



***University of Arizona School of Journalism Strategic Plan:
“A Diamond in the Desert: Crystallizing Our Vision for the UA School of Journalism”
2026-2030
Implementation Timetable***

In this document, we layer a timetable for specific actions onto the strategic plan, passed by our faculty in November 2025. We will update this document annually to align with our progress.

Updated: May 2026

OBJECTIVE #1: The School will engage in service to the state of Arizona, Borderlands and the world beyond.

Strategy 1: Invest in Borderlands outreach

- Tactic #1: Grow our School’s news service, Arizona Sonoran News, which covers Arizona-Sonora border and make it a required capstone course for all Journalism majors
 - Metrics: Number of Arizona Sonoran News stories placed in local media
 - Owner: Administrative Associate and Arizona Sonoran News instructors
 - Actions Completed:
 - Summer 2025: Engaged in professional development training for Arizona Sonoran News instructors
 - Spring 2026: Made Arizona Sonoran News our School’s single capstone experience
 - Spring 2026: Sought external grant funding for Arizona Sonoran News

- Spring 2026: Hire new faculty to support Arizona Sonoran News
- Future Actions:
 - In progress (complete by end of AY26-27): Grow number and scale of media partner collaborations
 - In progress (complete by end of AY27-28): Expand Spanish-language content on Arizona Sonoran News
 - In progress (complete by end of AY28-29): Secure external grant funding for Arizona Sonoran News
- Tactic #2: Revive Center for Border and Global Journalism as research catalyst to study Borderlands
 - Metrics: Number of internal grant applications; Number of external grant applications; Amount of grant funding/gifts; Number of guest speakers/visitors
 - Owner: Center for Border and Global Journalism director and School director
 - Actions Completed:
 - AY25-26: Hosted visiting journalist delegations
 - Spring 2026: Completed Center reauthorization review
 - Future Actions:
 - On the horizon (complete by end of AY27-28): Create Borderlands professional-in-residence program
 - On the horizon (complete by end of AY28-29): Establish Border Research Travel Fund
- Tactic #3: Partner with UA's Office on Native American Advancement & Tribal Engagement to increase engagement with the state's Indigenous media and peoples
 - Metrics: Number of tribal guest speakers/visitors; Number of faculty/students participating in NAATE activities connected to the School
 - Owner: SoJ Tribal Engagement Liaison
 - Actions Completed:
 - AY25-26: Participated in University's Tribal Leader Residency Program, hosting visits from three delegations
 - Spring 2026: Created SoJ Tribal Community Liaison position
 - Future Actions:
 - On the horizon (complete by end of AY27-28): Cultivate connections with tribal media publications

- Tactic #4: Restart Borderlands reporting undergraduate course offering, with a renewed focus on covering Indigenous communities
 - Metric: Student enrollments in border journalism
 - Owner: Borderlands course instructors
 - Actions Completed:
 - Fall 2026: Offered Borderlands course
 - Future Actions:
 - On the horizon (complete by end of AY27-28): Create student showcase event to share journalism products with local community

Strategy 2: Revitalize SoJ curriculum to prepare students for global engagement

- Tactic #1: Reinvent the School's Studies of Global Media program to align with evolving professional and research landscape
 - Metric: Student enrollments in GLO majors; Student enrollments in GLO courses
 - Owner: GLO faculty and School director
 - Actions Complete:
 - AY25-26: Expanded targeted outreach to Arizona Online recruitment specialists
 - AY25-26: Hosted recruitment webinars for prospective students
 - Spring 2026: Welcomed new UPC students (from micro-campus in Peru) into new GLO cohort
 - Spring 2026: Revived SoJ presence in Orvieto, Italy study abroad program
 - Future Actions:
 - In progress (complete by end of AY26-27): Implement new graduate recruitment plan
 - On the horizon (complete by end of AY27-28): Create new study abroad opportunity in Oaxaca, Mexico
- Tactic #2: Explore potential for undergraduate certificate in bilingual journalism
 - Metric: Student enrollments in BJP major; Student enrollments in BJP courses
 - Owner: BJP program coordinator and School director
 - Actions Complete:
 - AY25-26: Promoted cross-listed BJP courses to undergraduates
 - Future Actions:
 - On the horizon (complete by end of AY27-28): Create undergraduate certificate

OBJECTIVE #2: The School will elevate its capacity for science journalism

Strategy 1: Strengthen on-campus partnerships with Science, Technology, Engineering and Math (STEM)

- **Tactic #1: Enhance collaborations with campus STEM faculty, including research grant proposals and guest speakers**
 - Metrics: Number of campus partners; Number of community members engaged; Number of internal grant applications; Number of external grant applications; Amount of grant funding/gifts
 - Owner: Science journalism faculty
 - Actions Complete:
 - AY25-26: Received internal grant funding
 - Future Actions:
 - On the horizon (complete by end of AY27-28): Cultivate connections with University's UA Connection program, which engages in science research translation to the public
 - In progress (complete by end of AY27-28): Reinvigorate connections to University's science communication certificate program
- **Tactic #2: Expand mentored, undergraduate research opportunities**
 - Metrics: Number of students in VIP; Number of internal grant applications; Number of external grant applications; Amount of grant funding/gifts; Number of undergraduate student projects completed; Number of students presenting research at conferences
 - Owner: VIP program coordinator
 - Actions Complete:
 - AY25-26: Conducted leadership engagement in AEJMC Presidential Task Force on Undergraduate Research
 - Spring 2026: Made VIP experience a permanent class in course catalog
 - Spring 2026: Provided funding for student conference travel
 - Future Actions:
 - In progress (complete by end of AY26-27): Expand VIP model to additional faculty members

Strategy 2: Forge new connections to local science journalism community

- **Tactic #1: Host community workshop on science journalism writing**
 - Metrics: Number of attendees; number of faculty participating; exit survey results from attendees; Number of internal grant applications; Number of external grant applications; Amount of grant funding/gifts
 - Owner: Science journalism faculty

- Actions Complete:
 - Fall 2026: Engaged in content creation partnership with the Western National Parks
 - Spring 2026: Participated in Science Café event associated with Tucson Festival of Books
 - Future Actions:
 - On the horizon (complete by end of AY28-29): Host community workshop on science journalism writing
- Tactic #2: Connect with local science communication employers to grow enrollment in master's programs
 - Metrics: Student enrollments in JOUR graduate majors; Student enrollments in graduate-level science journalism courses
 - Owner: Science journalism faculty and School director
 - Actions Complete:
 - AY25-26: Recruited new graduate students with expertise in science communication
 - Future Actions:
 - On the horizon (complete by the end of AY27-28): Connect with local science employers for enrollment growth

OBJECTIVE #3: The School will expand its sports media programming

Strategy #1: Develop new academic programming in sports media

- Tactic #1: Create general education courses in sports media as recruitment pipeline for Journalism major
 - Metric: Student enrollments in sports journalism courses; Number of new majors with sports journalism interest area
 - Owner: Sports media faculty
 - Actions Complete:
 - Spring 2026: Expanded collaboration with the University's Adaptive Athletics Department
 - Future Actions:
 - Summer 2026: Hired new adjunct faculty member in sports media
 - In progress (complete by end of AY26-27): Establish new general education course in sports media
- Tactic #2: Explore other sports media academic content delivery options (certificate, minor, major and interdisciplinary collaborations)
 - Metric: Number of Arizona Sonoran News stories on sports topics; number of cross-campus collaborations
 - Owner: Sports media faculty and School director
 - Actions Complete: N/A
 - Future Actions:

- On the horizon (complete by the end of AY29-30):
Solidify new academic programming in sports media
- Tactic #3: Establish and fund new domestic travel opportunities for students to cover athletic events
 - Metric: Amount of grant funding/gifts; Number of student participants
 - Owner: School director
 - Actions Complete:
 - Spring 2026: Identified Foundation funds that can be used for Experiential Learning Fund
 - Future Actions:
 - In progress (complete by the end of AY26-27):
Promote and expand Experiential Learning Fund

Strategy #2: Cultivate new connections for sports media program growth

- Tactic #1: Participate in Big 12 Conference sports collaborative activities, such as student exchanges, research collaborations and student sports media awards
 - Metric: Amount of grant funding/gifts; Number of student participants; Number of guest speakers; Number of collaborative activities
 - Owner: School director
 - Actions Complete:
 - Summer 2025: Participated in sports media educator meet-up at AEJMC
 - Fall 2025: Hosted visiting student delegation from Oklahoma State University
 - Future Actions:
 - In progress (complete by the end of AY26-27):
Engage with emerging “Big 12 Sports Collaborative”
- Tactic #2: Expand sports-related internships and job placement opportunities
 - Metric: Number of sports-related internships; Number of sports-related employers participating in internship fairs; Number of students securing post-graduate employment in sports media
 - Owner: Internship coordinator
 - Actions Complete: N/A
 - Future Actions:
 - In progress (complete by the end of AY26-27):
Revisit internship requirements to permit flexibility for sports media internships

OBJECTIVE #4: The School will engage with the future shape of the evolving media industry

Strategy #1: Reinvigorate the School's curriculum

- **Tactic #1: Establish technology learning objectives for each SoJ course**
 - Metric: Number of TLOs implemented in SoJ courses; Annual TLO assessment report; Number of outdated courses eliminated; Number of course catalog descriptions updated
 - Owner: SoJ faculty
 - Actions Complete:
 - Spring 2026: Refreshed course catalog descriptions with focus on emerging technology
 - Future Actions:
 - On the horizon (complete by the end of AY26-27): Establish TLOs for each journalism course
 - On the horizon (complete by end of AY28-29): Create one-credit modules for software proficiency
- **Tactic #2: Recruit rotating media practitioner-in-residence role to bring visiting scholar-practitioner in journalism technology/research to campus each semester**
 - Metric: Number of practitioners-in-residence secured; Amount of grant funding/gifts; Number of student participants
 - Owner: School director
 - Actions Complete:
 - AY25-26: Piloted practitioner-in-residence model with in-person (Fall 2025) and virtual (Spring 2026) visits
 - Future Actions:
 - AY26-27: Create permanent practitioner-in-residence model
- **Tactic #3: Update SoJ's equipment for student check-out use, as well as computer lab facilities in the Marshall Building**
 - Metric: Amount of grant funding/gifts; Amount of new equipment purchased
 - Owner: School director and broadcast faculty
 - Actions Complete:
 - Spring 2026: Partnered with AZPM on leftover equipment from studio move
 - Spring 2026: Conducted crowdfunding campaign for new equipment
 - Summer 2026: Purchased new check-out equipment
 - Summer 2026: Upgraded School's oldest computer lab with new machines
 - Future Actions:

- Maintain inventory roster and develop long-range capital planning for refreshing equipment and labs
- Tactic #4: Launch externship fund for faculty summer upskilling experiences in new technologies and/or leadership in journalism education administration
 - Metric: Number of externships secured; Amount of grant funding/gifts
 - Owner: School director
 - Actions Complete:
 - Spring 2026: Created Faculty Enhancement Fund for faculty seeking professional development opportunities
 - Future Actions:
 - AY26-27: Grow development resources for Faculty Enhancement Fund

Strategy #2: Offer thought leadership around media literacy and First Amendment issues

- Tactic #1: Engage in Arizona Board of Regents/University efforts around new civics engagement requirements for undergraduate degrees
 - Metric: Student enrollment in courses; Assessment data from civics attribute
 - Owner: Course instructor and Innovation Action Committee
 - Actions Complete:
 - Spring 2026: Participated in Civics Attribute pilot program
 - Spring 2026: Collaborated on SBS grant proposal for Civics Education
 - Future Actions:
 - AY26-27: Assess success with pilot program participation
- Tactic #2: Encourage faculty to share research and creative activity around First Amendment issues with relevant scholarly and practice communities
 - Metric: Number of faculty presentations; Number of faculty publications; Number of off-campus events; Number of internal grants; Number of external grants
 - Owner: SoJ faculty
 - Actions Complete:
 - Spring 2026: Engaged in training sessions on journalist safety and security
 - Future Actions:
 - On the horizon (complete by end of AY29-30): Establish colloquium/speaker series on First Amendment issues

- Tactic #3: Explore expanding affiliate faculty ranks, enabling for more cross-campus collaborations in teaching and research
 - Metric: Number of affiliate faculty
 - Owner: School director
 - Actions Complete:
 - Fall 2025: Welcomed first SoJ faculty affiliate
 - Future Actions:
 - AY26-27: Grow SoJ affiliate network across campus

Strategy #3: Prepare students for media careers of tomorrow

- Tactic #1: Explore creation of required internship course for all journalism majors
 - Metric: Number of students completing internships; post-graduation employment data; student/supervisor internship evaluations
 - Owner: Internship coordinator and Innovation Action Committee
 - Actions Complete: N/A
 - Future Actions:
 - On the horizon (complete by the end of AY28-29): Develop standardized internship component for Journalism students
- Tactic #2: Require that all journalism graduates assemble a multimedia portfolio showcasing works created during SoJ career
 - Metric: Number of students graduating with a portfolio; external evaluations of student work
 - Owner: SoJ faculty
 - Actions Complete:
 - Spring 2026: Established required portfolio as part of School's assessment
 - Future Actions:
 - AY26-27: Evaluate new assessment data from portfolios
- Tactic #3: Expand career programming, including internship fairs, resume/cover workshops and mock interviewing sessions
 - Metric: Number of student participants; post-graduation employment data; Number of career-related events
 - Owner: Internship coordinator
 - Actions Complete:
 - AY25-26: Expanded number of employers participating in internship fair
 - AY25-26: Offered new career programming in resume writing and professional networking

■ Future Actions:

- In progress (AY26-27): Partner with Arizona Media Association for collaborative internship/hiring fair

OBJECTIVE #5: The School will enhance support services for student success

Strategy #1: Cultivate high school recruitment pipeline

- **Tactic #1: Heighten collaboration with the College's recruitment office**
 - Metric: Number of student inquiries; number of student admits, number of student accepts; Number of on-campus events; Number of student participants in on-campus events
 - Owner: Events outreach coordinator and administrative associate
 - Actions Complete:
 - AY25-26: Connected with SBS recruitment personnel on eligible activities for SoJ that can be conducted independent of centralized recruiting activities
 - AY25-26: Attended off-campus recruiting events (college fairs)
 - AY25-26: Participated in on-campus recruiting events (meet your major day, principles courses, admitted student days)
 - AY25-26: Brought high school and community college students to SoJ for tours/programming
 - AY25-26: Actively promoted our Accelerated Master's Program to students
 - Future Actions:
 - In progress (complete in early Fall 2026): Confer with SBS recruitment personnel again about shifting regulations around eligible activities for SoJ that can be conducted independent of centralized recruiting activities
 - In progress (complete in Fall 2026): Develop and implement tactical undergraduate recruiting plan
- **Tactic #2: Develop and implement communications plan for prospective students, including outreach to key feeder schools and engagement by alumni/Journalism Advisory Committee members**
 - Metric: Number of communications developed; Open rate for email communications; Number of website visitors
 - Owner: Events outreach coordinator and administrative associate
 - Actions Complete:
 - Fall 2025: Obtained historic enrollment and feeder high school data

- Spring 2026: Engaged alumni/Journalism Advisory Council members in on-campus recruitment activities
 - Summer 2026: Revamped our website with a recruitment-first focus
- Future Actions:
 - In progress (complete in Fall 2026): Develop and implement tactical undergraduate recruiting plan
- Tactic #3: Develop dual degree pathways for students in other disciplines to obtain joint journalism degree
 - Metric: Number of course agreements developed; Number of pathways developed
 - Owner: School director
 - Actions Complete:
 - AY25-26: Collaborated with colleagues in public relations major to identify shared electives for degree programs
 - Future Actions:
 - In progress (complete by the end of AY26-27): Articulate full double major pathway with public relations program

Strategy #2: Incentivize experiential learning

- Tactic #1: Create experiential learning fund with UA Foundation for philanthropic investment in student internships, domestic reporting, undergraduate research and study abroad
 - Metric: Amount of grant funding/gifts; Number of student participants engaged in programming
 - Owner: School director
 - Actions Complete:
 - Fall 2026: Expanded Jamieson-Metcalf Fellowship for Public Affairs
 - Summer 2026: Broadened use of existing study abroad student funding
 - Future Actions:
 - AY27-28: Partner with SBS development to raise funds; consider crowdfunding campaign
- Tactic #2: Expand pilot mentoring program to pair more graduating students with an industry mentor to give portfolio critiques and job placement counseling
 - Metric: Number of students paired with mentors; participant evaluations
 - Owner: Broadcast faculty
 - Actions Complete:

- AY25-26: Piloted “TV Buddy” mentoring program in broadcast courses
 - Spring 2026: Began professional portfolio critiques as part of assessment activities
- Future Actions:
 - On the horizon (complete by end of AY28-29): Expand “TV Buddy” pilot across the School for all students
- Tactic #3: Grow SoJ’s participation in national award competitions
 - Metric: Number of student competitions entered; number of student awards received; Number of faculty competitions entered; number of faculty awards received
 - Owner: Hearst faculty coordinator
 - Actions Complete:
 - AY25-26: Participated in all Hearst categories
 - Future Actions:
 - In progress (complete by the end of Fall 2026): Develop nomination process for faculty to identify students for awards
 - In progress (complete by the end of AY26-27): Secure more award-winning entries in Hearst competition
 - On the horizon (complete by the end of AY27-28): Seek student recognition in other award competitions beyond Hearst
- Tactic #4: Strengthen connections between School and UA Student Media
 - Metric: Number of collaborative projects created; Number of student participants
 - Owner: School director
 - Actions Complete:
 - Fall 2025: Submitted proposal for “Wildcat Media Production Hub”
 - Spring 2026: Developed pilot initiatives for UATV to begin using SoJ studio
 - Future Actions:
 - In progress (complete by the end of Spring 2027): Evaluate studio collaboration and consider expansion of studio availability for UA Student Media