student involvement but does not record race/ethnicity or first-generation status. The college is evaluating changes to the survey to better capture this data.
- 29 Data is calculated from the UNL Surveys Fourth Week Survey Results report for the fall semester. It is the total number of concerns expressed by non-white students.
- 30 Data is calculated from the UNL Surveys Fourth Week Survey Results report for the fall semester. It is the total number of concerns expressed by first-generation students.
- 31 Data is drawn from Academic Services and Enrollment Management Special Populations Funnel Report
- 32 Data is provided by the Office of Institutional Equity and Compliance and is shown as a proportion of the shortlist as the size of candidate pools varies widely based on the number of searches conducted.
- 33 Data drawn from Digital Measures reported development activities attended during the fiscal year.
- 34 Data was manually calculated using promotion dates available in SAP.
- 35 Percent of students who were satisfied with the education they received in CoJMC in the Senior Exit Survey.
- 36 Data came from event attendance records in Ali, the NU Foundation's constituent database.
- 37 Data provided by the college's development officer with the NU Foundation.

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