

***CoJMC Strategic
Planning Workshop
Nov. 6, 2020***



IN OUR GRIT, OUR GLORY™

Welcome!



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Agenda

- Review and feedback
- External review committee charge
- Task force presentations: distinctive capabilities and measures
- Overview of strategy development
- Resource reminders
- Task force meetings



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 Thursday, November 12:
<https://journalism.unl.edu/distinctive-capabilities>



Please rate how well this capability 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 the updated capabilities and measures along with their strategies at the next meeting.



Charge of the External Review Committee

- Identify relationships, redundancies, and gaps among plan elements
- Provide a common language
- Summarize feedback from committee members
- Organize conclusions in a “headline” format



Review Committee Members

- Sandy Dose, Stifel Financial Corp.
- Margaret Holman, Holman Consulting
- Mary Garbacz, Emeritus Faculty
- Steve Jordon, *Omaha World-Herald* (retired)
- Nancy Mitchell, Emeritus Faculty
- Harry Argue, Banking Industry Consultant
- Phyllis Larsen, Emeritus Faculty



***Distinctive Capabilities
and Measures***



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Assignment

- Each task force will prepare a single statement describing what's distinctive about the College of Journalism and Mass Communications in the area of the task force's work.
- Each task force will provide a list of measures for assessing the distinctive capability.
- Co-chairs will present their task force's distinctive capability and measures to the full strategic planning committee on Friday, Nov. 6 and respond to questions and suggestions.



***Mission, Vision
and Values***



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Task Force Members

- Shari Veil, Dean, Co-chair
- Kaitlin Van Loon, Staff, Co-chair
- Greg Andersen, Bailey Lauerman
- Alex Fernando, Staff
- Gary Kebbel, Faculty
- Adam Kroft, redthread
- Barney McCoy, Faculty
- Regan Vaccaro, Student
- Lyn Wineman, KidGlov
- Madeline Wiseman, Student



Brand: “We empower storytellers.”

Mission: We empower the next generation of storytellers through real-world experiences from day one.

Audacious Goal: To launch every student from the college with a portfolio of published work, built through hands-on, real-world experience.



Measures

Student Survey

- % of students in each year who engage in hands-on opportunities in the classroom
- % of students in each year who engage in hands-on opportunities in student organizations, internships, and industry-related work
- % of students in each year who engage in selective career-enhancing experiences

Senior Survey

- % of students with published work at graduation
- % of students with a portfolio at graduation
- % of students with internships or industry-related jobs at graduation



Measures

Alumni Survey

- Full-time, major-related employment rates within the first year of graduation
- Promotions of alumni within the field
- Number of alumni in top leadership position
- Number of alumni who own their own business

Employer Survey

- % of recent grads with positive feedback from employers
- % of interns with positive feedback from employers



Questions?

Initial Feedback?



External Operations



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Task Force Members

- Jemalyn Griffin, Faculty, Co-chair
- Nicole Blackstock, Staff, Co-chair
- Matt Boyd, UNL Foundation
- Trina Creighton, Faculty
- Dylan De Vries, Student
- Deb Fiddelke, UNL Communication
- Chris Graves, Faculty
- Anne McConkey, Staff
- Kellie Wostrel, Swanson Russell



Distinctive Capability

The UNL College of Journalism and Mass Communications (CoJMC) will be known as a diverse, nationally-recognized, experiential and creative learning environment. CoJMC produces graduates who make an impact in their field, cultivates a global network of alumni and innovative professionals, and harnesses strategic industry partnerships to advance the communications profession while enriching the communities we serve.



Measures

Student & Graduate Employment

- Landings for summer internships
- Full-time employment
- Agency/Business Owners

Increased Engagement of Alumni and Stakeholders

- Fundraising and donations
- Corporate outreach
- Alumni interactions with the college

Strategic Industry Partnerships

- Industry/Professional partnerships
- Impact of community, industry & global partners



Measures

Impact of Experiential & Creative Learning

- Interdisciplinary opportunities or innovative partnerships with other academic units
- Professional mentorships, hands-on class experiences, client work

National Awards & Recognition

- Earned media mentions with positive sentiment & placement
- Scholarly & creative awards
- Alumni & faculty recognitions



Questions?

Initial Feedback?



People and Internal Operations



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Task Force Members

- Matt Waite, Faculty, Co-chair
- Haley Hamel, Staff, Co-chair
- Jasmine Alexander, Student
- Rick Alloway, Faculty
- Steve Blum, Staff
- Valerie Jones, Faculty
- Paula Lavigne, *ESPN*
- Tabitha Lincoln, Student
- Jill Martin, Faculty
- Tyler Thomas, UNL Communication



Distinctive Capability

Our core is our people. Our students, faculty and staff are passionate, curious and collaborative, working hard to create an evolving, innovative and inclusive place for all to thrive.



Measures

Student and External Recognition

- Awards to faculty, staff, students, programs, organizations, alumni, etc.
- Invitations to speak

Professional Development

- Promotions, tenure
- Faculty and staff retention
- Participation in development opportunities
- Research and creative output
- Honors students
- Graduates with distinction
- UCARE, FYRE participation
- Job placement



Measures

Leadership

- Leadership positions held on campus, in the academy, industry and community

Partnerships

- #s of cross-campus collaborations
- Collaborative publications
- Grants
- Fellowships
- Co-sponsorships
- Joint academic and research programs
- Real clients/publishers



Measures

Climate

- Diversity of faculty, staff and students
- Diversity of new hires
- Participation in RSOs
- Event attendance
- Social opportunities
- Results of climate survey
- Retention, graduation numbers
- Net transfer students



Measures

Evolution

- Curriculum reviews completed
- New special topics
- Pop-ups created
- New programs
- Spaces/classrooms renovated/updated
- Experimental technology purchased



Questions?

Initial Feedback?



*Undergraduate
Academic Operations*



IN OUR GRIT, OUR GLORY™

Task Force Members

Adam Wagler, Faculty, Co-chair

Andrea Gaghagen, Staff, Co-chair

Kelli Britten, Faculty

Chad Davis, *NET*

Caelan Debban, Student

Tiffany Groteluschen, Staff

Cody Frederick, Student

Amy Ort, Staff

Luis Peon-Casanova, Faculty

Kaci Richter, Faculty

Jenn Sheppard, Faculty

Bruce Thorson, Faculty



Distinctive Capability

We are an accessible community of creative media professionals preparing - from Day 1 - the next generation of storytellers as they begin communications careers in a dynamic, diverse and global media landscape that demands data-driven proof-of-performance.



Measures

Accessible community

- Mentoring: open-door policy, critique, constructive feedback, timely feedback, comm design lab, peer mentoring, networking opportunities
- Survey: perceptions, demographics, community, future/next-gen, career, in-state/out-of-state/international
- Resources: Student success and support

Creative Media Professionals

- Accomplishments: Telling stories of success and highlighting accomplishments: faculty, staff, students, and the entire college
- Competitor analysis: curriculum, courses, topics, brand as college/professor



Measures

Day 1

- Assessment: curriculum, courses, programs
- Hands-on: experimental learning opportunities
- Trends: pop-up courses
- Community – JOMC 100, comm design, student orgs, academic success

Next-Gen

- Survey: perceptions, demographics, community, future/next-gen, career, in-state/out-of-state/international
- Trends: flexibility, streetwise, critical thinking, digital, data - in the curriculum, classes, pop-ups, experiences, experiential learning



Measures

Communications Careers

- Career Prep – repetitions in every course, JOMC 20, clients, storytelling, in-depth, in curriculum, competitions
- Industry: employer engagements and perceptions of student skills
- Real-world: challenges/opportunities in the curriculum

Media Landscape

- Awards: student work being recognized – locally and nationally – awards/publications/distributions
- Creativity: critical /creative thinking
- Trends: up-to-date curriculum based on media industry trends
- Global: travel abroad opportunities
- Diversity: engage diverse perspectives and audiences



Measures

Data-Driven

- Impact: work makes a difference on the community, people, peers, etc.
- Measurement: academic measures of success for student success - Satisfaction, graduation rates, retention rates
- Survey: perceptions, demographics, community, future/next gen, career, in-state/out-of-state/international



Questions?

Initial Feedback?



Graduate Academic Operations



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Task Force Members

- Joe Weber, Faculty, Co-chair
- Carly Morse, Staff, Co-chair
- Rafael Maschieri Bicudo, Student
- Monique Farmer, Faculty
- Lauryn Higgins, *New York Times*
- Laurie Lee, Faculty
- Olga Pierce, Faculty
- Bryan Wang, Faculty
- Mike Reilley, UIC



Distinctive Capability

We offer an accessible Big Ten graduate education through a rigorous professional and academic curriculum befitting outstanding student scholars. Our flexible program offers forward-thinking and tech-savvy coursework available both online and in-person.



Measures

- Enrollment in master's degree and certificate programs
- Completion times to degree or certificate
- Number of courses scheduled regularly and offered in each major
- Increase in certificate offerings
- Number of students who move from certificate into master's programs
- Student satisfaction levels
- Moves into doctoral programs or new jobs within six months of graduating
- Quality of students admitted, via undergraduate GPA and/or industry experience levels
- Distinctive talents of faculty



Questions?

Initial Feedback?



*Scholarship and
Creative Activity*



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Task Force Members

- John Bender, Faculty, Co-chair
- Bridgett Grant, Staff, Co-chair
- LaSarah Bunting, Knight Foundation
- Lyle Denniston, Emeritus Supreme Court Press Corps
- Chelsea Hampton, University of Florida
- Michelle Hassler, Faculty
- Dane Kiambi, Faculty
- Katie Krcmarik, Faculty
- Maria Marron, Faculty
- Joe Starita, Faculty
- Changmin Yan, Faculty



Distinctive Capability

We aspire to produce relevant, ethical, and impactful research through the use of transparency and diverse methods while encouraging scholarly activity, collaborative endeavors, and leadership within our faculty, staff, and students.



Measures

- Publications (scholarly): Journal rankings
- Publications (professional): Impact on the profession, initiatives arising from the research or publication, work with local communities (newsletters)
- Grants
- Media citations
- Awards
- Invited presentations
- Geographical reach of the publication
- Creation of new knowledge
- Students in UCARE
- Master's theses



Questions?

Initial Feedback?



*Student Experience
and Experiential
Learning*



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Task Force Members

- Frauke Hachtmann, Faculty, Co-chair
- Kris Scanlon, Staff, Co-chair
- Alan Eno, Faculty
- Jessica Fargen-Walsh, Faculty
- Paige Heinemann, Student
- Emily Morrow, Student
- Kelly Mosier, Hudl
- Susan Oestmann, Staff
- Vance Payne, Staff
- John Shrader, Faculty
- Allen Vaughan, *Daily Nebraskan*



Distinctive Capability

Student Experience: We provide an accessible, caring and supportive learning environment where all students can thrive and gain an advantage in the professional world or prepare for advanced education.

Experiential Learning: We provide inclusive, innovative and experimental active learning experiences and reflection enhanced by industry partners that empower graduates with a professional advantage.



Measures

Student Experience

- # of support staff
- # of faculty sponsoring extracurriculars
- # of staff to student ratio
- # of faculty to student ratio
- # of students with jobs directly out of college
- # of grad school applications



Measures

Experiential Learning

- # of opportunities available to (accessible to?) majority of students (inclusion)
- # of BIPOC and LGBTQA+ students with internships/jobs directly out of college
- # of influential BIPOC and LGBTQA+ alums in related fields
- # of students w/internships
- # of companies that professors/staff cultivate relationships with
- # of students participating in extracurriculars
- # of students with jobs directly out of college
- # of influential alums in related fields
- # of students studying abroad



Questions?

Initial Feedback?



*Strategy
Development
Overview*



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Strategy

- Critical things we must do to achieve our distinctive capabilities
- Plan to bring about our desired future
- Method for pursuing sustainable competitive advantage
- Determines how and why we will make certain decisions and allocate resources for future initiatives
- Our guiding principles for moving the college forward



Example: Undergraduate Education (UNL-Architecture)

Distinctive Capability: We co-create custom experiential learning and synergies of knowledge to develop diverse professionals who drive design and planning for transformational impact with local and global communities.

Strategies

1. Develop multi-disciplinary learning opportunities.
2. Increase curricular flexibility and accessibility of all programs.
3. Prioritize excellence in, and best practices of teaching and learning in design education.
4. Refine and invest in distinctive and exceptional educational experiences.
5. Commitment to recruit, enroll and retain academically talented students.
6. Emphasize student wellness, professionalism, and responsibilities.



Example: External Relations (UC Irvine-Merage School)

Distinctive Capability: Using our distinctive personalized approach to education, research and service, we facilitate enduring relationships, create lasting value, and enrich the communities we serve.

Strategies

1. Provide opportunities for professionals and community members to exchange ideas, interact with faculty, and interact with one another.
2. Build ongoing relations with alumni and community to mutual benefit.
3. Translate faculty research for public consumption.
4. Develop tactics to help employment of students.
5. Enhance executive and management education programs; develop new degree programs addressing important needs.
6. Enhance national/international rankings; increase school visibility; build brand equity.



Example: People (UK-Communication & Information)

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

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.
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. Prepare students to face the future with courage. Instill confidence and develop work-ready skills and an ability to adapt to the evolving media and technology landscapes.



Example: Scholarship and Creative Activity (UNLV-Engineering)

Distinctive Capability: We promote a climate of innovation in which faculty, students, and research staff produce high-impact research and scholarship activities that address key national needs and contribute to the economic diversification of the region.

Strategies

1. Create a productive, dynamic and collaborative faculty and an effective administrative support environment to enhance the productivity of our research and scholarship activity across the College and its academic units.
2. Place an environment within the College that rewards high-impact scholarship activities.
3. Align promotion and tenure standards with the UNLV's Top Tier initiative.
4. Identify and develop college's strength in selected areas to enhance access to current and future research funding and lead to national and international recognition.



Assignment

- Each task force will outline strategies to achieve its distinctive capability.
- 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 distinctive capability and measures and strategies to the strategic planning Box by Monday, November 30.
- Co-chairs will present their task force's revised distinctive capability and measures and strategies to the full strategic planning committee on Friday, December 6, and respond to questions and suggestions.



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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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



Thank you!

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



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