

**UNIVERSITY OF ARIZONA SCHOOL OF JOURNALISM**  
**STRATEGIC PLAN**  
(Updated Aug. 17, 2017)

**OVERVIEW**

Acknowledging a changing media landscape, the School of Journalism must build a dynamic interdisciplinary curriculum that reinforces the enduring role of journalists — and journalism — in supporting a democratic society. We must build on our core strengths in:

- global and border journalism
- science, environmental, and health journalism
- public affairs watchdog reporting
- innovation, technology and entrepreneurial journalism

We will do this by working closely with other units across the university and by creating innovative scholarship and research partnerships with industry and communities locally, nationally, and internationally. We must engage our students — and our faculty — more deeply in a global experience, so they have the skills, context and knowledge to understand and interpret a world that technology has rendered smaller and where information moves at the speed of light. We will:

1. Create synergy through interdisciplinary collaboration with units across academic disciplines to build on the school's strengths of global, science, and public affairs journalism.
2. Foster innovation in research, teaching and service to meet the demands of a fast-changing media landscape.
3. Build creative partnerships across the university, the media industry and local and international communities.
4. Provide students with more opportunities for engagement on campus and with the world beyond.

## **GOAL 1: SYNERGIES**

**CREATE SYNERGY THROUGH INTERDISCIPLINARY COLLABORATION WITH UNITS ACROSS ACADEMIC DISCIPLINES TO BUILD ON THE SCHOOL'S STRENGTHS OF GLOBAL, SCIENCE, AND PUBLIC AFFAIRS JOURNALISM.**

### **OBJECTIVE A: EXPAND INTERDISCIPLINARY COLLABORATIONS IN GLOBAL AND BORDER JOURNALISM.**

- 1. Grow the Center for Border & Global Journalism.**
  - Identify project and grant opportunities in collaboration with Latin American Studies, Middle East and North African Studies, and other units. Apply for at least two per year.
  - Acquire funding for a named chair.
- 2. Expand U.S./Mexico border initiatives,** building on relationships with Mexican universities, Global Initiatives, and Latin American Studies. Explore a certificate in border studies.
- 3. Explore expanding the master's program to create an M.A. in Global Journalism in collaboration with other UA global partners.**
- 4. Create an interdisciplinary doctoral program in Global Journalism Studies for launch in five to 10 years.**
  - Build the master's program to 10-20 incoming students per year through increased promotions and adjustments to make it more attractive to potential students.
  - Seek college support for TA/RA support.
  - Explore a multidisciplinary approach to pressing issues of journalism worldwide, including working with the Communication Department and other units that share similar interests.

### **OBJECTIVE B: INCREASE INTERDISCIPLINARY RESEARCH AND TEACHING IN THE SCIENCES.**

- 1. Promote journalism courses that focus on science and the environment.**
  - Build on existing science and environmental courses, working with other science units on campus, such as a gen-ed and courses targeted for science majors, or a classlet on health journalism.
  - Foster collaborations between journalism and science students through courses and projects, such as through the "View" magazine/app projects.

2. **Expand dual-degree master's programs in Science Journalism.**

**OBJECTIVE C: EXPAND INTERDISCIPLINARY COLLABORATIONS IN PUBLIC AFFAIRS WATCHDOG REPORTING.**

1. **Build a watchdog component in school media in collaboration with media partners, such as the Arizona Center for Investigative Reporting and visiting investigative reporters.**
  2. **Explore the possibility of a new investigative reporting or watchdog reporting course.**
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**GOAL 2: INNOVATION**

**FOSTER INNOVATION IN RESEARCH, TEACHING, AND SERVICE TO MEET THE DEMANDS OF A FAST-CHANGING MEDIA LANDSCAPE.**

**OBJECTIVE A: INCREASE INNOVATION IN RESEARCH.**

1. **Seek innovative research grants to advance our strengths in global, science and watchdog journalism.**
2. **Continue to increase funds for faculty research, travel and professional development, prioritizing innovative research and teaching opportunities.**

**OBJECTIVE B: EXPAND DIGITAL OFFERINGS.**

1. **Infuse digital, social media, and entrepreneurial concepts throughout curriculum. (FUCC to work on 2017-18.)**
2. **Increase opportunities for students to learn multimedia journalism in school media.**
  - Integrate broadcast into ASN (starting spring 2018).
  - Create a multimedia newsroom.
  - Hire a full-time school media director.
3. **Hire a full-time professor of digital media to support faculty and champion digital journalism in the school.**

4. **Explore new forms of course delivery, such as online hybrids or online programs/certificates.**
5. **Find ways of bolstering faculty skills in technology (workshops, training, etc.)**

**OBJECTIVE C: FOSTER INNOVATION IN THE MEDIA INDUSTRY.**

1. **Develop innovation outreach opportunities for media companies**
    - Develop a lab for entrepreneurial innovation that will consult with local and national businesses to create new forms of news delivery (e.g., I-Hub in collaboration with the Information School).
    - Start a journalism tech business to serve Arizona media.
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**GOAL 3: PARTNERSHIPS**

**BUILD CREATIVE PARTNERSHIPS ACROSS THE UNIVERSITY, THE MEDIA INDUSTRY AND LOCAL AND INTERNATIONAL COMMUNITIES.**

**OBJECTIVE A: INCREASE STUDENT OUTREACH FOR ARIZONA COMMUNITIES.**

1. **Promote Arizona-Sonora News and build relationships with news organizations throughout the region, including Mexico, through personal visits (eventual new full-time ASN director).**
2. **Expand the Don Bolles Fellowship.** Seek additional partners (e.g., AZ CIR?) to expand the fellowship to fall semester.
3. **Create linkages with Arizona high school and community college journalism programs, offering training and recruiting top students.** (Talk to Renee and/or Mike Chesnick about coordinating faculty adopt-a-school system 2017-18 for major recruitment and diversity.)

**OBJECTIVE B: DEVELOP PARTNERSHIPS WITH MEDIA COMPANIES FOR NEW FACILITY (I-HUB).**

1. **Work with local media organizations and related campus units toward creation of an information hub building with converged newsroom and research facilities.**
2. **Identify donors to support the I-Hub partnership and get central administration support.**

**OBJECTIVE C: DEVELOP COMMUNITY AND CAMPUS PARTNERSHIPS.**

1. **Start new conversations with Arizona Public Media for potential partnerships in sharing a new building, increasing student engagement, and other initiatives (Rogelio and Dave).**
  2. **Explore relations with College of Agriculture and Life Sciences, and health sciences.**
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**GOAL 4: ENGAGEMENT**

**PROVIDE STUDENTS WITH MORE OPPORTUNITIES FOR ENGAGEMENT ON CAMPUS AND WITH THE WORLD BEYOND.**

**OBJECTIVE A: EXPAND SERVICE-LEARNING OPPORTUNITIES FOR STUDENTS TO GAIN HANDS-ON WORK EXPERIENCE.**

1. **Create new partnerships and enhance existing partnerships with media to sponsor more paid internships and other professional opportunities.**
2. **Expand internships internationally.** Seek out funds to support more global journalism opportunities for students, including study abroad and internships.
3. **Seek funding for engagement activities and classes.** Expand opportunities for engaged learning (e.g., border class, D.C./NYC classes, drone project).

**OBJECTIVE B: RECRUIT AND RETAIN A DIVERSE STUDENT BODY.**

1. **Recruit top students and faculty/staff from a diverse pool.**
  - Expand efforts to recruit from areas of diverse populations, such as visits to tribal high schools.
  - Start first-generation school club.

- Proactively recruit diverse faculty and staff.
- Incorporate diversity and inclusion throughout the curriculum and school activities.
- Aid the Maynard Institute in creating nationwide diversity teaching modules (Jeannine).

**2. Improve retention and graduation rates.**

- Increase communications between the director and students (monthly gatherings with grad students, examine starting student representation for the school).
- Provide resources for faculty to help increase student belonging and resources for mental health.

**OBJECTIVE C: STRENGTHEN COURSES TO ENSURE GRADUATES ARE ENGAGED AND INTERNATIONALLY COMPETITIVE.**

**1. Evaluate curriculum and new learning opportunities.**

- Identify objectives for some electives, outline measures to gauge outcomes and refine assessment procedures for improving the curriculum.
- Infuse multimedia, social media, and digital storytelling throughout courses.
- Finish integrating the data modules.
- Expand field opportunities.
- Explore and expand interdisciplinary offerings.

**2. Continue to market and grow the journalism minor (explore shifting to fall/spring). Communicate to students the work required.**

**3. Explore new degrees, certificates, specialties, and online courses.**

**OBJECTIVE D: ENHANCE STUDENT EXPERIENCE THROUGH PROFESSIONAL AND RESEARCH ENGAGEMENT ACTIVITIES.**

**1. Foster professional connections for students.**

- Support and encourage engaged research collaborations between faculty and students, such as through work groups (monthly Talk and ‘Tizers).
- Engage the Journalism Advisory Council with students.