**Drake School of Journalism and Mass Communication**

**Strategic Plan**

**2023-2028**

*Updated 10/7/22*

Drake’s School of Journalism and Mass Communication educates strategic, global thinkers with diverse media and communication skills and a solid ethical underpinning who are prepared to respond to a rapidly changing media culture. The SJMC provides professional experience in a media-rich environment and professional mentors for life.

**OVERALL GOAL:** The Drake SJMC will be internationally recognized as the gold standard for education in journalism and mass communication. We will train a diverse group of the world’s best and brightest young people who will be effective, ethical, passionate, and compassionate communication leaders of the future.

The SJMC will become a hub and incubator for media innovation — on campus, in our community and in our industry.

***GOAL I:  DELIVERING EXCELLENT CURRICULAR AND CO-CURRICULAR EXPERIENCES***

1. **We will maintain our position in the forefront of media evolution.**
2. We will reach out to the local professional community to forge connections that will benefit our students and supplement our faculty expertise.
3. We will encourage agility, experimentation, and entrepreneurism.
4. We will reach out to other areas on campus and in the community to create learning opportunities for our students and growth areas for our School that are multidisciplinary and interdisciplinary.
5. We will continue our commitment to service and experiential learning throughout the curriculum.
6. **We will diversify our curricular and co-curricular offerings to better serve a wider constituency and ensure the relevance and sustainability of our School.**

a. We will create lifelong education and professional programming, including

 certificates, career development workshops, media ethics, information literacy

and civic engagement education.

1. We will utilize a “customizable curriculum” that will maximize our resources and allow students to individualize their educational experience.
2. We will explore new undergraduate programming that holds potential for growing our enrollment.
3. We will use our online degree programs to open our personalized educational experience to a wider and more diverse pool of prospective students.
4. We will foster opportunities for student leaders as they build nationally recognized student organizations, productions, publications, and programming.

***GOAL II:  PROMOTING MULTICULTURAL COMPETENCIES AND THE HIGHEST ETHICAL STANDARDS***

**1. We will maintain our focus on ethics as the cornerstone of an SJMC education.**

a. We will ensure that ethics is incorporated across the curriculum in all classes.

b. We will be a leading voice for First Amendment values on campus, in our

 community and nationally.

**2. We will ensure that issues of diversity, inclusion and multicultural competency are addressed effectively across the curriculum and in co-curricular activities sponsored by the SJMC.**

a. We will assess our effectiveness in encouraging intercultural perspectives

 among our students.

b. We will introduce multicultural perspectives by facilitating guest speakers and

 class visitors who represent diverse viewpoints.

c. We will provide regular programming for faculty and staff to develop

 aptitude in embedding DEI competencies into the SJMC curriculum.

***GOAL III: SUPPORTING OUR FACULTY AND STAFF***

**1. We will cultivate a work environment that is challenging but supportive and collegial.**

a. We will review our Faculty Handbook to ensure clarity and fairness in policies

 and procedures.

b. We will be intentional about welcoming new faculty, staff, and adjuncts by

 implementing our official mentoring strategy.

c. We will foster authentic and meaningful recognition of faculty and staff

 accomplishments.

d. We will analyze SJMC faculty service commitments regularly and reduce them

 whenever possible.

**2.** **We will invest in faculty development to keep our skills current.**

**3. We will support faculty research and creative efforts through faculty development grants and course releases as necessary and appropriate.**

***GOAL IV: EXERCISING RESPONSIBLE STEWARDSHIP AND SUSTAINABILITY***

**1. We will raise money to support technology and innovation in our curriculum.**

**2. We will work with Drake Admissions to attract the highest quality, most diverse student body we can.**

a. We will think creatively about recruitment, appealing to new markets and

 audiences, through Media Now summer camp, weekday workshops, private

 visits, customized field trips, and targeted outreach to high-potential high

 school journalism programs.

1. We will participate in Journalism Education Association, the Iowa High School Press Association, and other conferences and workshops for high school students.
2. We will increase internal communication and work collaboratively across disciplines to share information and strategies to increase enrollment.
3. We will aggressively promote the School through SJMC-specific marketing initiatives.

**3. We will enhance our student-centered environment through increased emphasis on advising and retention**.

a. We will work with the office of academic excellence and student success on

 annual retention initiatives.

b. We will develop programming to cultivate the “SJMC Family” culture.

c. We will further support students with the implementation of the blended

 advising model.

d. We will monitor and support the recruitment, retention, and graduation rates of

 students of color, and students from other underrepresented groups.

**4. We will work with Drake Alumni and Development and with our National Advisory Council to deepen our relationship with our alumni to facilitate both fundraising and student recruitment.**

a. We will utilize our SJMC communication channels (i.e., Monday Memo, social

 media) to connect with alumni and encourage them to share their SJMC Stories

 and to participate in SJMC events and activities.

**5. We will work to promote the SJMC locally and nationally.**

*The School of Journalism and Mass Communication Strategic Plan lays out the overarching goals of the School. Specific targets, initiatives and assessment are outlined and updated in the SJMC Continuous Improvement Plan.*