

2020 Strategic Framework

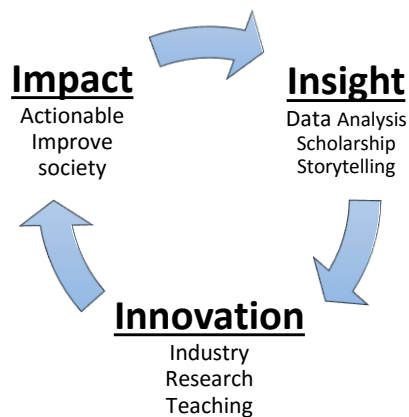
February 18, 2016

Mission

The University of Florida College of Journalism and Communications is dedicated to preeminent scholarship, cross-disciplinary education, superior skills development, and collaboration spanning the science and practice of communication to produce significant societal impact on a local, state, and global scale.

The Vision

The College of Journalism and Communications is the only academic community at the intersection of rigorous storytelling and data sciences, consumer-facing communication industry excellence, and social impact.



Through world-class accomplishment within—and deliberate exchange among—these three perspectives, the College of Journalism and Communications seeks to create a "virtuous communications cycle" that continuously improves communication for a more informed, articulate, and empathetic world.

<u>Values Statements</u>	<u>Guiding Principles</u>
<ul style="list-style-type: none"> ● Highest standards of academic excellence ● Commitment to the well-being and betterment of society and its institutions ● Preparing students to achieve life goals ● A culture of collaboration, cooperation, entrepreneurship, and risk-taking ● Embracing diversity in ethnicity, race, gender, and other characteristics among faculty, staff, and students ● Courage, honesty, and integrity in professional and academic endeavors 	<ul style="list-style-type: none"> ● Dedication to ethics, legal and social responsibilities ● Interdisciplinary teaching and initiatives with specialized expertise ● Grounding in forward-thinking scholarship—scientific and creative ● Integrated theoretical and practical education and experience ● Diverse mix of faculty with academic and professional backgrounds ● Global reach and impact ● Thought leadership ● Nurturing of faculty and staff welfare and accomplishment

Goals

1) **Strengthen CJC’s Reputation for Academic Excellence in Media and Communication Science (UF Goals 1, 3, and 4)**

Primary audiences: Academic community, Prospective faculty, Ph.D. students, UF Administration, Industry, Funders

Rationale: A preeminent university depends on internationally recognized scholarship and the discovery of meaningful new knowledge. Success is indicated in peer-reviewed publication, awards, and recognition among programs in journalism and communications. To achieve preeminence, however, the College will build prominent partnerships across campus and across the globe, secure significant investment from external sources, and earn recognition for the impact of the College’s scholarship well beyond familiar communities of scholars in peer programs. When top students look at the College’s Ph.D. program, they should see scholars standing among the best in the world. When researchers at UF and beyond look for communication research partners, they automatically should think of the College. When the

world's most influential media report on topics related to the College's areas of research, they should call on College faculty as experts. The College will develop and sustain preeminence in communication science research—big science—and translate research findings for multiple applications.

Strategies

- A. Establish a reputation for the premier program in health and science, media effects, and sports scholarship by recruiting and supporting world-class faculty and doctoral students with expertise in these areas.
- B. Collaborate within the College, across the University, and with external institutions domestically and internationally on large-scale communication science initiatives.
- C. Invest in capabilities for ongoing translation of research findings and insights to media, industry leaders, policymakers, potential funders and partners, and other external audiences.
- D. Establish ongoing programs to highlight College faculty and bring academic and industry luminaries to UF to share insights with external audiences, such as industry, the local community, and peer institutions.
- E. Create hands-on research experiences for undergraduate students.

Metrics: Articles published in high-impact, peer-reviewed journals, citations, funding, service on journal editorial boards, increased university, industry, and academic engagement/partnerships, solicitations for speaking and/or publishing at prestigious events, recruiting and retention of diverse, high-quality faculty, and Ph.D. job placement.

2) Establish CJC as a Leader in the Recruitment, Retention, and Placement of Multicultural Faculty, Staff, and Students (UF Goal 1)

Primary audiences: Academic community, Prospective faculty, Prospective undergraduate and graduate students, Industry.

Rationale: The College must prepare students for success by reflecting society and the workplace that students find themselves in or will soon enter. The College is committed to providing experiences that are an exemplar of the quickly evolving diverse population of the United States and the increased globalization of communication industries. A College environment that embraces and measurably demonstrates diversity in all of its forms among faculty, staff, and students can be tapped for creative problem solving, strengthening collaborative skills, and encouraging academic discovery. Being a pacesetter in the academic

preparation of diverse scholars and career-ready practitioners will position the College as unique among its peers and authenticate the promise of higher education as a beacon of equality and inclusion.

Strategies

- A. Establish benchmarks for 2020 in the recruitment of a diverse student body and faculty and staff composition.
- B. Expand the Multicultural Affairs function to attract new students and create an environment welcoming to a multicultural population.
- C. Build awareness of our diverse Ph.D. student body among peer institutions to help doctoral student placement and success.
- D. Create a faculty mentoring program for new faculty members that pairs them with mentors from different backgrounds to increase collaboration and cultural competence.

Metrics: Expansion of faculty/staff/student multicultural presence, recruitment and retention of diverse faculty, recruitment and academic success of diverse, high-quality Ph.D. students.

3) Establish CJC's Preeminence in Storytelling Grounded in Research (UF Goal 2)

Primary Audiences: Prospective Students, Undergraduates/Graduates, Industry, Prospective Faculty

Rationale: As the media and communication ecosystem rapidly evolves, communicators must understand how to best reach their audiences or stakeholders to increase knowledge, change attitudes, or affect behavior. All communication disciplines are embracing the power of storytelling—the interplay of media, message, and form—to inform, persuade, or connect with audiences and stakeholders most effectively. The College can be a leader in effective messaging by understanding the science and art behind compelling and persuasive narratives across a range of media and platforms.

Strategies

- A. Establish an Endowed Chair to coordinate, develop, and advocate for the College's storytelling research, curriculum, and communication.
- B. Recruit world-renowned thought leaders and practitioners to both teach and advance thinking around storytelling.
- C. Conduct collaborative research and advance thought leadership on the science and art of storytelling and best practices.

- D. Integrate into the curriculum principles and techniques for interdisciplinary and multi-platform storytelling and audience engagement, based on science, data analytics, and best practices.

Metrics: Student career placement, citations and recognition, engagement with industry luminaries, solicitations for speaking and/or publishing, peer-reviewed original research.

4) Improve Student Career Preparation, Readiness, and Competitive Standing (UF Goals 2, 6)

Primary Audiences: Prospective Students, Undergrads/Grads, Industry

Rationale:

A significant hallmark of a college's performance is the success of its alumni. The College must demonstrate an unwavering commitment to successfully preparing students for careers in communication industries as well as applied research and academe. This paramount obligation serves the two essential goals of attracting and retaining top-quality students while increasing the relevance of the College to communication industries and the organizations that hire and retain communication specialists and services. Ensuring professional excellence among all students in the College broadens the gateway to externally-supported programming, collaboration, and research. Strategically and purposefully, linking innovative and relevant curriculum, a full range of immersion opportunities, and enhanced initiatives for career readiness optimizes the College's ability to ensure the highest levels of professional achievement among all of its students.

Strategies

- A. Create and resource a standalone career preparation unit that will interact with undergraduate and graduate students from enrollment through placement.
- B. Continue to invest in current immersion opportunities (e.g., Division of Multimedia Properties, Innovation News Center, The Agency, Study Abroad, Bateman, *frank*) and infrastructure to ensure students have access to high-caliber professionals and state-of-the-art facilities.
- C. Establish immersion opportunities within College operations, in the classroom and with industry partners, focused on emerging digital platforms and strategies for all disciplines.

- D. Restructure immersion operations to maximize academic and hands-on integration and ensure a high standard of rigor and consistency for undergraduate, master's, and Ph.D. students.
- E. Create a state-of-the-art mechanism and process for mentoring and to connect prospective employers, particularly alumni, with qualified students.
- F. Establish a rapid curriculum change process to ensure the College is providing the appropriate education and skills for a dynamic marketplace.
- G. Rotate faculty through in-house or industry immersion experiences to increase collaboration and insights among industry, curriculum, and research.

Metrics: Career placement rates, career advancement, prestige of employers, employer solicitations and participation, internship placement levels, alumni engagement.

5) Invest in Communication Research, Curriculum, and Practice Focused on Advancing Human Values, Improving Quality of Life, and Sharing Knowledge for a Diverse Society (UF Goal 5)

Primary Audiences: Prospective students, Funders, Industry, Academic partners

Rationale:

The mission of a land-grant university, the networked opportunities of the digital era, and the imperatives of momentous social challenges--coupled with the idealism of the millennial generation--create the nexus for the College's commitment to communication that improves the human condition. The College aspires to advance teaching, scholarship, and service that foster communication with meaningful and measurable social impact locally, within Florida, and on a global scale. Students should be prepared for careers that allow them to achieve their life goals while adding value to society. Given potential collaboration toward these ends with other disciplines on campus such as business, law, medicine, public health, arts, and agriculture, the College is uniquely positioned to be a global forerunner in the science and practice of communication that advances humanity.

Strategies

- A. Establish a Center to conduct and coordinate research, outreach, partnerships, funding, training, etc., on effective social change communication strategies and techniques.
- B. Engage local and surrounding communities in programming, research, and communication with professional and academic communities.

- A. Capitalize on the Division of Multimedia Properties' stewardship of open discourse and the public trust and integrate more deliberately with the community through forums, events, discussions, etc.
- C. Grow and enhance programs to connect, inform, and catalyze professional and academic communities focused on communication that serves the betterment of society.
- D. Integrate social-oriented areas of our disciplines into immersion programs, drawing in students from all disciplines within the College.

Metrics: Funding levels, published research, solicitations for speaking and/or publishing, engagement with industry, community, and social change leaders.