

***CoJMC Strategic  
Planning Workshop  
Jan. 8, 2021***



***IN OUR GRIT, OUR GLORY™***

*Welcome!*



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## Agenda

- Ground rules and feedback process reminders
- Task force presentations: revised capabilities and strategies
- Overview of action steps
- Resource reminders
- Task force meetings



## Ground Rules

- **Full attention:** No email or grading
- **Openness:** Let ideas flow without judging
- **Honesty:** Say what you really think
- **Strategic:** No war stories; keep it high level
- **Forward thinking:** Focus on the future, not the past
- **Equal airtime:** Let everyone contribute
- **United purpose:** We are one college and share responsibility for the future of CoJMC
- **It's not about you:** Focus on the future of the college as a whole and where our collective strengths and interests align with the trajectory of our industries and higher education



## Review and Feedback

- Every member of the strategic planning committee is asked to review the work of the other task forces and submit feedback by Wednesday, January 13:  
<https://journalism.unl.edu/updated-strategies>



Please rate how well this captures who we are or what we should strive to become? (1 star = start over, 5 stars = it's ready to go)



What do you like?

What suggestions do you have for improvement?

## Review and Feedback

- The external review committee will summarize all feedback for each task force and offer edits and suggestions to the dean.
- The dean will send co-chairs the recommendations and all raw data from the feedback page.
- Task forces will incorporate changes as they see fit and present updates along with their action plans on Feb. 5.



***Mission, Vision  
and Values***



***IN OUR GRIT, OUR GLORY™***

**Vision:** To be a national leader in experiential journalism and mass communication education.

**Mission:** We nurture hungry minds to thrive in the ever-changing media and communication professions. Our inclusive “do from day one” experience is rooted in hard work, collaborative problem solving and the ethical pursuit of truth to uphold democracy.





**We nurture hungry minds:** We exist to educate and empower the curious and creative media and communication professionals of tomorrow. We make every decision and measure every outcome based on how well it serves our students and educational purpose.

**Our graduates thrive:** Our alumni permeate every sector of the media and communication industries. They are leaders, creators, strategists, and storytellers who live and work around the corner and around the world.



**Our professions are ever-changing:** We prepare students to build careers that will grow and change with our industries by pairing foundational skills with global thinking, cutting-edge technology and innovative media applications. Our graduates are prepared to nimbly evolve with the changing media landscape.

**We are an inclusive community:** All are welcome here. We respect the dignity of humanity and advocate for social justice. We care for and encourage each other as we work together to create a better future.



**Our students do from day one:** We live and breathe experiential learning. Every student engages in hands-on, industry-centric experiences in and out of the classroom to create a professional portfolio unique to their strengths, experiences and career aspirations.

**We believe in hard work:** Our work ethic is paramount to our success. Grounded in research and critical thinking, our curriculum is rigorous and challenging to prepare students for demanding professions.



**We solve real problems:** We value diversity of people and ideas to foster creativity and collaborative problem solving. We work with real clients and cover real stories in and out of the classroom.

**We pursue truth:** The First Amendment gives us a unique responsibility to serve the needs of our diverse and democratic society. We pursue truth and report it fairly. We tell genuine stories with transparency and integrity.



Questions?

Initial Feedback?



*Scholarship and  
Creative Activity*



***IN OUR GRIT, OUR GLORY™***

### **Distinctive Capability**

We research. We create. We collaborate. Our works are relevant, impactful, noted, and funded. We are thought leaders, strategists, writers, artists, and scholars.



### Strategies

1. Create an environment that encourages development and success in research and creative activity among faculty
2. Provide an environment that encourages student success in research and creative activity
3. Build a collaborative research atmosphere within CoJMC and across the UNL units and NU campuses
4. Nurture a culture within CoJMC that encourages and rewards productive researchers and offers incentives to faculty who actively seek grants





### Strategies

5. Develop a steady promotional message that will establish CoJMC as a distinguished research and creative activity institution through online, traditional, and interpersonal channels of communication





Questions?

Initial Feedback?



# *Graduate Academic Operations*



***IN OUR GRIT, OUR GLORY™***

### **Distinctive Capability**

We offer an accessible graduate education through a rigorous professional and academic curriculum that suits our Big Ten Research 1 university and our outstanding student scholars. Our flexible program, steeped in a challenging but supportive environment, offers forward-thinking and tech-savvy coursework available both online and in person.



## Strategies

1. Increase course offerings, packaging most in eight-week, all-online, asynchronous formats useful to and convenient for students outside Nebraska, as well as those on campus
2. Encourage faculty to develop more course offerings and be more engaged with the graduate program, recognizing that we are primarily undergraduate-oriented
3. Commit to marketing to and recruiting academically talented students, targeting professional organizations of journalists, public relations, and advertising



## Strategies

4. Build a 4 plus 1 master's program to encourage undergraduates to look to our graduate program
5. Build a solid alumni network, which can help current students and graduates alike to foster community and support the program, and enhance the experiential nature of our program
6. Encourage students to join and become involved with professional organizations
7. Build relationships with employers who can route students to us and perhaps pay for students to attend our programs



## Strategies

8. Enhance the rigor of our program with regular reviews of syllabi and assessments of courses and faculty, both in-house and adjuncts
9. Ensure all faculty are equipped to create first-rate asynchronous courses that provide high-quality teaching and learning experiences
10. Bring in outside reviewers from other Research 1 universities, particularly in the Big Ten, to suggest ways to step up the rigor of our program and to improve it
11. Explore developing a Ph.D. program featuring both in-person and online offerings



Questions?

Initial Feedback?





*Undergraduate  
Academic Operations*



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### **Distinctive Capability**

Students will gain knowledge and professional skills in a community of learners, preparing them for the dynamic, diverse and global media industry from Day 1.



### Strategies

1. Create interdisciplinary learning opportunities for students
2. Provide students an environment to learn from industry professionals and community members to exchange ideas, interact with faculty, and collaborate with each other
3. Students work with real-world clients to build their portfolio of published work
4. Increase curricular flexibility of all programs to stay current with industry trends
5. Prioritize excellence and best practices of teaching and learning in JMC education to align with accreditation and industry standards



## Strategies

6. Refine and invest in distinctive and focused educational experiences
7. Recruit, enroll and retain talented students from diverse backgrounds
8. Emphasize the ethics and values of professionalism, responsibility and wellness as the foundation for students.
9. Create spaces to experiment with cutting-edge technology and innovations in the delivery of media to prepare students for dynamic careers.



Questions?

Initial Feedback?



***Student Experience  
and Experiential  
Learning***



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### **Distinctive Capability**

We connect with students on a personal level to provide a “students-first” learning environment by providing accessible, inclusive, ethical, supportive, innovative, and challenging experiential learning experiences in and out of the classroom based on concrete experience, reflective observation, abstract conceptualization, and active experimentation enhanced by industry partners that empower graduates with a professional advantage in their careers or advanced education.



### Strategies

1. Create a required experiential learning credential for all students in the college based on at least one guaranteed, personalized practicum.
2. Enhance funding for students in support of external experiential learning opportunities.
3. Develop a college-wide mentoring program for all students consisting of industry professionals.
4. Create additional partnerships with the industry to provide short- and long-term experiential learning opportunities beyond internships.





### Strategies

5. Develop a “Career Readiness” senior-level course that includes a portfolio requirement. Students will present their work to a panel of industry professionals and faculty.



Questions?

Initial Feedback?



# *People and Internal Operations*



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### **Distinctive Capability**

Our core is our people. Our students, faculty and staff are passionate, curious and collaborative, drawing on our strong Nebraska work ethic to create an evolving, innovative and inclusive environment for all to thrive.



## Strategies

- 1. Community:** Prioritize community-building that recognizes and respects diversity in all its forms while ensuring a safe and inclusive environment for all.
- 2. Recruit:** Attract and retain diverse faculty, staff and students committed to our values of hard work, curiosity and collaboration.
- 3. Develop:** Commit to the development of the unique talents of every faculty, staff and student.



## Strategies

- 4. Connect:** Establish and support dynamic networks of excellence across the college, the university and the profession to foster community, collaboration, and innovation through the collision of ideas.
- 5. Advance:** Prioritize the “people experience” through a commitment to supporting the advancement of all throughout every stage of their career.
- 6. Recognize:** Recognize and reward individuals who demonstrate a commitment of our values through their actions and achievements.



Questions?

Initial Feedback?



# *External Operations*



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### **Distinctive Capability**

CoJMC is a home for world-class experiential and creative learning. We attract diverse students, faculty and staff who make an impact in their fields. We create a global network of donors, alumni and innovative professionals who build authentic, meaningful, life-long relationships that enrich the communities in Nebraska and beyond.



## Strategies

1. Provide inclusive and equitable opportunities for professionals and community members to exchange ideas, interact with faculty and each other.
2. Seek out, build and foster ongoing mutually-beneficial relationships with diverse donors, alumni, employers and communities.
3. Promote faculty creative activities, elevate professional development opportunities and demonstrate impact of research for public consumption and engagement.



## Strategies

4. Strengthen hands-on learning opportunities to help employment of students and alumni.
5. Build upon current strategic partnerships and develop new industry relationships and outreach opportunities.
6. Diversify and increase the number of national/international awards and rankings; amplify college visibility and thought leadership; build brand equity among our peers within the professions.
7. Create a climate at CoJMC that emphasizes, prioritizes and expands inclusive excellence and diversity.



Questions?

Initial Feedback?



***Action Plan  
Development  
Overview***



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## Action Plan

- Step by step action plan for how strategies will be achieved.
  - Tactics required
  - Targets desired



### **Example: People**

**Distinctive Capability:** We are an inclusive community of lifelong learners devoted to encouraging, supporting and rewarding critical, innovative thinkers, creators and doers.

### **Measures**

- Satisfaction of College community members through Work-Life survey
- Establishment of a College climate survey to be administered in between University Work-Life survey for all faculty, staff and students and alumni Quality and diversity of faculty, staff and students
- Retention and graduation rates
- Turnover rates for faculty and staff; establishment of exit interview process to assess reason for departure
- External recognition of faculty, staff and students
- Placement, promotion and continuous career development of faculty, staff and students



### Strategies

1. Attract and retain a diverse faculty and staff who are committed to the community values of kindness, respect and integrity.
2. Foster intellectual growth, discovery and the pursuit of excellence for all faculty, staff, and students.
3. Welcome our community members to the College culture through an engaging, informative and consistent process.
4. Attract, engage and retain curious and diverse learners committed to maintaining the integrity of our professions while advancing the scholarship of our disciplines.
5. Instill confidence in our students and develop work-ready skills and an ability to adapt to the evolving media and technology landscapes.





**Strategy #3:** Welcome our community members into the College culture through an engaging, informative and consistent process.

**Tactics/Action Steps:**

1. Tailor orientation programs for all incoming students (freshmen, transfer, major change, online, graduate, etc.)
2. Create an onboarding and systematic check-in process for new faculty/staff
3. Establish expectations and mandatory training for all PTIs and adjuncts
4. Develop and sustain formal mentorship programs for incoming and newly promoted faculty, staff and graduate students

**Targets:**

1. Increase retention rate by 5% and 4-year graduation rate by 7% by 2025
2. Increase the overall satisfaction of college community members on the work-life survey by 10% annually over the next three years
3. Increase the confidence level for “knowing what is expected for tenure/promotion” on the college climate survey by 20% by 2025



## Assignment

- Each task force will consider and incorporate the feedback provided by the external review committee and overarching strategic planning committee.
- Co-chairs will submit their task force's revised materials and action plan by Wed., Feb. 3.



# *Resource Reminders*



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## **Analysis**

[Purpose, Values, Hopes & Dreams](#)

[Trends, Gaps & Opportunities](#)

[Strengths, Opportunities & Aspirations](#)

## **UNL Strategic Plan**

[N2025](#)

## **Background**

[Higher Ed](#)

[Industries](#)

[Competition](#)

[University](#)

[College](#)

[Questions, Concerns & Insight](#)



# *Task Force Meetings*



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***Thank you!***

***Note: External Review Committee  
Meets Next Friday at 10:30 a.m.***



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