

***CoJMC Strategic
Planning Workshop
Dec. 4, 2020***



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Welcome!



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Agenda

- Review and feedback process
- Task force presentations: revised distinctive capabilities and new strategies
- Overview of action steps
- 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 Wednesday, December 8:

<https://journalism.unl.edu/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 and present updates at the next meeting.
- We will wait to develop the action plans for the strategies until February.



***Mission, Vision
and Values***



IN OUR GRIT, OUR GLORY™

Vision: We are the heart of Nebraska media.

Mission: Industry and ideas collide in our pioneering “do from day one” experience, rooted in hard work, genuine storytelling and fierce dedication to the truth.





We are the heart of Nebraska media: Our graduates permeate every sector of the news, sports media, and strategic communication industries in Nebraska and beyond. They live and work around the corner and around the world, but they will always call Nebraska home.

Industry and ideas collide here: We harness the collective energy of media industry leaders, creators, strategists, and storytellers to nurture hungry minds. Our faculty have one foot in the profession at all times: conducting applied research, producing creative content, and advancing the industries we serve.

We pioneer new ideas and new ways of doing things: We value diversity of people and ideas to foster discovery and creative, collaborative problem-solving. Our graduates face the future with confidence, prepared to nimbly evolve with the changing media landscape.

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



Our mission is rooted in hard work, genuine storytelling and fierce dedication to the truth: We will always stay true to our Nebraska values. If you are looking for creative, hardworking, ethically grounded, and socially responsible media professionals, you will find them at Nebraska.



Questions?

Initial Feedback?



*Undergraduate
Academic Operations*



IN OUR GRIT, OUR GLORY™

Distinctive Capability

We are a tight-knit learning community where all students gain knowledge and professional skills to prepare for a dynamic, diverse and global media industry from Day 1.



Strategies

1. Create interdisciplinary learning opportunities
2. Provide opportunities for students to learn from industry professionals and community members to exchange ideas, interact with faculty, and interact with one another
3. Work with real world clients and challenges that are published through collaborations with industry partners
4. Increase curricular flexibility and accessibility of all programs to stay current with industry trends



Strategies

5. Prioritize excellence in, and best practices of teaching and learning in JMC education
6. Refine and invest in distinctive and exceptional educational experiences
7. Recruit, enroll and retain talented students
8. Emphasize student wellness, professionalism, and responsibilities to reach their potential



Questions?

Initial Feedback?



***Student Experience
and Experiential
Learning***



IN OUR GRIT, OUR GLORY™

Distinctive Capability

Student Experience: We connect with students on a personal level to provide a “students-first” learning environment that is accessible, caring and supportive of all learners, so that they feel challenged and grow as they prepare for professional careers or advanced education.



Distinctive Capability

Experiential Learning: We provide inclusive, 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.

Layman's Terms: We provide inclusive, innovative, and challenging experiential learning experiences in and out of the classroom enhanced by industry partners that empower graduates with a professional advantage. Learning is based on encountering and reflecting on new experiences, followed by articulating and applying new ideas.



Strategies

- 1. "Students-First" Approach:** Build on the positive "community-feel" environment in our college that includes open doors, cross- and team-teaching, mentoring, and overall personal connections among learners, faculty, staff, professionals, and alumni. This requires additional resources, including additional faculty and staff lines. Faculty approach every day with a "students-first" mindset.



Strategies

2. **The Nebraska Way: An Experiential Learning Credential.**

We can build more intentional partnerships with the various industries we serve. They would come up with real-world experiences for our students focused specifically on short-term experiential learning. These opportunities would be different from internships in that they would focus on a specific problem or project that can be completed in a short period of time. It would give students an experiential learning opportunity that includes the four components of “The Nebraska Way,” while helping the industry with a fresh student perspective on a particular problem or project. This work can count toward “The Nebraska Way” credential.



Strategies

- 3. Funding in Support of Experiential Learning:** Not all students are able to afford experiential learning outside Lincoln, which limits their opportunities to experience different ways of thinking and solving problems. Funding is needed to make these types of experiences possible, particularly in terms of internships in larger markets and education abroad opportunities.



Strategies

- 4. College-wide Mentoring Program:** Some of our students have access to mentoring programs through student clubs, such as PRSSA. We can use the model(s) that already exist and create a college-wide mentoring program that will give more students access to professionals. By establishing a college-wide mentoring program, we can measure success more easily and avoid duplicative efforts. It would require a staff person to coordinate this program. Participation in the mentoring program could also be used toward “The Nebraska Way” credential.



Strategies

- 5. Partnerships with industry:** We can build more intentional partnerships with the various industries we serve. They would come up with real-world experiences for our students focused specifically on short-term experiential learning. These opportunities would be different from internships in that they would focus on a specific problem or project that can be completed in a short period of time. It would give students an experiential learning opportunity that includes the four components of “The Nebraska Way,” while helping the industry with a fresh student perspective on a particular problem or project. This work can count toward “The Nebraska Way” credential.



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 suited to our Big Ten Research 1 university and to our outstanding student scholars. Our flexible program offers forward-thinking and tech-savvy coursework available both online and in person. And our culture, steeped in the Nebraskan values of hard work, fairness, and care for one another, gives our students a supportive and challenging intellectual environment, fostered by a committed and talented faculty.



Strategies

1. Increase course offerings, packaging most in eight-week, all-online, asynchronous formats useful to and convenient for far-flung students, 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. Reduce dependency on adjuncts



Strategies

4. Commit to marketing to and recruiting academically talented students, targeting professional organizations of journalists, public relations, and advertising
5. Build a 4 plus 1 master's program to encourage undergraduates to look to our graduate program
6. 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
7. Encourage students to join and become involved with professional organizations



Strategies

8. Build relationships with employers who can route students to us and perhaps pay for students to attend our programs
9. Enhance the rigor of our program with regular reviews of syllabi and assessments of courses and faculty, both in-house and adjuncts
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?



People and Internal Operations



IN OUR GRIT, OUR GLORY™

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?



*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?



External Operations



IN OUR GRIT, OUR GLORY™

Distinctive Capability

The UNL College of Journalism and Mass Communications (CoJMC) will be known as a diverse, internationally-recognized home for experiential and creative learning. CoJMC attracts students, faculty and staff who make an impact in their field by creating a global network of donors, alumni, and innovative professionals that build authentic, meaningful, life-long relationships to 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 interact with one another.
2. Seek out, build and foster ongoing mutually beneficial relationships with diverse donors, alumni and communities.
3. Translate faculty creative activities, professional development and research for public consumption and engagement.



Strategies

4. Develop experiential and hands-on learning opportunities to help employment of students and alumni.
5. Enhance industry relations to develop strategic partnerships and outreach opportunities.
6. Enhance national/international awards and rankings; increase college visibility; build brand equity.



Questions?

Initial Feedback?



***Action Plan
Development
Overview***



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Action Plan

- Step by step action plan, with results desired and operational measures and due dates for each strategy



Example: People

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.



Action Plan Example

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

Action Step/Result	Date	Responsibility
Tailor orientation programs for all incoming students (freshmen, transfer, major change, online, graduate, etc.)	Fall, 2020	Advising, Recruiting
Create College-wide onboarding process for faculty/staff	Spring, 2021	Sr. AD, Chief of Staff
Establish ongoing process of systematic check-ins and check-ups	Spring, 2021	Sr. AD, Chief of Staff
Establish expectations and mandatory training for all PTIs and adjuncts	Fall, 2021	AD, Unit Heads, Undergrad Directors
Develop and sustain formal mentorship programs for incoming and newly promoted faculty, staff and graduate students	Spring, 2022	Sr. AD, Unit Heads, Faculty Council, Staff Council, Grad Director



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 by Wednesday, Jan. 6 and present them on Friday, Jan. 8.
- Action plans will be due Feb. 1 and presented Feb. 5



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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