



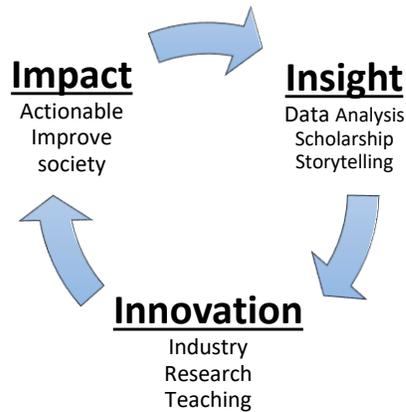
**2020 Strategic Plan Draft
April 20, 2017**

Mission

The University of Florida College of Journalism and Communications (CJC) is committed to a diverse and inclusive environment, 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.

Values

- 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

Guiding Principles

- 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
- Faculty and staff with a diverse mix of academic and professional backgrounds
- Global reach and impact
- Commitment to thought leadership in communication education and industry
- Nurturing of faculty and staff welfare and accomplishment

2020 Goals and Strategies

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.

Strategies

- 1) Build a stronger research culture at the College**
- 2) Recruit top tier faculty and graduate students, particularly those with specialties or interest in key areas of focus and expertise.**
- 3) Encourage current faculty to publish in high-impact journals and to focus and collaborate on scholarship around key areas of research**
- 4) Collaborate within the College, across the University, and with external institutions domestically and internationally, particularly on large-scale mass communication and communication science initiatives.**
- 5) Build greater exposure for the College and its faculty and staff and position the College as a thought leader.**

Metrics: Improved Academic Analytics ranking, 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, current and prospective faculty, current and prospective undergraduate and graduate students, Industry.

Rationale: The College must prepare students for success by reflecting society and the workplace that students will find themselves soon entering. 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 inclusivity.

Strategies

- 1) Expand the Knight Division Multicultural Affairs function to attract new students from all backgrounds and create an environment welcoming to a multicultural population.**
- 2) Design a recruitment process that addresses and mitigates bias and ensures a broad and diverse pool of high-caliber faculty and graduate students.**
- 3) Create processes and mechanisms to make the environment and culture more welcoming for diverse students, faculty and staff.**
- 4) Integrate diversity and inclusion into curriculum and immersion experiences**

Metrics: Expansion of faculty/staff/student multicultural presence, recruitment and retention of diverse faculty, recruiting and academic success of diverse, high-quality Ph.D. students, meaningful improvement in climate survey results.

3) Strengthen professional skills development to ensure we are providing the greatest opportunity for student career placement.

Primary audiences: Prospective students, Undergrad and Grad students, Industry

Rationale: The pace of change in the media environment is accelerating, resulting in a continual evolution of career opportunities and desired skills. Employers will seek out those candidates that have the necessary foundational, emerging and analytical skills. As media become more cost conscious, many are eliminating in-house training programs, requiring them to look outside for employee prospects who have up-to-date expertise and the greatest understanding of consumer behavior. With CJC's evolving curriculum and world-class immersion opportunities, we are well positioned to be a leading source for communication industry talent.

Strategies

- 1) Continue to invest in current immersion opportunities and infrastructure to ensure students have access to high-caliber professionals and state-of-the-art facilities.**
- 2) Identify opportunities for new skills development in the classroom and ensure smoother transitions between academics and immersion.**
- 3) Create opportunities for faculty and staff to learn new skills**

Metrics: Boost immersion experiences to 100%, increase job placement at graduation to 70%, industry rating of strength of our program, increase internship rate, rate of curriculum change.

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

- 1) Create and resource a standalone career preparation unit that will interact with undergraduate and graduate students from enrollment through placement.**
- 2) Establish more personalized advice for students from internal and external mentors.**

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

5) 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

- 1) Focus on the science of storytelling as a key differentiator for the College**
- 2) Conduct collaborative research and advance thought leadership on the science and art of storytelling and best practices.**
- 3) 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.

6) 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

- 1) Build and own the field of public interest communication**
- 2) Develop a program and capacity for solutions journalism**
- 3) Highlight College's research and curriculum focused on social good**
- 4) Engage other disciplines in collaborative and translational approach to address social change**

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