

UNIVERSITY of NEBRASKA-LINCOLN



College of Journalism and Mass Communications

# ***STRATEGIC PLAN REPORT***

2022-2023





## **TABLE OF CONTENTS**

Strategic Plan Committee.....	3
<b>Aim 1:</b> Launch a college-wide Experience Lab.....	4
<b>Aim 2:</b> Advance the field by bridging research and practice in our graduate programs.....	8
<b>Aim 3:</b> Emphasize and prioritize research and creative activity across the College .....	11
<b>Aim 4:</b> Embrace and protect the ethical pursuit of truth to uphold democracy .....	15
<b>Aim 5:</b> Help solve challenges critical to our industries.....	18
<b>Aim 6:</b> Prioritize community building that recognizes and celebrates diversity.....	20
<b>Aim 7:</b> Establish a culture of lifelong learning and professional development.....	27
<b>Aim 8:</b> Create a robust alumni, donor and community engagement program.....	32





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## **AIM 1: LAUNCH A COLLEGE-WIDE EXPERIENCE LAB**

In 2022-2023, the college continued to expand the Experience Lab, originally launched in the fall of 2021. Student enrollment in the experience lab grew from 136 in 2021-2022 to 233 in 2022-2023, with 96 students enrolling in fall 2022 and 137 in spring 2023. The college expanded the number of professionals in residence providing mentorship to Experience Lab Students from 13 in fall 2021 and 17 in spring 2022 to 21 in fall 2022 and 21 in spring 2023.

The college hired 13 students to serve as experience lab leads in fall 2022 and 11 in spring 2023. Jemalyn Griffin and Jill Martin served as co-directors, and seven faculty engaged as faculty liaisons.

- **Buoy:** Dave Remund
- **Heartland:** Brian Hubbard (fall) // Randy Hawthorne (spring)
- **KRNU:** Rick Alloway
- **Unlimited Sports:** John Shrader
- **Nebraska Nightly:** Ken Fischer
- **Nebraska News Service:** Jill Martin

Throughout the year, the faculty implemented various initiatives to support the training and development of student leaders in journalism, broadcasting, advertising and public relations. These initiatives aimed to equip them with the necessary skills, knowledge and experiences to excel in their roles and contribute to the overall success of the programs.

The Experience Lab co-directors provided a half-day training on Aug. 18, 2022, where they discussed program expectations and introduced the students to program goals, values and expectations. This orientation session also outlined their specific responsibilities of leading the programs and their peers, emphasizing the importance of professionalism, integrity and strong leadership. Agenda items included team building, project and content management, internal and conflict management, organizational leadership and mentoring, Title IV protocol and planning sessions. In the spring 2023 semester, student leaders met with their faculty liaisons weekly and with the Experience Lab co-directors every other week to report successes and challenges and plan ahead.

During the first four weeks of the semester, faculty and professionals-in-residence hosted on-site training on topics like text and video editing, reporting, interviewing, on-air presence, etc. Faculty also met with the students weekly to discuss effective leadership skills such as communication, teamwork, critical thinking and decision-making. Student leaders were encouraged to actively participate in discussions and problem-solve with one another when they faced program challenges with their students.

Mentorship played a crucial role in the college's training program. Experienced mentors provided support and practical advice based on their own professional experiences. Through mentorship and shadowing opportunities, student leaders gained valuable insights and benefited from the expertise of seasoned professionals in the field.

Professionals-in-residence in the Experience Lab played a key role in training students on producing and editing. The following PIRs provided direct training and feedback to Nebraska Nightly students each Tuesday and Friday throughout the semester: Mikel Lauber, director of news, 10/11 News, KSNB Local 4, KNOP News 2; Bayle Bischof, assignment manager/senior reporter, 10/11 News; Mike McKnight, investigative reporter, WOWT-TV; and Ellis Wiltsey, senior content producer, 10/11 News. PIRs in all program areas provided training, mentoring and leadership guidance to students every week.

To support our goal of securing space for the experience lab program, the college recruited two additional sponsors for the Agency, Union Bank and Trust and Eleanor Creative. The college also completed renovation on the 2,400 square-foot Don and Lorena Meier studio and hosted a ribbon-cutting event in November 2022. Lastly, the college finished renovating the Pepsi Unlimited Sports Lab and hosted a grand opening in March 2023.

The college also laid the foundation to expand the Experience Lab by adding Production House beginning in fall 2023. Kristian Andersen was hired in the spring of 2023 as an assistant professor of practice in media production to lead this effort.

In 2022-2023, the college focused on developing plans to establish a transcribable portfolio requirement. With input from the strategic planning committee, the college established a task force to focus on this goal. The task force included the associate dean for academic programs, the director of business and operations, the Experience Lab co-directors, the communication design coordinator, the career development specialist and the academic adviser who oversees the college's senior exit course. The team developed plans to institute a portfolio requirement for all graduating seniors.

During 2022-2023, the task force implemented some initial elements of the plan, including an introduction to portfolios and guidance on saving work in the communication design course, guidance on portfolios and the requirement to establish one in the sophomore development course. Also, the group began gathering information from faculty to include portfolios throughout the curriculum.

The college also increased the number of faculty-led study abroad trips from one in the summer of 2022 to two in the summer of 2023, traveling to Spain and England.

Target	Start (20-21)	21-22	22-23	Goal (25-26)
60% of undergraduate majors will be enrolled in or have completed the practicum requirement. <sup>1</sup>	•	13%	24.2%	60%
80% of graduating seniors will have a professional portfolio	•	•	•	80%
Increase study abroad participation by 10% <sup>2</sup>	26	13	22	29
Increase first-semester freshmen enrollment by 15% <sup>3</sup>	142	147	171	163
Increase total college enrollment by 10% <sup>4</sup>	1137	1051	1010	1250
Maintain first-year to second-year retention rate above 88.5% <sup>5</sup>	91.1%	85.1%	87.7%	88.5%
Increase four-year graduation rate from 54.4% to 57% <sup>6</sup>	56.7%	50.3%	61.6%	57%
Increase six-year graduation rate from 77% to 79% <sup>7</sup>	77.6%	79.5%	68.7%	79%
Increase first destination employment or advanced education rate at graduation from 52.3% to 58%. <sup>8</sup>	58.3%	57.9%	48.1%	58%

1 Total number of students enrolled in experience lab courses, JOMC 197, 297 and 396 divided by the total fall 2022 undergraduate enrollment.

2 Figures provided by the Office of Education Abroad.

3 Figure from the Office of Institutional Effectiveness and Analytics Enrollment by College and Student Level, Fall 2022 report.

4 Figure from the Office of Institutional Effectiveness and Analytics Enrollment by College and Student Level, Fall 2022 report.

5 Figure from the Office of Institutional Effectiveness and Analytics Retention Rates, 2022-2023 report.

6 Figure from the Office of Institutional Effectiveness and Analytics Graduation Rates, 2022-2023 report.

7 Figure from the Office of Institutional Effectiveness and Analytics Graduation Rates, 2022-2023 report.

8 Figure from the Office of Institutional Effectiveness and Analytics First Destination Survey Primary Status Headcount Report, 2022-2023 report.

### Review of the Targets

The college increased on all targets except overall enrollment, the six-year graduation rate and the First Destination Rate. Notably, the college achieved the largest increase in first-time freshmen, first to second-year retention rate and four-year graduation rate on campus.

In the fall of 2022, the college conducted a detailed assessment of the college's enrollment and retention that identified two primary factors in the decrease in college enrollment. Those factors included a sharp decrease in graduate enrollment and declining transfer numbers from other university units, most notably the College of Business and the Explore Center. During 2022-2023, the college worked with Jacht Agency to begin a promotional campaign for the graduate programs and approved a minor in advertising and public relations to attract more on-campus transfer students.

Accurate reporting for first-destination rates has been challenging. This data was maintained by the Office of Career Services until January 2023. In 2021-2022, the college undertook an effort to identify students through LinkedIn to improve reporting on first destination outcomes and reported findings to the Office of Career Services using a Qualtrics Survey. Unfortunately, due to a technological problem with the survey, that data was lost and not included in the first destination reports.

In January 2023, the Office of Institutional Effectiveness and Analytics took over reporting on first destination survey results. In the coming year, the college will examine the drop in the six-year graduation rate and develop a plan to improve reporting on first-destination outcomes for students.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Identify major-related experiential learning opportunities across the college	Finished	2021-2022
Establish multi-semester, multi-credit student-lead practicum programs, required for all undergraduate majors and optional for graduate students	Finished	2021-2022
Engage faculty in Experiential Learning Lab (ELL) administration and oversight	Finished	2021-2022
Train and develop student leaders to serve as the editors, producers and team leads across the ELL programs	Finished	2021-2022
Secure technology and physical space to effectively deliver the ELL programs and make learning visible across the college, campus and community	Finished	2021-2022
Engage industry partners as professionals in residence (PIRs) to design real world learning experiences in the ELL, mentor students and evaluate portfolios	Finished	2021-2022
Establish a transcriptable portfolio requirement unique to each student's strengths, experiences and career aspirations	In Progress	2022-2023
Create a centralized web portal for the learning lab including all ELL programs and experiential learning courses such as Nebraska News Service, Depth Reporting, Global Eyewitness, Mosaic, Nebraska Nightly, KRNU, Unlimited Sports, Fox Sports U, Capstone, Jacht, Buoy, Heartland and a new Media Strategy and Analytics Lab	In Progress	2022-2023
Develop a suite of required career readiness courses focused on portfolio development, working with a mentor, professional networking, job prospecting, industry ethics, resume and portfolio polishing, pitching and interviewing	Uninitiated	2023-2024
Increase our offerings of faculty-led study abroad programs	In Progress	2023-2024
Develop a suite of optional courses, credentials and/or badges for students to co-create experiential learning opportunities through research assistantships, internships, study abroad, community engagement, student leadership and programs like Real World	Uninitiated	Uninitiated

## ***AIM 2: ADVANCE THE FIELD BY BRIDGING RESEARCH AND PRACTICE IN OUR GRADUATE PROGRAMS***

In 2022-2023, the college made progress on building a curriculum that will support our aim of bridging research and practice in our graduate program. Our Ph.D. proposal, first drafted in 2021-2022, received feedback from an external market research firm that indicates that our proposal is sound and will provide a needed service in the marketplace. The Office of Graduate Studies also provided feedback that the associate dean for academic programs incorporated into the proposal.

The college also obtained approval from the University to launch two 4+1 programs that will allow students to earn a bachelor's and master's degree in five years. Final university approval was obtained in the spring of 2023, and students can begin enrolling in the program in the fall of 2023.

The college faculty approved a new graduate sports media and communication certificate in the spring of 2023. The proposal was developed with input from faculty teaching in the sports media and communications major. The proposal was submitted to the Office of the Executive Vice Chancellor for consideration at the university level.

The associate dean for graduate programs, working with the administrative associate and the graduate adviser, developed informal concentrations of courses to support student learning. While the concentrations are not formal programs students can enroll in, they will guide student advising and support the development of course rotations.

The graduate program team also drafted a new Canvas course to provide online students with advice and guidance on navigating the program. The course includes an overview of the program and major milestones throughout the program, along with forms and resources to support student progress. The draft will be reviewed by the graduate committee and implemented in fall 2023.

The college continued administering the graduate student exit survey, first launched in the spring of 2022. The graduate committee will use the survey results to identify areas for improvement in the program.

The college did not increase the number of graduate assistants or the number of assistants dedicated to research support. The number of graduate assistants fell from 12 in 2021-2022 to 9 in 2022-2023. The decline was the result of decreased funding available to support graduate assistants. However, the college has launched a comprehensive fundraising campaign to increase the number of endowed professorships in the college supporting graduate assistants.



<b>Target</b>	<b>Start (20-21)</b>	<b>21-22</b>	<b>22-23</b>	<b>Goal (25-26)</b>
Increase graduate enrollment by 20% <sup>1</sup>	82	90	65	98
Increase graduate course offerings by 10% <sup>2</sup>	72	76	57	79
Increase funding for 6 additional graduate students <sup>3</sup>	9	11.5	9	16
100% of faculty teaching online courses will have completed training <sup>4</sup>	47%	44%	47.2%	100%

1 Figure from the Office of Institutional Effectiveness and Analytics Enrollment by College and Student Level Fall 2022 report.

2 Figure derived by counting all 800 and 900-level course sections listed in the Office Institutional Effectiveness and Analytics Course Fill reports for the fall of 2022 and the spring of 2023.

3 Figure derived by counting the number of graduate assistant appointments listed in the college for fall 2022 in SAP.

4 Figure determined by dividing the number of faculty who have completed the SOIT training (provided by Amy Ort) by the total number of full-time faculty in the college.

### **Review of the Targets**

The college's overall graduate enrollment declined significantly between 2021-2022 and 2022-2023. In the fall of 2022, the college conducted a thorough review of the college's enrollment and retention of students. Following that assessment, the college engaged a student-run advertising agency, Jacht, to develop a digital advertising campaign to promote the graduate program. The college implemented an organic campaign on Facebook and Instagram in the spring of 2023 and piloted a paid advertising campaign in the summer of 2023.

The college's graduate course offerings also declined due to the need to serve fewer students.

As noted above, the college decreased the number of graduate assistants due to funding limitations. The Comprehensive fundraising campaign, launched in November 2022, aims to raise \$5 million to support professorships providing graduate assistants to faculty.

The college did increase the proportion of faculty who have completed the Summer Institute for online teaching. Additionally, the program was offered again in the summer of 2023, and the college heavily promoted this professional development opportunity to faculty. To engage all faculty in teaching development, monthly trainings with Instructional Designer Amy Ort were added to the all-college meetings.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Enhance the graduate student experience, including on-boarding, advising, and degree completion	In Progress	2021-2022
Build 4+1 master's programs to encourage undergraduates to continue education	Finished	2021-2022
Create an ELL option for professional master's students	Finished	2021-2022
Optimize rotation of courses to ensure consistent offerings, maximize faculty resources and allow students to plan	In Progress	2022-2023
Continue to develop online course offerings with trained faculty	In Progress	2022-2023
Develop an assessment plan for all graduate programs and courses and adjust curriculum as indicated	Finished	2021-2022
Develop a system to recognize faculty mentoring/advising of graduate students	In Progress	2022-2023
Increase the number of funded graduate assistantships with industry partners	Uninitiated	2022-2023
Explore ACEJMC accreditation for our graduate programs	Uninitiated	2022-2023
Identify and allocate funding for graduate student travel to present research and creative activity	Uninitiated	2022-2023
Develop a doctoral program designed for working professionals	In Progress	2023-2024
Create certificate programs based on industry demand and faculty areas of expertise that serve students in multiple graduate programs	In Progress	2023-2024
Build industry and academic relationships to establish pipelines for our graduate programs	Uninitiated	2023-2024
Increase the number of graduate students dedicated to research assistance	In Progress	2023-2024

## ***AIM 3: EMPHASIZE AND PRIORITIZE RESEARCH AND CREATIVE ACTIVITY ACROSS THE COLLEGE***

In the summer of 2022, the faculty at our college joined forces to identify areas of excellence within our academic community. As a result, we established a dedicated section on the college's website, specifically designed to showcase and promote our research and creative activities. This section serves as a valuable resource, providing information on our research centers and highlighting the notable achievements of our faculty in their respective fields.

To strengthen our commitment to research and faculty development, we welcomed a new associate dean for research and faculty affairs, Cory Armstrong, in August 2022. The associate dean has made it a priority to support our faculty by organizing workshops aimed at advancing their research and creative endeavors. These workshops were held throughout the year for tenure-track and non-tenure-track faculty, focusing on reviewing promotion and tenure policies and procedures. Additionally, the associate dean established the Faculty Innovation and Exploration Series, a formalized platform for brown bag workshops that rotates topics between teaching, research/creative activity, and diversity.

In the fall of 2022, the university launched an external mentoring program that provided faculty with funding to engage with a mentor outside UNL. Five faculty participated in the program during 2022-2023, including:

- Kelli Boling, assistant professor
- Ciera Kirkpatrick, assistant professor
- Brian Petrotta, assistant professor
- Jason Stamm, assistant professor
- Jessica Walsh, assistant professor

During the 2022-2023 academic year, several faculty members enthusiastically submitted grant applications as part of the University-wide Grand Challenge initiative. All the applications were interdisciplinary and submitted in collaboration with partners across the UNL campus. We have compiled a list of these outstanding projects, showcasing the diverse research range within our college.

- Changmin Yan: Release of Micro- and Nano-Plastics from Plastic Food Containers Characterization: Risk Assessment, Socioeconomic and Health Impacts
- Changmin Yan: Improving Healthcare Access for Underserved Populations
- Changmin Yan and Jemalyn Griffin: Inspiring Outcomes for Children

- through Equitable Early Childhood Education Experiences (E4)
- Bryan Wang: MindVerse: A Multi-layer and Cross-domain Computing Framework to Model How Information Drives the Human Emotional Universe
- Bryan Wang: Quantum Approaches Addressing Global Threats
- Cory Armstrong and Bryan Wang: Community Climate Resilience on the Great Plains
- Bryan Wang: Nebraska Experiential Program for Innovative Quantitative Education (EPIQuE)
- Maria Marron and Byran Wang: Media and Information Literacy (MIL) in the Age of Algorithms
- Ciera Kirkpatrick and Jessica Walsh: Scientific Nebraska

Furthermore, we have fostered collaborations with other colleges at UNL to secure an additional year of access to Sprinklr, an advanced social media analytics software. Our Public Insight Lab utilizes this software to analyze social media activity, supporting various research projects. Recognizing the importance of survey data, the associate dean for research and faculty affairs worked alongside faculty from the Methodology and Evaluation Research Core and the Office of Research and Economic Development to obtain a university-wide enterprise license for Qualtrics survey software, expanding its accessibility to our faculty members.

We also continued our tradition of winning the University of Nebraska Research Slam, when Valerie Jones took home the grand prize on Nov. 15, 2022.

In November of 2022, the University of Nebraska Foundation initiated a comprehensive fundraising campaign, Only in Nebraska, with the goal of raising \$14.7 million for our college over the next five years. Within this campaign, our college's fundraising priorities include a focus on raising \$5 million to establish endowed professorships. These professorships will provide our faculty with graduate assistants and offer additional research support, further enhancing our academic environment.

By embracing these initiatives and collaborations, our college is dedicated to fostering a vibrant research and creative community that empowers our faculty to excel and contribute to knowledge and innovation in their respective disciplines.



<b>Target</b>	<b>Start (20-21)</b>	<b>21-22</b>	<b>22-23</b>	<b>Goal (25-26)</b>
Increase the number of tenured or tenure-leading faculty by 20% <sup>1</sup>	20	20	20	24
Increase the number of faculty submitting extramural grant applications by 50% <sup>2</sup>	6	2	6	9
Double research and creative activity revenue <sup>3</sup>	\$600	\$28,600	\$2,000	\$1,200
Increase the number of peer-reviewed publications by 75% <sup>4</sup>	10	20	17	17
Double the number of graduate assistants dedicated to research support <sup>5</sup>	1	1	1	2

1 Drawn from the UNL IEA Data Index Faculty and Administrator Headcount Report

2 Grant applications are drawn from NuGrant by fiscal year

3 Grant revenue is drawn from NuGrant by fiscal year

4 Publications are drawn from the CoJMC annual report by calendar year

5 Graduate assistant information is provided by the administrative associate

### **Review of the Targets**

In the fiscal year 2023, the University underwent a budget cut that reduced available faculty funding in the college by approximately \$150,000 or the equivalent of two faculty lines. Despite this reduction, the college maintained the number of tenure-line faculty at 20.

The college saw a slight decline in peer-reviewed publications dropping from 20 in the calendar year 2021 to 17 in the calendar year 2022. The college had three faculty departures in 2022-2023, two professors of practice and one professor. Beginning in the fall of 2023, the college will welcome four new faculty, including three assistant professors. We expect the increase in tenure-track faculty will increase our peer-reviewed publications in future years.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Increase the visibility of faculty and student research and creative activities within college, across campus and among peer institutions	Finished	2021-2022
Develop clear and rigorous research and/or creative production expectations for tenure-track and tenured faculty	Finished	2021-2022
Establish rotating brown-bag workshops on writing, research, grant procurement, creativity, leadership development, personal growth and community outreach	Finished	2021-2022
Establish rotating college faculty research and creative activity brown-bag presentations to increase opportunities for collaboration and community building	Finished	2021-2022
Increase faculty engagement in research related to UNL's Global Challenges, Nebraska Governance and Technology Center and National Strategic Research Institute	In Progress	2021-2022
Establish a model for undergraduate students to earn independent study credit working as research assistants with faculty in the college	Finished	2021-2022
Develop a mentoring program for faculty and students who engage in research and/or creative activities	In Progress	2022-2023
Increase research apportionment for faculty who secure extramural funding, publishing contracts or journal editorships	In Progress	2022-2023
Develop undergraduate and graduate courses in research methods	In Progress	2022-2023
Develop a robust Honors Program focused on scholarly and creative activities	Uninitiated	2022-2023
Identify and allocate funding for research and creative activity professional development opportunities	In Progress	2023-2024
Identify and develop core research areas within the college through research collaboratives like the Public Insight Lab	In Progress	2023-2024
Engage in a rigorous fundraising campaign to establish graduate assistantships and endowed professorships that include research assistantships	Uninitiated	2023-2024

## **AIM 4: EMBRACE AND PROTECT THE ETHICAL PURSUIT OF TRUTH TO UPHOLD DEMOCRACY**

On April 7, 2023, the college faculty approved a permanent number and ACE 6 certification for JOMC 322: Democracy and the Media: Trusting the News in a Hyper-polarized Era. This course has been previously offered as a special topics course. The new permanent ACE status will allow the college to attract students from across the campus to enroll in future semesters.

The college also approved a new requirement, JOUR 107: Information Gathering, for all journalism majors on December 7, 2023. This course is open to students across campus and will benefit college enrollment. The course also meets the JOUR 107: Information Gathering requirement for journalism majors.

The college hosted a panel discussion with professionals-in-residence and faculty during the Media, Ethics and Society course on March 9, 2023. Three PIRs participated, including Randy Hawthorne, product manager at Nelnet, Austin Pistulka, production director and radio host at the Rural Radio Network and DeWayne Taylor, radio host at NRG media. They joined three faculty members, Lecturer Bill Doleman, Assistant Professor of Practice Jemalyn Griffin and Professor Barney McCoy, in the discussion.

During 2022-2023, the Strategic Planning Committee collected the professional ethics standards issued by the various professional associations aligned with the college's disciplines. These standards will serve as the basis for ethics education in the college. In the spring of 2023, Dean Veil met with Professor Rick Alloway to discuss creating modules on major-specific standards for the required Media, Ethics and Society course.

The college officially established a Nebraska Chapter of the Society for Professional Journalists in the fall of 2022. An informational meeting was held in April 2022. Interested students elected the first class of officers and submitted the required paperwork to establish the group as an official Registered Student Organization in the fall. The inaugural president was senior journalism and political science major Zach Wendling and the faculty advisor was Assistant Professor or Practice Jill Martin.

Five faculty served as faculty fellows with the Nebraska Governance and Technology Center during 2022-2023, including Professor Frauke Hachtmann, Associate Professor Valerie Jones, Professor Laurie Lee, Professor Barney McCoy and Associate Professor Bryan Wang. Unfortunately, the Nebraska Governance and Technology Center ceased operations at the end of the 2022-2023 academic year, so there will be no future engagement.

The College continued posting at an increased level on the Nebraska News Service website. Between 2020-2021 and 2021-2022, the college saw a 43% increase in posts, growing from 443 to 633. The college maintained the increased posting levels in 2022-2023, with a total of 636 posts to the site. However, the number of posts tagged as multimedia content declined from 80 in 2021-2022 to 36 in 2022-2023.

The college did not offer a depth reporting course during 2022-2023. However, the college did complete two hires for Deepe Chairs in Depth Reporting. These positions will begin in August 2023 and be supported by the Deepe Family Endowed Chair in Depth Reporting Fund. The two faculty hires are Assistant Professor Linda White and Assistant Professor of Practice Chris Graves (internal hire).

<b>Target</b>	<b>Start (20-21)</b>	<b>21-22</b>	<b>22-23</b>	<b>Goal (25-26)</b>
Increase enrollment in college offered ACE courses by 20% <sup>1</sup>	3,185	2,851	2,839	3,882
Host an industry roundtable on professional ethics and integrity each semester	•	1	1	2
50% of students will have completed an ethics module at graduation	•	•	•	50%
Increase number of student bylines in local media by 25% <sup>2</sup>	443	633	636	531
Host a regional SPJ meeting	•	•	•	1
100% of syllabi will show dedicated discussions, activities or assignments on professional ethics and integrity <sup>3</sup>	•	•	13.1%	100%

1 Course enrollments are pulled from the Office of Institutional Effectiveness and Analytics Course Fill report and then filtered by the approved ACE course list maintained by the Office of Undergraduate Education.

2 Determined by pulling the number of unique stories posted to the Nebraska News Service Website.

3 Determined by a manual review of the 2022-2023 syllabi to determine what classes included activities, discussions or ethics-related assignments. Classes that do not count as a course load (Ex: professional project, thesis, independent study) were excluded. Cross-listed classes (ex: 400/800) were only counted once.

### **Review of the Targets**

Our enrollment in ACE courses decreases slightly. The addition of another ACE-certified course, as detailed above, should improve this number in future years.

The college will continue to work on including ethics modules in the 2022-2023 academic year based upon the groundwork laid in 2022-2023.

The number of syllabi containing ethics assignments, discussions or activities is quite low. This is likely due to two factors. First, most faculty are likely unaware of the need to include these in their courses. We've focused on indicating where DEI is addressed in each class, but with a dedicated ethics class already required, we weren't as concerned with showing where else ethics discussions take



place in the curriculum. Second, we do not require that discussions, activities or assignments be included in syllabi. Most classes include ethics as a learning outcome, providing this number may be a better assessment of this goal. A review of our assessment data required for our accreditation self-study indicates that ethics is not an area of concern for the college. The strategic planning committee will review this metric during the 2023-2024 academic year.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Engage PIRs and industry partners in college-wide discussions on professional ethics and integrity	In Progress	2021-2022
Host industry roundtables on professional ethics and integrity each semester	In Progress	2021-2022
Increase engagement and collaboration with the Nebraska Governance and Technology Center	Finished	2021-2022
Develop and expand course offerings that will improve the media literacy of the UNL student body (e.g. expand offerings of JOMC 222: Social Justice and the Media and revise JGEN 103 into a course on Democracy and the Media to meet an ACE requirement)	In Progress	2022-2023
Re-establish the Nebraska chapter of the Society for Professional Journalists	In Progress	2021-2022
Expand the capacity and content production of Nebraska News Service through the practicum to reach more rural communities	Finished	2022-2023
Increase the number of multimedia products provided through the Nebraska News Service through the Nebraska Nightly and KRNU ELLs	In Progress	2022-2023
Establish ethics and inclusive language modules for the student leadership training program and career readiness series of courses	In Progress	2023-2024
Continue to support and encourage the development of depth reporting projects in print, audio and multimedia forms	In Progress	2023-2024

## **AIM 5: HELP SOLVE CHALLENGES CRITICAL TO OUR INDUSTRIES**

During 2022-2023, the college faculty proposed a new graduate certificate in Sports Promotion. The certificate requires 12 credit hours, including one required course (ADPR 884: Brands and Branding) and an additional nine credit hours from a selection of five courses. The college faculty approved the program proposal on March 10, 2023. The proposal is awaiting university approval.

To clarify sports promotion opportunities in the sports media and communication major, the college faculty approved creating a second sports media and production capstone course (ADPR 451) on May 12, 2023. The separation between SPMC 450 and SPMC 451 will differentiate between the journalism and broadcasting focused capstone and the sports promotion capstone.

During 2022-2023, the college began laying the groundwork for launching a new Experience Lab, Production House. Production House will provide video production, photography and live-streaming services to paying clients in the Lincoln community. The most important task completed was hiring an assistant professor of practice in media production to lead the lab. Kristian Anderson will join the college in August 2023.

In the fall of 2022, David Thiemann, marketing manager at McDonald Toyota, offered a pop-up class called Media Sales and Account Management. Additionally, Professor Frauke Hachtmann taught a pop-up class, Branding Yourself in Today's Media Market, in the spring of 2023. Both courses were open to students across the college.

Technical Director Jamie Wenz completed his first year in the college in January 2023. The college will allocate funding to support hiring a student production assistant to support Wenz beginning in the fall of 2023.

The college also continued developing a potential interdisciplinary online degree completion program. Sufficient upper-level online courses exist within the college. The primary barrier is the lack of an online media law course option. During 2022-2023, the college hired a new assistant professor of media law, Michael Park, to begin in January 2024. This new hire will allow us to create an online option for media law.

In spring 2023, the college gained university-level approval for a new advertising and public relations minor. This final approval will allow the college to begin enrolling students in the program in the fall of 2023.

<b>Target</b>	<b>Start (20-21)</b>	<b>21-22</b>	<b>22-23</b>	<b>Goal (25-26)</b>
Roundtable of industry experts discussing the future of our industries held each year	0	3	1	1
Increase broadcast majors in media production by 10% <sup>1</sup>	83	86	90	91
Increase broadcast minors by 30% <sup>2</sup>	33	41	32	42
Window of major changes into ADPR moved up to second semester freshmen year or first semester sophomore year <sup>3</sup>	•	•		•

<sup>1</sup> Data from the Office of Institutional Effectiveness and Analytics Undergraduate Enrollment by College, Major and Specialization Fall 2022 report.

<sup>2</sup> Data from the Office of Institutional Effectiveness and Analytics Student Plans Fall 2022 report.

<sup>3</sup> Currently, there is insufficient data available from the university to determine the window of major changes for students who transfer into the ADPR Major.

### Review of the Targets

Broadcast minors dropped by nine students.. At the same time, majors in broadcast production grew from 86 to 90. It may be that students who enroll in the broadcast minor subsequently transfer into the broadcast production major.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Create a course and lecture series on “The Business of News,” inviting global leaders as guest speakers	Finished	2021-2022
Identify and allocate funding for a full-time technical director and student production assistants to increase capacity for media production courses	In Progress	2021-2022
Redesign the advertising sales course as social influence and offer experiential learning opportunities related to sales, fundraising and underwriting	In Progress	2021-2022
Create a pop-up course on freelancing	In Progress	2022-2023
Establish a minor in strategic communication to reduce the time to degree for students who will likely change to our majors in the future	Finished	2022-2023
Increase our course offerings and experiential learning related to sports promotion and media production to align with job demand	In Progress	2023-2024
Partner with the UNL entrepreneurship programs to assist our students in idea and product development	Uninitiated	2023-2024
Explore the creation of an interdisciplinary online degree completion program for working professionals	In Progress	2023-2024
Recruit community college transfers with an Associate of Applied Science in Electronics to pursue a broadcast major with a focus in media production	Uninitiated	2023-2024
Establish an apprenticeship program through the NBA and SBE for students interested in broadcast engineering and technical direction	Uninitiated	2023-2024

## ***AIM 6: PRIORITIZE COMMUNITY BUILDING THAT RECOGNIZES AND CELEBRATES DIVERSITY***

Attracting and retaining a diverse faculty, staff, and student body committed to our values of hard work and collaborative problem-solving is a top priority for our college. To achieve this goal, we have undertaken several initiatives and programs that promote diversity and inclusion.

In August, after assessing our faculty hiring process, we discovered that despite attracting diverse applicants for open faculty positions, they were not progressing to our shortlists or being ultimately hired. To address this issue, Dean Veil took action and invited Gwendolyn Combs, the director of faculty diversity and inclusion from the UNL Office of Diversity and Inclusion, to conduct comprehensive diversity training during the fall 2022 all-college retreat. Additionally, we enhanced our faculty search committees by introducing diversity ambassadors, who are campus community members with specialized training in diversity matters. These initiatives had a positive impact, leading to four out of six faculty hires coming from underrepresented groups during the 2022-2023 hiring cycle.

During the 2022-2023 academic year, the college prioritized diversity, equity, and inclusion training for both faculty and staff. We organized two impactful Faculty Innovation and Exploration workshops centered around diversity, titled “Crucial Conversations about Diversity” and “A Roundtable on Classroom Diversity.” Additionally, we held two enlightening staff lunch and learns focusing on diversity-related topics. On August 18, 2022, Tony Sattler, EVP and director of experience and insights at Swanson Russell, delivered a talk on intergenerational communication. On February 20, 2023, Pete Ferguson, coordinator of culture, inclusion, and scholar development for Lincoln Public Schools, presented a talk on cross-cultural communication. These initiatives aimed to foster a more inclusive and understanding campus community.

In the fall of 2022, the college implemented a new requirement for all students to complete JOMC 222 Social Justice, Human Rights, and the Media. This course, which had already existed, became mandatory following its approval in 2021-2022. Alongside this requirement, we continued to offer several other courses focusing on diversity and inclusion, including JOMC 422 Race, Gender, and Media, JOMC 492 European Sports and Media: The Football World Cup, JOUR 346 Nebraska Mosaic, and ADPR 437 International/Multicultural Public Relations. These additional courses complemented our commitment to fostering an inclusive and socially conscious learning environment.

After conducting a thorough review involving faculty, students and alumni during 2021-2022, the college successfully relaunched the Global Eyewitness program. This program now adopts a solutions journalism approach to share stories from underrepresented communities. In the fall of 2022, participating students



embarked on a meaningful journey to the Pine Ridge Indian Reservation in South Dakota. Looking ahead, program leaders Chris Graves and Shoun Hill are actively planning for an upcoming travel opportunity to Vietnam in 2023-2024, aiming to reestablish the program's international scope and impact.

Aside from the preparations for the Vietnam trip, the college also facilitated two enriching study-abroad experiences for students during the summer of 2023. One of these opportunities was a course, JOMC 491/891 Spain: Global Sports, Media, and Entertainment, led by John Shrader, which allowed students to explore Spain's dynamic media and entertainment landscape in a global sports context. The other study-abroad program, "England: The Monarchy and the Media," was co-led by Kelli Boling and Kelli Britten, offering students an immersive journey to the United Kingdom to examine the intersection of media and the monarchy. These study-abroad opportunities gave students valuable cultural insights and diverse perspectives on media and society.

The college made significant strides in expanding its efforts to promote diversity and inclusivity among its student body during the 2022-2023 academic year. To achieve this goal, the college collaborated with community organizations serving underrepresented students, hosting tours and workshops to provide valuable insights into the college experience.

One such collaboration involved Upward Bound, a federally funded program that supports students from low-income families in their journey toward college entrance. The college organized workshops on June 16, 28, and 29 to offer tutoring and other essential services, empowering these students to achieve their academic aspirations.

The college also partnered with Girls, Inc., an organization that empowers young women through diverse programs and experiences. A special summer camp for Girls, Inc. took place from July 10-13, providing a nurturing environment to foster personal growth and development.

Another partnership involved Junior Achievement, a global nonprofit organization that prepares young individuals for success in the global economy through entrepreneurship, financial literacy, and work readiness programs. The college hosted Junior Achievement students in Andersen Hall on Feb. 14, Feb. 28, and April 5, 2023, inspiring and equipping them for future success.

Youth Leadership Lincoln, a local program aimed at nurturing and empowering young leaders in the Lincoln community, held its 2022-2023 conference on March 24, 2023. The college actively supported this initiative to foster leadership skills and community engagement.

Additionally, the college worked diligently to reestablish its partnership with the Boys and Girls Club of Lincoln, a non-profit organization providing a safe and supportive space for children and teenagers. The college plans to host additional workshops with the Boys and Girls Club during fall 2023, further strengthening their collaborative efforts.

In pursuit of promoting digital storytelling, the college received a grant from the Cooper Foundation to launch an after school program at Bay High, a Lincoln Public Schools focus program. Associate Professor of Practice Alan Eno and Assistant Director of Recruitment Alex Fernando co-developed a yearlong, two-day-a-week program that offers Bay High students workshops led by CoJMC faculty and student ambassadors. The students are encouraged to create content for publication by Rabble Media, enhancing their storytelling skills and creativity. Moreover, the college collaborated with the UNL Office of Admissions to provide workshops on college applications tailored specifically for Bay High students, promoting access to higher education and fostering an inclusive learning community.

In June 2023, the college hosted two Summer Camps organized by 4-H Big Red Camps. One of these camps, the Discover Digital Media Summer Camp, now in its fourth year, drew in eight talented students. They passionately crafted captivating stories about prominent Lincoln attractions such as the Children's Museum, the Outdoor Adventure Center, and various construction projects at UNL. A new camp, the Discover Esports Summer Camp, debuted this year. Seven students eagerly participated in this unique experience, where they organized and hosted an exciting Super Smash Brothers esports tournament. These camps provided valuable opportunities for students to explore their interests and talents while fostering creativity and camaraderie within the college community.

The college implemented several initiatives to bolster student success. In the fall of 2022, it secured an Academic Navigator, made possible through a university grant shared between CoJMC, the College of Architecture, and the Hixon-Lied College of Fine and Performing Arts. The college appointed Alisa Smith as the new advising director, with her role commencing on July 1, 2023. Additionally, starting in the spring of 2023, the college initiated a pilot program for a course outlier dashboard. This dashboard, integrated with Canvas, identifies students whose current grades are more than 50% below the course average. Utilizing this data, the Academic Navigator proactively reaches out to students, offering individualized academic support and facilitating connections to campus resources.

Faculty members continued to support students by publishing course materials on Canvas and providing timely feedback by the fourth week of classes. In fall 2022, 100% of courses were published, and 97.3% received feedback by week four. The commitment to timely course publication and feedback continued into Spring 2023, with 100% of courses published and 96.0% receiving feedback by week four. These initiatives aim to create a nurturing and supportive academic environment, empowering students to thrive in their studies and achieve their goals.

The college continued efforts to tell stories about underrepresented communities through Experience Lab programs and enhance the visibility of diversity and inclusion. The Nebraska News Service, in particular, has demonstrated a commitment to supporting and telling the stories of

underrepresented communities in the state. Student journalists have shed light on the rich heritage and challenges faced by Nebraska’s Winnebago Tribe, covered the vibrant community of Lincoln’s Everett neighborhood, promoted the successes and struggles of minority-owned businesses, and provided Ukrainian refugees a platform to share their unique journeys. By actively engaging with and uplifting these underrepresented communities, the Nebraska News Service has played a crucial role in fostering a more informed and empathetic society, promoting understanding and solidarity among all Nebraskans.

### Reporting examples

- <https://nebraskanewsservice.net/news/capitalism-with-a-heart-how-ho-chunk-inc-strengthens-tribal-community-in-winnebago/>
- <https://nebraskanewsservice.net/multimedia/entering-everett-a-neighborhood-of-diversity-strength-and-community/>
- <https://nebraskanewsservice.net/metro/refugees-in-lincoln-share-their-stories-about-war-in-ukraine-transition-in-u-s/>

During the 2022-23 academic year, more than half of Buoy’s work involved community partners focusing on serving underrepresented communities or those otherwise in need of help. Such projects included outreach and engagement for economically disadvantaged families struggling to fulfill basic needs, neurodivergent people of all ages and backgrounds (including prisoners), individuals with physical disabilities, rural children with inadequate community health resources, mothers with limited means to provide adequate postnatal care for their newborns, and families struggling with a terminal or severe chronic illness.

During the fall of 2022, the college celebrated the 2022 Multicultural Homecoming by hosting Roberto Ayala Flores, the esteemed founder of Puente Marketing, as the Distinguished Alumni. Engaging faculty and staff in meaningful discussions, the CoJMC Book Club explored two books on diversity: “Community as Rebellion” in the fall and “Real Queer America” in the spring.

The college also proudly organized the second edition of the Bailey Laueran Design Diversity Challenge, allowing students to create a mural that celebrates diversity to be displayed in Andersen Hall. The outstanding mural designed by Diane Choi and Emerson McClure was installed on the third floor of Andersen Hall in May 2023.

Furthermore, the Diversity, Equity, and Inclusion Committee thoroughly reviewed all the wall quotes adorning Andersen Hall. This review identified several problematic quotes, either due to their content or the speaker’s character. As a result, the college acted and removed these quotes from the building during the spring of 2023. These efforts signify the college’s commitment to promoting a welcoming and inclusive environment that fosters diversity and embraces all members of its community.

<b>Target</b>	<b>Start (20-21)</b>	<b>21-22</b>	<b>22-23</b>	<b>Goal (25-26)</b>
70% of faculty and staff will be enrolled in or have completed diversity, equity and inclusion training <sup>1</sup>	70%	82.6%	85.4%	82.6%
90% of faculty will be utilizing Canvas for course management and grading <sup>2</sup>	95.9%	97.8%	96.0%	90%
Increase enrollment of students from underrepresented ethnic/racial groups by 7% <sup>3</sup>	234	223	220	239
Increase enrollment of international students by 10% <sup>4</sup>	48	39	33	45
Increase enrollment of students in study abroad programs by 10% <sup>5</sup>				
Increase the number of underrepresented and first-generation students participating in student involvement opportunities by 5% over a base rate established in the first year	•	•	•	•
Decrease the number of underrepresented reporting concerns as part of the Husker Power Survey by 10% <sup>6</sup>	37	59	38	33
Increase the number of first-generation students who apply to the college by 10% <sup>7</sup>	125	136	135	138
Increase the number of underrepresented students who apply to the college by 10% <sup>8</sup>	119	124	137	131
Increase the number of underrepresented faculty and staff candidates in short lists by 10% <sup>9</sup>	1	2	1.16	1.1

1 Percent is determined by dividing the total number of full-time faculty by the number of faculty who have completed the Summer Institute for Online Teaching. Instructional Designer Amy Ort provides data on the completion of the SIOT.

2 Data is from the Undergraduate Analytics Canvas Course Metric #3 dashboard available in Tableau.

3 Data is from the Total Headcount Enrollment by College, Major, Degree, Ethnicity and Gender for Fall 2022 report available in Tableau.

4 Data is from the Total Headcount Enrollment by College, Major, Degree, Ethnicity and Gender for Fall 2022 report available in Tableau.

5 Data is provided by the Office of Education Abroad.

6 Data is from the Fourth Week Survey Results dashboard available in Tableau.

7 Data is from the Special Populations Funnel Report available in Tableau.

8 Data is from the Special Populations Funnel Report available in Tableau.

9 Data is provided by the Office of Institutional Equity and Compliance. The number represents the average number of underrepresented candidates in search short lists.

### Review of the targets

The number of students from underrepresented groups declined by 1.3% between fall 2021 and fall 2022. This mirrors the trend at the campus level, which also declined from 6,445 underrepresented students in fall 2021 to 6,377 in fall 2022, a decline of 1%.

The college also decreased international student enrollment by 15%, dropping from 39 in fall 2021 to 33 in fall 2022. While the university has experienced declines in international enrollment for several years, it experienced an increase, growing from 1,816 international students in the fall of 2021 to 1,996 in the fall of 2022.

The university doesn't maintain comprehensive data on participation in student organizations. Beginning 2023-2024, the college will use the Senior Exit Survey to gauge participation in student involvement opportunities by students.

The Husker Power Survey records concerns of first-year students that may indicate their risk of being retained at UNL. A decrease in the number of concerns reported improves the scores. The college saw a significant decrease, 35.5%, between the fall of 2021 and the fall of 2022. Please note that Hispanic students reported more issues than other underrepresented groups.

Racial/Ethnic Group	Concerns Reported
Asian	3
Black or African American	6
Hispanic	20
Two or more races	6
U.S. Nonresident	3
Unknown race and ethnicity	0
White	168
<b>Grand Total</b>	<b>206</b>

While the college saw a decline in the average number of underrepresented candidates in search shortlists, the college's efforts detailed above resulted in hiring four underrepresented candidates across six searches.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Create spaces to experiment with cutting-edge technology and innovations in the delivery of media to prepare students for dynamic careers	Finished	2021-2022
Offer faculty and staff training on diversity, equity and inclusion (DEI)	In Progress	2021-2022
Assess curriculum to ensure clear focus on DEI issues	In Progress	2021-2022
Assess and redesign the Global Eyewitness program	In Progress	2021-2022
Require all faculty to utilize Canvas for course management and grade reporting	Finished	2021-2022
Offer workshops for first-generation students on how to apply for continuing scholarships	In Progress	2021-2022
Engage Buoy and Heartland practicum programs in supporting and telling the stories of underrepresented communities	Finished	2021-2022
Develop partnerships with Nebraska high schools and student organizations with underrepresented populations that allows students to explore career opportunities in our industries	Finished	2022-2023
Establish a Summer Bridge Program or work with Big Red Camps to invite first-generation students and students from underrepresented racial/ethnic groups to enroll in a college transition program	In Progress	2022-2023
Increase engagement with the Explore Center to encourage exploratory student enrollment in college ACE courses and involvement in The Circle	In Progress	2022-2023
Attract and retain diverse faculty, staff and students committed to our values of hard work and collaborative problem-solving	In Progress	2023-2024
Expand recruiting efforts for international students	In Progress	2023-2024
Increase faculty engagement in global experiences	In Progress	2023-2024
Develop a support structure that includes student involvement opportunities, academic mentorship and faculty connections for underrepresented and first-generation students	Uninitiated	2023-2024
Establish a Nebraska chapter of the National Association of Black Journalists	Uninitiated	2023-2024
Maintain undergraduate advising loads at or below the NACADA recommendation of 285:1 to allow for proactive advising and stronger relationship development	In Progress	2023-2024
Expand the JOMC 100 Mentorship Program by integrating the HS/Ambassador mentor pairs	Finished	2023-2024
Explore partner programs with universities in other countries	Uninitiated	2024-2025



## **AIM 7: ESTABLISH A CULTURE OF LIFELONG LEARNING AND PROFESSIONAL DEVELOPMENT**

During 2022-2023, the college expanded its efforts to build a culture of life-long learning. Efforts focused on programs that support the college's culture and the professional development of our faculty and staff.

In the fall of 2022, the college formalized a long-standing brown bag program into the Faculty Innovation and Exploration (FIE) program that provides professional development workshops in teaching, research and diversity-related topics. The following workshops were held during the year:

<b>Topic</b>	<b>Category</b>	<b>Speakers</b>	<b>Date</b>
Teaching topics, trends and trials: focus on pedagogical tools, motivational ideas for students and the academic misconduct policy.	Teaching	Michelle Hassler, Amy Ort, Andie Barefield	9/16/2022
Special event with Thomas Horky talking about international research	Research	Thomas Horky	9/7/2022
Kate Lavelle (research mentor)	Research	Kate Lavelle	10/14/2022
Using Sprinklr Data in Research, Newsrooms and Ad Agencies	Teaching/Research	Valerie Jones, Toolika Ghose	10/21/2022
Take it for Granted: We have information on Grants	Research	Gina DeJong, Tisha Mullen, Elijah Luebbe	11/18/2022
Mentoring students: from UCARE to the Experience Lab	Teaching	Kali Patterson, Jemalyn Griffin, Jill Martin	1/20/2022
Crucial Conversations Around Diversity	Diversity	Kelli Boling, Charlie Fisher, Amy Ort	2/17/2023
The book proposal process	Research/teaching	Jane Ferreyra	3/24/2023
Endowed Professors	Research	Endowed Professorships	4/7/2023
Discussing Diversity in the Classroom: A Roundtable	Diversity	roundtable	4/21/2023

The college also continued its staff Lunch and Learn series, originally launched in 2021, providing professional development opportunities. Topics are selected by the staff members themselves with the goal of including a variety of topics, including at least two diversity-related topics per year.

The college conducted its second annual college climate survey in the spring of 2023. The survey results showed that the college improved on 14 of the 17 measures assessed. The greatest improvement was seen in the following:

I believe my opinions and perspectives are represented in decisions made. In 2022, 80.95% of respondents agreed with this statement, improving to 93.75% in 2023.

People here are open to trying new and different ways of addressing our college's challenges. In 2022, 79.37% of respondents agreed, improving to 90% in 2023.

The college promotes an environment of physical, mental, and social well-being. In 2022, 84.12% of respondents agreed, improving to 92.5% in 2023.

Results varied across employee groups and demonstrated that staff morale remains a concern in the college. To address these concerns, the college held a staff retreat in August 2023 to focus on professional development team building. A full breakdown of the climate survey results is available [here](#).

The college also focused on professional development programs for employees. In addition to continuing the staff lunch and learns, the new associate dean for research and faculty affairs, who started in the fall of 2022, organized and held promotion workshops for faculty. The workshops aimed to create transparency in the promotion process and provide faculty with tips for successful applications for promotion and/or tenure. The college also adjusted the faculty and staff onboarding plans. Using the plan created during 2021-2022, the college successfully onboarded two new staff members, Zac Franzen, alumni relations and events coordinator, and Alisa Smith, director of advising. Each onboarding program was tailored to specific roles and provided the new staff members with the opportunity to build relationships with colleagues in the building and colleagues working in similar roles on campus.

In the summer of 2023, the associate dean of research and faculty affairs, the associate dean of academic programs and the director of operations adjusted the faculty onboarding programs scheduled for August 2023. The program will provide incoming faculty with the tools and resources they need to launch successful careers at Nebraska.

To further support professional development, a task force comprised of Academic Advisor Bridgett Grant, Alumni Relations and Events Coordinator Zac Franzen and Career Development Specialist Natalie Becerra was established in May 2022 to develop a professional development policy for the college's staff members. The college plans to review the draft policy in September 2023.

During 2022-2023, the college expanded its efforts to recognize the achievements of faculty, staff and students. The college continued to support and promote Kudos, a digital peer-to-peer recognition program. The program is open to all faculty, staff and students. Recipients receive a digital certificate and recognition in the college's weekly newsletters. Between July 1, 2022, and June 30, 2023, 453 Kudos were submitted, demonstrating support for the college's values.

In the spring of 2023, the college launched its inaugural staff awards program. Nominations for the awards were accepted from faculty, staff, students and alumni. Recipients were selected by a group of four current students and four college alumni. The recipients of these awards were selected by a committee comprised of four current students and four alumni. The student members included Skylee Nelson, a junior sports media and communication and broadcasting double major, Brenden Evers, a sophomore sports media and communication and broadcasting double major, Marissa Kraus, a senior journalism major and Carter Bautch, a junior advertising and public relations major. The alumni members included Delani Watkins (2022), strategic communications project assistant, HDR, Monte Olson (1991), senior director of corporate relations, University of Nebraska Foundation, William Bauer (2020), metro east reporter, St. Louis Public Radio and Lani Hanson (2017), senior editor, Energy News Network. The inaugural Faculty and Staff Award recipients were:

- Excellence in Teaching Award - Michelle Hassler
- Excellence in Research/Creative Activity Award - Ciera Kirkpatrick
- Excellence in Industry or Community Engagement - Barney McCoy
- Excellence in Student Support or Advocacy - Susan Oestmann
- Staff Excellence Award - Karez Hassan
- Inclusive Excellence Award - Jemalyn Griffin
- Friend of the College - Beau Poehlman
- To Infinity and Beyond Award - Jamie Wenz
- The Dean's Pretty Awesome Award - Tiffany Groteluschen

The college launched a new registered student organization during the 2022-2023 academic year. The Society for Professional Journalists established bylaws, registered as an RSO and elected its first group of organization officers. Assistant Professor of Practice Jill Martin served as the inaugural faculty advisor.

<b>Target</b>	<b>Start (20-21)</b>	<b>21-22</b>	<b>22-23</b>	<b>Goal (25-26)</b>
Student and climate surveys established to set baseline and increase satisfaction scores year-over-year <sup>1</sup>	•	85.2	88.3	•
Increase participation in development opportunities by 50% <sup>2</sup>	113	91	95	170
80% of faculty will have pursued promotion/tenure within six years <sup>3</sup>	74%	82%	96.3%	80%
Increase satisfaction in educational experience on senior surveys by 10% <sup>4</sup>	93.2%	88.2%	90.2%	102%
Increase the number of alumni who participate in career development opportunities in the college by 5% year-over-year	•	•	•	•

1 The average proportion of respondents who agree across the climate survey's measures of climate. Percent is calculated from the Qualtrics survey results.

2 The number of professional development opportunities faculty recorded in digital measures between July 1, 2022, and June 30, 2023.

3 Calculated using the last promotion date for all faculty listed in SAP for professors and professors of practice at the rank of assistant or associate. Lecturers and full professors are excluded as these positions are not promotable.

4 Figure is taken from the Senior Exit Survey data.

### **Review of the Targets**

The college improved on all measures for Aim 7 during the 2022-2023 academic year. As the college builds professional development opportunities during the 2023-2024 academic year, we must consider how we will measure participation.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Establish mentorship programs for students, faculty and staff	In Progress	2022-2023
Establish a yearly survey of our students and alumni to assess curriculum alignment, high impact practices and value of degree	In Progress	2022-2023
Establish a yearly climate survey of our faculty and staff to assess job satisfaction, DEI measures and engagement	Finished	2022-2023
Establish an internal grant program to support continuing education and professional development for all employees	In Progress	2022-2023
Establish a recognition and awards program for outstanding faculty and staff	Finished	2022-2023
Recognize and celebrate faculty and staff who demonstrate college values	Finished	2022-2023
Create and support regular informal work/play gatherings where a variety of individuals can come together to debate ideas and experiment with new methods of doing things	In Progress	2022-2023
Establish a college-wide code of conduct that includes grievance procedures for faculty, staff and students and incorporate citizenship into the annual review process	In Progress	2022-2023
Create a robust and comprehensive professional development program for all employees to include onboarding, career development and clear career ladders and paths to promotion	In Progress	2023-2024
Expand, enhance and create both undergraduate and graduate level RSOs and learning communities to support student community building and professional development	In Progress	2024-2025
Train and develop the leadership capacity of RSO student leaders and faculty advisors	Uninitiated	2024-2025
Identify funding and hire to expand career services in the college	In Progress	2024-2025
Establish a career development center that provides programming, professional development and support for students and alumni	In Progress	2025-2026

## **AIM 8: CREATE A ROBUST ALUMNI, DONOR AND COMMUNITY ENGAGEMENT PROGRAM**

In 2022-2023, the college expanded its engagement with alumni and donors nationwide. We continued to host regular Drinks with the Dean events, which provided the opportunity for alumni to engage with each other in their local community. In 2022-2023, the college hosted Drinks with the Dean events in Minneapolis, Omaha, Lincoln, Chicago, Washington, D.C., Denver, Nashville, New York, Dallas and Kansas City.

In November 2022, the college held a Ribbon Cutting to officially open the Don and Lorena Meier Studio. The studio was made possible through generous donations from the Nebraska Broadcasters Association and the Don and Lorena Meier Foundation. The event attracted more than 100 faculty, staff, students and alumni and featured remarks from representatives of both the Meier Foundation and the Nebraska Broadcasters Association.

In March 2023, the college hosted an opening for the Pepsi Unlimited Sports Lab. The Lab was made possible through underwriting contributions from Pepsi-Co of Lincoln. The event attracted over 50 faculty, staff, students and alumni and featured remarks from Kirk Anderson, CEO of Pepsi-Co of Lincoln.

Alumni Jane Olson, former Human Rights Watch Board of Director chair, visited campus twice during the academic year. In November 2022, she visited campus and gave a public talk about her recent book *World citizen: Journey of a Humanitarian*. She visited campus again in March 2023 to be honored as the college's Alumni Master. Olson again spoke in classes and at the annual Medallion Dinner hosted by the Nebraska Alumni Association.

In April 2023, the college hosted Jenna Johnson, deputy democracy director for the Washington Post, as the featured speaker in the Seline Lecturer Series on the Future of Journalism. Johnson spoke about how polarization and misinformation erode democracy.

Also, in April 2023, the college hosted Diane Brayton, vice president and general counsel for the New York Times, as a Hearst Visiting Professional. Brayton spoke in several classes about the importance of the law in media.

In the fall of 2022, the college put out a call for alumni to engage in curriculum review committees. The committees met in spring 2023 to provide feedback on the college's four undergraduate majors to ensure they meet industry needs and align with the ACEJMC learning outcomes.

Committee members were provided access to an overview of the college's curriculum and all syllabi for courses in the major reviewed. They completed a survey to provide feedback on each of the programs. Committee members



then met with faculty in each major to review the feedback and make recommendations for improvement. Members of the Curriculum Review Committees included:

#### **Advertising and Public Relations**

- Anna Fobair (2018), account supervisor, Ketchum
- Kelly Mosier (2006), senior director of Hudl studios, Hudl
- Jim Vranicar (1990), COO, Signal Theory
- Tyler Riewer (2004), creative director, Charity:Water

#### **Broadcasting**

- Will Bauer (2020), metro east reporter, St. Louis Public Radio
- Ami Graham (1993), general manager, Broadcast House
- Kristine Johnson, anchor, CBS 2 NY
- Clay Masters (2007), host/correspondent, Iowa Public Radio

#### **Journalism**

- Matthew Hansen, executive editor, Flatwater Free Press
- Jane Hirt (1989), consultant, M. Harris & Co.
- Paula Lavigne (1998), investigative reporter, ESPN

#### **Sports Media and Communication**

- Sean Callahan (2003), owner/publisher, HuskersOnline
- Chris DeRuyscher (200), senior director of ballpark entertainment, Texas Rangers
- Anthony Galvan (2009), VP of brand and communications, HUDL
- J.J. Jurgens (1998), senior writer, producer, CBS Marketing

In spring 2023, the college launched a dean’s advisory board to counsel the dean on the college’s priorities, strategies and goals. Board members serve three-year terms and meet quarterly to exchange ideas and provide feedback on the future of our industries. Members of the Dean’s Advisory Board include:

- Emily Doskow (2002), chief marketing officer, Leo Burnett
- Colette Stallbaumer (1992), general manager, Microsoft 365
- Angel Jennings (2008), assistant managing editor, Los Angeles Times
- Jenna Johnson (2007), deputy democracy editor, the Washington Post
- Dionne Searcey (1993), reporter, the New York Times
- Paige Dimakos (2013), CEO, The Draft Network
- Ericka Galbraith (2000), coordinator producer, ESPN
- Ben Lupo, esports streamer
- Tia Newcomer (1995), CEO, CaringBridge
- Ronald Ng (1993), global chief creative officer, MRM
- Brittany Jones-Cooper (2008), host/reporter, Yahoo News
- Courtney Rodgers (2007), senior vice president of business operations, Hudl
- Juan Perez (2009), education reporter, Politico
- Josh Planos (2014), VP of communications and public relations, Better Business Bureau of Omaha
- Tony Sattler (2003), EVP of customer experience and insights, Swanson Russell

The college also continued to engage local alumni and professionals as professionals-in-residence to mentor students enrolled in the Experience Lab. The PIRs for 2022-2023 were:

- Bayley Bischof, assignment manager/senior reporter, 10/11 News
- Eva Coppinger, video producer, ASA & EVA Media
- Shaun Cummins, senior technical director, KLKN-TV
- Hannah Davis (2021), marketing coordinator, Union Bank & Trust
- Erin Doernemann (2020), marketing and design specialist, Apple Roofing
- Amy Ebbeka, co-owner and creative director, Ebbeka Design
- Randy Hawthorne (1992), product manager, Nelnet
- Derek Hernandez, director of brand and content, Mentor Collective
- Amie Just, sports columnist, Lincoln Journal Star
- Mikel Lauber, director of news, 10/11 News
- Mike McKnight (1976), investigative reporter, WOWT-TV
- Austin Pistulka (2017), broadcast/digital production director, Rural Radio Association
- Mary Kay Quinlan (1972), emeritus associate professor and former associate dean, UNL
- Ryan Rothman (2017), marketing and digital media coordinator, University of Nebraska
- DeWayne Taylor, radio host, NRG media
- Mike Tobias (1986), senior producer, Nebraska Public Media
- Jon Vanderford (1993), executive producer and host, KOLN/KGIN TV
- Andrew Ward (2014), morning anchor, KLKN-TV
- Ellis Whitney, senior content producer, 10/11 News
- Matt Wynn, executive director, Nebraska Journalism Trust

In October of 2022, the college launched an annual scholarship brunch, to connect scholarship donors with the recipients of their generosity. The event acknowledged each scholarship recipient and provided photographs of the donors and recipients. The inaugural event featured remarks from Greg Andersen, CEO of Bailey Lauerman, who established the Bailey Lauerman Scholarship for Student Opportunity the previous year, and Dulce Garcia, a senior advertising and public relations major who received the scholarship. The college will continue to host this event annually, with the 2023 event scheduled for Nov. 4, 2023.

In the fall of 2022, the college launched a Comprehensive Campaign fundraising committee to support college fundraising activities as part of the University of Nebraska Foundation's "Only in Nebraska" campaign. This five-year fundraising campaign aims to raise \$14.7 million to support the college's strategic priorities by 2027. The comprehensive campaign committee includes:

- Charlyne Berens, professor emeritus and former associate dean
- Eric Brown, (1967), president, Rural Lifestyle Marketing
- LaSarah Bunting, (1996), CEO, Online News Association
- Randy Essex, (1983), environmental editor, Detroit Free Press
- Randy Hawthorne, (1992), product manager, Nelnet
- Margaret Holman, chair, (1973), president, Holman Consulting
- Meg Lauerman, (2000), communications consultant

- Jim Lauerman, (1969), retired founder, Bailey Lauerman
- Mario Scalora, director, UNL Public Policy Center
- Jay Wilkinson, (1988), founder and CEO, Firespring
- Jeff Zeleny, (1996), chief national affairs correspondent, CNN

Target	Start (20-21)	21-22	22-23	Goal (25-26)
Increase year-over-year attendance growth at alumni events by 10% <sup>1</sup>	322	490	536	319
Establish baselines and increase year-over-year alumni utilization of career development services by 10% each year	•	•	•	•
30% of undergraduate majors will be engaged in a mentor relationship	•	•	•	•
Increase the number of repeat annual donors by 15% <sup>2</sup>	427	465	359	491
Increase the number of new donors by 15% <sup>3</sup>	95	267	83	110

1 Fundraising/alumni event data from the Foundation provided by Dane Coulson combined with JotForm registrations from college-organized events.

2 Data provided by Dane Coulson at the NU Foundation

3 Data provided by Dane Coulson at the NU Foundation

### Review of the targets

Event attendance grew during the 2022-2023 academic year. However, a downward trend was noticed at the end of the fiscal year that coincided with a new event NU Foundation event management system, AlumniIQ. The college has taken steps to address the downturn but will need to monitor registrations and attendance to ensure adjustments were successful.

The college will need to consider how to measure alumni participation as new career development services aimed at this audience are established.

The college participated in Husker Connect, a digital mentoring program hosted by the Nebraska Alumni Association. However, data revealed that while students were signing up (likely due to a requirement in JOMC 20), only ten students have ever contacted alumni in the three years the college was on the platform. As a result, the college is discontinuing its participation in the program. Professional mentoring is established through the JOMC 20 and Experience Lab Programs. A question will be added to the senior exit survey in 2023-2024 to ensure that students develop mentoring relationships.

The number of repeat donors and new donors both fell during fiscal year 2023. The strategic planning committee will examine likely causes for the decline to determine if the decline is unique to the college or a result of the economic downturn. The committee will coordinate with the NU Foundation to develop a plan for reversing this trend.

<b>Strategy</b>	<b>Status</b>	<b>Year</b>
Increase engagement between scholarship recipients and donors (e.g., One-for-One, thank you videos, awards celebration)	Finished	2021-2022
Establish a professional development program for alumni and working professionals that provides skills and training on current industry needs	Uninitiated	2022-2023
Develop a college-wide mentoring program through HuskerConnect for students to work with alumni and industry partners	Finished	2022-2023
Engage alumni and industry partners in the planning, implementation and evaluation of the experiential learning lab	Finished	2022-2023
Create and build alumni affinity groups that regularly connect and engage with college activities in regional communities and online	Finished	2023-2024
Become a central source for alumni hiring and looking for their next opportunity	Uninitiated	2023-2024
Create content strategy that features current students within the college and the work they are doing that is supported by donor funding (e.g., Perry Photo Challenge or Summer Internship)	In Progress	2023-2024
Establish a capital campaign committee to help identify influential alumni and potential donors and cultivate mutually beneficial relationships	Finished	2023-2024
Create a robust and comprehensive professional development program for all employees to include onboarding, career development and clear career ladders and paths to promotion	In Progress	2023-2024
Expand career development services to provide career coaching and advising for graduate students and alumni seeking to launch, advance or change careers	Uninitiated	2024-2025
Establish a career development center that provides programming, professional development and support for students and alumni	In Progress	2025-2026