

UNIVERSITY OF ARIZONA SCHOOL OF JOURNALISM

STRATEGIC PLAN

(Updated April 2024)

OVERVIEW

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

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

We will do this by working closely with other units across the university and by creating impactful scholarship and research partnerships with industry and communities locally, nationally and internationally. We must engage our students and faculty in local journalism, so they have the skills, context and knowledge to serve their communities and excel in an everchanging media landscape. We will:

1. Promote student **engagement and success** on campus and beyond.
2. Support **impactful** research, teaching and service to meet the demands of a fast-changing media landscape.
3. Connect with **communities** across the university and the media industry, both local and international.
4. *Provide students, faculty and staff with resources and opportunities for academic success, professional development and community engagement.*

GOAL 1: ENGAGEMENT

PROMOTE STUDENT ENGAGEMENT AND SUCCESS ON CAMPUS AND BEYOND.

OBJECTIVE A: EXPAND EXPERIENTIAL AND ENGAGED LEARNING OPPORTUNITIES FOR STUDENTS.

1. **Create new partnerships and enhance existing partnerships with media to sponsor more paid internships and other professional opportunities.**

2. **Expand internships.**
3. **Expand internationally.** Seek out funds to support more opportunities for students, faculty and staff, including study abroad programs, fellowships and internships.
4. **Seek funding for engagement activities and classes.** Expand opportunities for engaged learning and student success.

OBJECTIVE B: RECRUIT AND RETAIN A DIVERSE STUDENT BODY.

1. **Recruit top students, faculty and staff from a diverse pool.**
 - Expand efforts to recruit from areas of diverse populations.
 - Proactively recruit diverse faculty and staff. (Plan another visiting diversity fellow for spring 2018.)
 - Incorporate diversity and inclusion throughout the curriculum and school activities.
2. **Improve retention and graduation rates.**
 - Increase communications between the director, faculty, staff and students.
 - Ensure positive undergraduate impact, engagement and sense of belonging through increased opportunities for and reduced barriers to student participation in high-impact, curricular experiences (i.e., internships, undergraduate research, service learning, study abroad, career preparation).

OBJECTIVE C: STRENGTHEN COURSES TO ENSURE GRADUATES ARE ENGAGED AND 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.
 - Expand field opportunities.
 - Explore and expand interdisciplinary offerings.
 - Identify new applications of the degree across the media landscape.
2. **Explore new degrees, certificates, specialties, minors 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.
 - 2. Encourage participation in professional conferences.**
 - 3. Bring professional opportunities and trainings to campus.**
 - Build collaborative newsroom where media partners can mentor and work directly with students.
 - Explore mentorship opportunities with industry professionals.
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GOAL 2: IMPACT

SUPPORT IMPACTFUL RESEARCH, TEACHING AND SERVICE TO MEET THE DEMANDS OF A FAST-CHANGING MEDIA LANDSCAPE.

OBJECTIVE A: INCREASE IMPACTFUL RESEARCH, SERVICE AND TEACHING.

- 1. Seek impactful grants to advance our strengths.**
 - Develop a database of grants and other funding sources available to enhance research, service, and teaching.
 - Hold departmental workshops on grant writing (counts as service).
 - Engage with OIA (trainings, events, etc.) to enhance teaching skills and network beyond the unit.
 - Engage with CUES and the scholarship of teaching and learning.
- 2. Expand funding for faculty research, travel and professional development, prioritizing impactful research and teaching opportunities.**
 - When fiscally possible, increase departmental funding for research-associated travel or professional development.
 - Coordinate with the UA study abroad office regarding potential international experiential learning opportunities.

- Encourage engagement and collaborations by faculty on student research projects.

3. Encourage faculty, staff and students to pursue service that fosters collaboration across the university and community.

- Re-invigorate and/or create dual degree programs within the unit with other programs such as:
 1. Latin American Studies
 2. Legal Studies
 3. Middle Eastern and North African Studies
 4. Environmental Science
 5. Public Administration
 6. French Studies
- Encourage faculty to affiliate with other units.
- Seek possible affiliate faculty for the SoJ.

OBJECTIVE B: MAINTAIN RELEVANT AND IMPACTFUL CURRICULUM AND TEACHING PRACTICES.

- 1. Support efforts to improve teaching through instructional technology.**
 - Promote training for the broadcast/podcast studio.
 - Encourage faculty to engage with the University of Arizona's Culturally Responsive Curriculum Development Institute.

GOAL 3: COMMUNITY

CONNECT WITH COMMUNITIES ACROSS THE UNIVERSITY AND THE MEDIA INDUSTRY, BOTH LOCALLY AND INTERNATIONALLY.

OBJECTIVE A: INCREASE OUTREACH.

- 1. Leverage digital communications.**
 - Tailor use of social media to increase school visibility and highlight achievements.
 - Keep current students engaged and informed with weekly and monthly newsletters.
 - Maintain relevant information and resources on the school's website.

- 2. Coordinate community engagement and events on and off campus.**
 1. Organize and encourage participation in the annual Zenger Award for Press Freedom event and Hall of Fame induction ceremonies.
 2. Participate in university events, panels, and community classroom series.
 3. Facilitate School of Journalism tours for prospective students and community partners.

- 3. Foster relationships with high school and community college students.**
 1. Coordinate annual New Start summer program for incoming students.
 2. Engage with alumni and donors via monthly newsletters and Journalism Advisory Council initiatives.
 3. Attend community and university fundraisers and events as representatives of the school.

OBJECTIVE B: EXPAND MEDIA PARTNERSHIPS.

- 1. Promote Arizona Sonoran News and build relationships with news organizations throughout the region.**
 - Make quality student work readily available for republication by media partners in Southern Arizona.

- 2. Expand existing fellowships for students and seek new ones.**
 - Facilitate annual Don Bolles Fellowship and Jamieson-Metcalf Scholarship participation by students.

- 3. Expand Coordination with Student Media**
 - Maintain faculty involvement on the Arizona Student Media board.
 - Share resources and studio space with Arizona Student Media.

- 4. Explore relationships with international colleges and units on campus.**
 - Partner with satellite campuses and universities in Latin America through the Bilingual Journalism Program.

- Utilize campus resources to operate the school's studios.
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GOAL 4: SUCCESS

PROVIDE STUDENTS, FACULTY AND STAFF WITH RESOURCES AND OPPORTUNITIES FOR ACADEMIC SUCCESS, PROFESSIONAL DEVELOPMENT AND COMMUNITY ENGAGEMENT.

OBJECTIVE A: EXPAND INTERDISCIPLINARY RESEARCH, TEACHING AND COLLABORATIONS

- 1. Expand borderlands initiatives, exposure, and relationships.**
 - Working with partners within the University and local media to expand opportunities for bilingual and Spanish language news production.
 - Provide students, staff and faculty with opportunities and resources for interdisciplinary work that focuses on the Arizona-Sonora borderlands.
 - Seek out internships and other reporting opportunities for students to gain exposure in national media for their borderlands reporting.
- 2. Strengthen graduate programs through increased enrollment.**
 - Seek financial support for graduate students.
 - Promoting unique educational and internship opportunities in an politically, socially and ecologically dynamic Southern Arizona.
 - Work with other departments to offer interdisciplinary course work and teaching/research apprenticeships.
 - Strengthen dual-degree master's programs in Science Journalism.
- 3. Expand collaboration to enhance public affairs watchdog journalism.**
 - Create capacity for watchdog reporting in school media through collaborations with media partners, such as the Arizona Agenda, Arizona Luminaria, Arizona Mirror and others.
 - Seeking more funding to expand on current scholarships and fellowships that provide advanced public affairs reporting opportunities.
 - Explore the possibility of a new investigative reporting class.