

**STEM Translational Communication Center
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**College of Journalism and Communications
University of Florida**

**Strategic Plan
August 2023 to February 2024**

Goal 1: Identify, bring together, and support multidisciplinary research teams that can produce fundable translational communication research.

- Strategy 1: Meet with STEM researchers across UF to promote and connect CJC scholars as valuable interdisciplinary collaborators.
 - Tactic 1: Develop short pitch “Why STEM Translational Communication Matters.”
 - Tactic 2: Work with CJC scholars to develop short individual pitches on expertise.
 - Tactic 3: Invite STEM researchers to STCC and CJC events.

- Strategy 2: Pursue opportunities to bring communication scholars on-board to larger STEM programs to add a translational communication component (“communication following”).
 - Tactic 1: Identify existing and developing research programs in need of communication components and contributors.
 - Tactic 2: Match communication faculty with two larger grant applications for Q1 2024.
 - Tactic 3: Document, articulate, and promote the possible range of communication components and contributors for future programs.

- Strategy 3: Pursue opportunities focused on translational communication with collaborators from specific STEM contexts and application (“communication leading”).
 - Tactic 1: Foster original CJC research programs with STEM components and contributors.
 - Tactic 2: Support communication faculty in developing two interdisciplinary grant applications for Q1 2024.
 - Tactic 3: Support communication graduate students in pursuing interdisciplinary collaborations and grant writing.
 - Tactic 4: Document, articulate, and promote techniques and processes for building communication-led programs with STEM collaborators.

- Strategy 4: Monitor, manage, and encourage cross-disciplinary conversations and relationships.
 - Tactic 1: Arrange, host, and track meetings between prospective interdisciplinary collaborators.
 - Tactic 2: Facilitate collaborations that meet mutual goals by facilitating understanding, commonality, and respect for differences in interdisciplinary conversations.
 - Tactic 3: Document, identify, and study challenges in interdisciplinary relationships.

Goal 2: Establish sustainable operational and organizational practices that will enable the STCC to grow, diversify, and plan with intention.

- Strategy 1: Build clearly-defined roles for faculty, staff, students, affiliates, and partners, to build trust and routines.
 - Tactic 1: Establish criteria and process for faculty affiliate status.
 - Tactic 2: Assess and refine administrative specialist duties to support center operations.
 - Tactic 3: Assess role for advisory council, and plan to establish as appropriate.
 - Tactic 4: Identify, articulate, and promote opportunities for student, staff, and others to engage with the STCC and its programs.
- Strategy 2: Craft a concise handbook that outlines the STCC's standard operating procedures.
 - Tactic 1: Examine handbooks and materials from peer centers and organizations.
 - Tactic 2: Document existing and desired routines and procedures for the center.
 - Tactic 3: Solicit and incorporate feedback from stakeholders to produce handbook.
- Strategy 3: Update the STCC statement of its mission, vision, and principles.
 - Tactic 1: Conduct focus groups with center stakeholders.
 - Tactic 2: Revise existing statements, in consultation with college and university leadership.
 - Tactic 3: Distribute and promote updated statements via center website.
- Strategy 4: Develop a 5-year strategic plan for the STCC (2024-2029).
 - Tactic 1: Meet with college and university stakeholders to assess our momentum, potential, and opportunities.
 - Tactic 2: Evaluate performance of this 6-month strategic plan.
 - Tactic 3: Articulate medium- and long-term opportunities and challenges.
- Strategy 5: Identify opportunities and forecast for growing staff and support.
 - Tactic 1: Work with college, departments, Cancer Center, and other stakeholders to facilitate hires of faculty with partial appointments to the STCC.
 - Tactic 2: Engage in professional training and development for all center faculty and staff.
 - Tactic 3: Undertake a review of staffing needs with human resources.
 - Tactic 4: Explore new sources of student and professional staff support.

Goal 3: Raise awareness of the STCC, and its mission and activities, across the UF campus and beyond.

- Strategy 1: Recruit and interact with potential stakeholders through hosted events and by creating accessible points of contact.
 - Tactic 1: Host in-person and virtual open house events at the start of each semester.
 - Tactic 2: Host and promote weekly STCC office hours for contact and brainstorming.
 - Tactic 3: Host a weekly journal club to spur communication-led conversations around timely STEM topics.
 - Tactic 4: Host and co-sponsor workshops relevant to STEM translational communication.

- Tactic 5: Field a short survey to assess CJC perceptions and involvement with the STCC and related topics and indicators.
- Tactic 6: Be proactive and responsive to all relevant inquiries and requests.
- Strategy 2: Craft and execute a plan for frequent and targeted social media and web content that builds the STCC's visibility as a thought-leader in STEM translational communication.
 - Tactic 1: Develop and refine a social media strategy for STCC social media that emphasizes breadth and innovation.
 - Tactic 2: Promote STCC and its programs through the social media accounts of the center director, affiliate faculty, and the college.
 - Tactic 3: Develop a plan for content and structure on the STCC website.
 - Tactic 4: Engage Alpha PR student-run agency to assess and make recommendations for STCC's strategic communications.
- Strategy 3: Prepare and distribute regular updates and reports to stakeholders.
 - Tactic 1: Collect quarterly accomplishments and news for distribution in a concise, accessible quarterly email newsletter (Sept, Dec, March, June).
 - Tactic 2: Develop a STCC-specific mailing list for distribution beyond college-managed listservs.
 - Tactic 3: Prepare and share an annual narrative report on the activities of the STCC.
 - Tactic 4: Post and archive minutes, plans, reports, and other items to the center website.
 - Tactic 5: Monitor contacts and participation generated by promotional communications.
- Strategy 4: Attend relevant conferences and visit peer centers in order to identify trends and opportunities and build national and global relationships.
 - Tactic 1: Identify primary and second conferences for promoting STCC and its programs to academic and professional networks.
 - Tactic 2: Work with faculty affiliates and graduate students to enhance UF presence at STCC-relevant conferences.
 - Tactic 3: Identify key peer centers and other organizations engaged in translational communication.
 - Tactic 4: Visit key peer centers and other sites to promote STCC and track trends and best practices.
- Strategy 5: Develop and begin to write a conceptual journal article on the value of STEM translational communication.
 - Tactic 1: Identify the state of the art in STEM translational communication, and identify gaps in theory, evidence, and practice.
 - Tactic 2: Work with stakeholders and peers to articulate the contours and future directions of and demands on STEM translational communication.
 - Tactic 3: Share work-in-progress locally and with an international or national conference.

Goal 4: Coordinate and collaborate with divisions, centers, and other units within CJC and across UF to clearly position the STCC and build partnerships.

- Strategy 1: Support the recruitment of new faculty and graduate students who focus on health communication, science communication, and other diverse translational topics.
 - Tactic 1: Coordinate with departments to encourage STEM and health communication as potential focus areas for new hires.
 - Tactic 2: Coordinate with graduate division to promote STEM and health communication research opportunities and mentors in the college.
 - Tactic 3: Support the STEM, health, and related interests of communication students and faculty through engagement, mentoring, and grant writing.

- Strategy 2: Pursue research and applied projects that involve other centers at CJC and UF.
 - Tactic 1: Lead and follow on projects in partnership with Center for Public Interest Communications, Brechner Center for the Advancement of the First Amendment, Consortium on Trust in Media and Technology, Atlas Lab, and others at CJC.
 - Tactic 2: Initiate partnerships with immersion venues and the Division of Media Properties at CJC.
 - Tactic 3: Work with External Relations and CPIC to develop leadership and excellence in communicating research to relevant publics.
 - Tactic 4: Explore and cultivate partnerships with other centers outside of the college.

- Strategy 3: Attend and participate in other centers' relevant events and activities.
 - Tactic 1: Build and update a list of relevant events and activities across campus.
 - Tactic 2: Identify faculty, staff, students who would benefit from engagement with other groups in addition to STCC.
 - Tactic 3: Maintain consistent presence and visibility of STCC across relevant campus events.

- Strategy 4: Identify instructors across CJC's four departments who could develop and offer undergraduate experiences in STEM translational communication.
 - Tactic 1: Identify and develop faculty to offer STEM-related undergraduate research across departments.
 - Tactic 2: Partner with experiential and other courses in need of clients or topics for campaigns, newsgathering, or storytelling, across departments.
 - Tactic 3: Work with instructors and departments to develop courses that produce STEM translational communications such as explainer videos.