CJC 2028 Strategic Plan

Mission

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

Values

- Dedication to the highest standards of academic excellence in teaching, research and service.
- Commitment to academic freedom and diversity of identity, experience and perspectives
- Embracing shared governance as an operational model
- Preparing students to achieve life goals
- Pursuing a culture of collaboration, cooperation, entrepreneurship and risk-taking
- Commitment to courage, honesty and integrity in professional and academic endeavors

Accountability

The College will set up a system to track the progress of each of these goals and report out at least once each year.

Goals and Objectives

G1: Build on CJC's scholarly excellence to advance competitive advantages and drive innovation

- **O1: Foster a college-wide culture that promotes, rewards, and celebrates research, creative activity, innovation and community engagement.**
    - Performance Indicator: Annual survey of employees measuring perceptions of research culture with annual reporting of results. Increased research promotions, media citations and awards.
    - Responsible Group: Research Division and Communications

- **O2: Increase high-impact research to advance the CJC professions and society.**
    - Performance Indicator: Publications, journal ratings, impact measures, grants (submissions and wins), and rankings, third-party/external awards.
    - Responsible Group: Research Division

    S1: Increase and enhance the quality and focus of thought leadership and research communication.

    Tactics:

    - Explore hiring staff with research and strategic writing experience to help with writing research communications – can also make this an immersion opportunity.
    - Incentivize thought leadership.
    - Provide faculty and students an opportunity to review research communications before posted.
    - Identify additional audiences to share research communications with.
    - Reach out to faculty and students when they don't notify about publications.
    - Consistently promote publications on Grad and Research Division social media channels.
    - Post conference announcements including faculty, students and alumni.
    - Post pictures and details of conference presentations and posters on social media.
    - Promote success at conferences in CJC communications.
    - Promote research success in conference programs.
    - Provide a poster template for conferences.
    - Post about faculty, graduate students, undergrad student, and alumni successes on social media.
    - Add conference content to Research and Grad Division TV.
    - Hold Research Fridays to bring CJC and UF together for research.

S2: Provide support, professional development, and resources that will enable faculty and students to conduct high-quality research and creative activities.

Tactics:

- Create a research mentorship program with incentives
- Provide grant and research-related professional development workshops
- Pursue funding for internal research awards and endowed professorships.
- Promote grant and funding opportunities and assist with submissions.
- Expand graduate student travel support.
- Increase undergraduate student involvement in research.
- Provide a list of research tools available.
- Provide an opportunity for grad students to practice conference presentations.
- Provide research team details to students.
- Work with IRB, Risk Assessment and Privacy to explain CJC needs.
- Improve CJC adoption of SONA.
- Organize and formalize visiting scholar program.
- Inform and support faculty and students for college, university, regional, national and international research awards.

S3: Identify cross-disciplinary collaboration and research partnership opportunities within CJC, at UF and beyond.

Tactics:

- Promote Research Friday details across UF.
- Create a Collaboration Incentive Program.
- Bring prominent scholars to UF.
- Share research opportunities from other Colleges and labs across UF.
- Encourage affiliate faculty positions.
- Utilize CJC centers to help connect and collaborate across UF.

G2: Enhance CJC's recruitment, retention, and placement of faculty, staff, and students with diverse identities, experiences and perspectives.

Objectives:

- **O1: Reduce turnover of full-time faculty and staff to 5% or less by 2024.**
  - Performance Indicators: Annual survey of employees (e.g., climate survey) measuring engagement and job satisfaction with annual reporting of results. CJC HR measurement of turnover rates.
  - Responsible Groups: Dean's Office, Human Resources, IDEA Leadership and Committee.

- **O2: By 2024, increase job satisfaction of full-time faculty and staff employees to a level of 9.5 (on 10-point scale) on employee stay survey.**
  - Performance Indicators: Annual survey of employees measuring engagement and job satisfaction with annual reporting of results.
  - Responsible Groups: Dean's Office, Human Resources, IDEA Leadership and Committee.

- **O4: Better Identify and promote aspects of UF, CJC and Gainesville that would attract a broad range of applicants**.
  - Performance Indicators: Quantity of and engagement with marketing messages. Post-recruitment survey of applicants gauging their perceptions before and after recruitment process.
  - Responsible Groups: Human Resources, Communication Dept.

    S1: Invest in best practices to retain and advance staff and faculty from groups representing diverse identities, experiences and perspectives

    Tactics:

    - Identify best practices for recruitment and retention, create guideline document on best practices.
    - Strengthen mentoring.
    - Continue to benchmark ourselves.
    - Solicit more/better feedback on how to grow.
    - Incentivize recruitment.
    - Foster environment to enhance community support from colleagues.
    - Retention speed dating with managers.
    - Let managers know what resources they have to keep employees
    - Train managers on building relationships, pathways to growth.
    - Enhance recognition of staff for their accomplishments and for service beyond their jobs.

S2: Develop new programs and processes to increase recruitment of faculty and staff from groups representing diverse identities, experiences and perspectives.

Tactics:

- o Encourage use of visiting lines
- o Incentivize recruitment.
- o Encourage faculty and staff to attend conferences and networking events to build relationships.
- o Engage alumni for more support (time instead of money).
- o Better capitalizing on advisory councils.
- o Standardize job posts promotion.

S3: Invest in tactics that will increase the number of students from groups representing diverse identities, experiences and perspectives.

Tactics:

- o Invest in more outreach for student recruitment.
- o Build a culture of recruitment for all faculty and staff.
- o Invest in a recruitment toolkit.
- o Incentivize recruitment and service for staff.
- o Quantify and leverage pathways to success: parents, preview, community colleges, conferences.
- o Provide communication and transparency for how we communicate.
- o Expand and fund opportunities to engage alumni.
- o Establish an alumni liaison position.

G3: Develop an environment that fosters a culture of active participatory inclusiveness, collaboration and collegiality.

   Objectives:

- **O1: Create environment of free speech and free expression without fear, and facilitate a culture to build comfort with uncomfortable conversations.** Achieve a CJC Net Promoter Score (new) of 60 or higher; 80 percent of climate questionnaire responses agree on feeling welcome when joining CJC (Q24) and environment open to new ideas (Q34)
    - Performance Indicators: Annual net promoter or openness survey of all groups -- improvement or at least stable reports over five-year period from baseline in 2023; trendlines of HR reporting system established in 2022
    - Responsible Groups: Human Resources and IDE Committee

- **O2: Build a culture of "One CJC" - Create opportunities to broadly self-identify and create communities among students and peers that aren't solely within our departments**. Achieve 75% participation rate in using Belonging project prototypes; 80% of climate questionnaire responses agree on feeling of belonging (2022 benchmark from Q5: 70% agree); establishment and growth of affinity groups.
    - Performance Indicators: Metrics from UF's "Belonging" grant project (2023-24) including use of materials and post-project survey; annual climate questionnaire metrics; growth and strong programming for affinity groups.
    - Responsible Groups: IDE Committee

- **O3: Foster an environment of team member growth with career mapping, mentoring and upward trajectory of faculty and non-faculty careers**. Assistance to help TEAMS staff grow beyond their duties at hire. Achieve paired mentorship for those who wish one; at least 85% rate of "feeling supported" (2022 benchmark from Q25: 71%) and "opportunity to grow in annual climate questionnaire" (2022 benchmark from Q8: 60%).
    - Performance Indicators: Metrics from Faculty Welfare and Development Committee mentorship program; evidence of retention over five-year strategic period; reduction in exit interview reports of having to leave CJC to grow in career.
    - Responsible Groups: Faculty Welfare and Development Committee, Staff Council, IDE Committee, Human Resources

- **O4: Prepare/support faculty in their teaching in multicultural and international pursuits.** Establishment of central teaching resource repository in Canvas; at least 50% growth in five years of international program opportunities.
    - Performance Indicators: Canvas repository created; inclusion and expression statements in all CJC syllabi; growth of external opportunities including in Gainesville and abroad.

- Responsible Groups: Department Chairs, International Committee, IDE Committee.

S1: Create more space for organic events/opportunities to interact with colleagues, and space for faculty-student collaboration.

Tactics:

- Create social committee to plan faculty (including adjuncts) and staff (including OPS) events
  - Further invest in coffee sessions, lunches, unprogrammed gatherings, food-themed events that celebrate different cultures
- Create events for each CJC major and minor
  Invest in efforts to help colleagues get to know each other, e.g. Show and Tell of what each departments are doing, a who's who of faculty and staff, peer-to-peer mentoring
- Improve contact information
- Expand Buddy System
- Create space for online participation

S2: Increase collaboration with and among students.

Tactics:

- Develop an alumni mentoring system, funded mentoring events and "soulmate" groups
- Provide events and opportunities for student-faculty collaboration

S3: Ensure a routinized line of communication so that people feel their input is valued.

Tactics:

- Communicate collaboration opportunities
- Develop quarterly climate and community surveys
- Use SLACK and TEAMS programs to communicate with each other
- Institute evaluations of supervisors and broaden 360 evaluations
- Increase accessibility to all employees (include adjuncts and OPS)

S4: Enhance staff and faculty training to ensure our students are learning emerging skills and optimal opportunities.

Tactics:

- o Invite speakers that present to multiple departments
- o Establish events to learn about each department and division
- o Develop short videos to share tactics and ideas
- o Invest in teaching resources
- o Increase collaboration between departments
- o Develop improved maps and tours of the buildings

G4: Elevate undergraduate and graduate student career preparation, readiness, cultural competency, and competitive standing for evolving professions.

- **O1: Increase job placement rate by 5% by 2025**
  - Performance Indicators: Job placement rates, Number of job postings, corporate partnerships, recruiters visiting career fairs/college, guest speakers
  - Responsible Groups: OCCP, CCC, Knight Division, Department Chairs, Communications

- **O2: Increase experiential learning by 5% (experiential internship & immersion participation) by 2025.**
  - Performance Indicators: Number of students completing immersion experience. Immersion credits registered. Internship credit hours. Employer feedback. Student awards. Job placement rates. Graduation survey results.
  - Responsible Groups: OCCP, Immersion directors, Knight Division, immersion academic adviser, student organizations

- **O3: Create 3-5 new opportunities over three years for more students (outside those directly registered in our immersion experiences) to learn from our immersion experiences in a classroom setting.**
  - Performance Indicators: Number of courses (1 credit, seminars, workshops/etc.) with a minimum of 15 students participating per course/moment
  - Responsible Groups: Immersion directors, Department Chairs, Administration

- **O4: Increase student professional networking opportunities**
  - Performance Indicators: Mentorship program participation, industry guest speakers, senior showcase, immersion client engagement, career fairs, etc.
  - Responsible Groups: OCCP, Career Connection Center, Immersion directors

- **O5: Add 10 new professional skill development opportunities**
  - Performance Indicators: Bootcamps, dinner skills, corporate programs, certificate programs, workshops, conference attendance, (should we include agency training, client engagement, department/client leadership roles?)
  - Responsible Groups: Departments, Faculty Senate, Curriculum Committee, OCCP, C3 Career Coach, Immersion directors

    S1: Standardize career preparation that creates a systematic pipeline to success

    Tactics:

    - Career Prep Day or week prior to career fairs
    - Career Ambassadors
    - Conference Funding in progress with the professional development grant application

- o Proactive Quest Prep
  - Internship Required
- o Immersion
  - CJCxNYC
  - CJCxDC
  - CJCxTechnology

S2: Increase International/Intercultural Immersion

Tactics:

- o Virtual Exchanges, collaborating with instructors/classes in other states, countries, or with varying student demographics
- o Require ISP (International Scholars Program) courses
  - Adding CJC courses to ISP
- o Syllabus Review
  - Department Chairs
  - Associate Dean for Undergrad Affairs/ Curriculum Committee
  - Digital Measures
  - Train the Trainer
  - OCCP and Knight Division
- o International partnerships and internships
- o Seed funding for short trips accessible to non-research faculty

S3: Increase Student Engagement

Tactics:

- o Canvas Module
- o Opt-in
- o Explore options
- o Develop market plan
- o Faculty Education of student and teaching resources
  - Faculty Senate facts
  - Department meetings
  - Quest
  - NBCU
- o Graduate -Tailored Committee
  - Grad targeted communications
  - Increased participation in immersion opportunities and student orgs

G5: Acquire and continually refresh infrastructure and technology to be innovative, forward-looking, and cutting-edge.

Objectives

- **O1: Acquire and continually refresh infrastructure and technology to be innovative, forward looking and cutting edge.** Ensure there is no down time in any of the immersive experience venues and that service to the community and students are never impacted negatively due to technology or infrastructure issues.
  - Performance Indicators: Annual survey of immersive venues including media properties, Innovation News Center, The Agency and ATLAS Lab to determine condition of infrastructure and systems and gauge success of the strategic plan
  - Responsible Groups: CJC Operations Leadership, TAG, Media Properties, INC, ATLAS Lab and Agency Leadership

- **O2: Maintain a high level of productivity by faculty, staff and students, ensure students are prepared to use real-world technology, and more effectively use available resources to protect the licenses and reputation of CJC's federally-licensed broadcast properties.**
  - Performance Indicators: Initiate an annual technology climate survey of faculty and staff to gauge the condition of tech/IT in CJC. Also track the number of TAG help request forms that are processed with a focus on information technology-related issues.
  - Responsible Groups: CJC Operations Leadership and TAG Leadership

- **O3: Provide faculty, staff and students with optimal spaces for learning, collaboration and real-world experiences.**
  - Performance Indicators: An annual assessment of space utilization conducted in collaboration with the University's Space Management Office, annual query of CJC departments and units related to planning for future projects and the needed space to conduct forward-thinking initiatives.
  - Responsible Groups: CJC Operations Leadership, CJC Leadership, Academic and Immersion Leadership

    S1: Tech Adoption: Establish a structured but flexible framework that helps the College identify and evaluate new technology that enhances our educational and research capabilities.

Tactics:

- Implement a formal process to scan the technology landscape and test the technology we identify. Assess its value, use cases and ways to use it better, and develop KPIs for each technology we adopt.
- Re-examine faculty tech committee and repurpose its mission for this task (many people with interest in this area are staff, not faculty)
    - Create a tech task force that draws from all parts of CJC.

S2: Tech for all: Create an inclusive environment that empowers all of the CJC community to benefit from and contribute to our approach to technology.

Tactics:

- Create system for sharing knowledge/"how-to" information, perhaps using short videos. Create a shared knowledge database to easily find colleagues with expertise in tech tools.
- Make tech accessibility a priority (captioning, etc.).
- Leverage relationships with other colleges with expertise in emerging tech.
- Develop a plan for an "R&D Lab for Emerging Tech."

S3: Reimagine Weimer: Redefine the Weimer experience in a way that goes beyond incremental change to focus impactful redesign that supports the ways we conduct research, the ways we teach and the ways our students learn.

Tactics:

- Think about how we improve/show off our "landmark spaces," such as the Atlas Lab, the INC.
- Inventory the spaces our students "live in." Where are they most comfortable? What spaces meet their needs? How can we improve them?
- Think about accessibility/mobility issues and make sure we're accounting for them as we improve the building.