

A Bold Jandoli School

Jandoli School of Communication St. Bonaventure University

Strategic Plan 2022-2027

Adopted 9/6/2022

Overview

The Jandoli School of Communication has a long and rich history dating to the creation of the department of journalism in 1949. As the program nears its 75th anniversary, we are at a moment of growth and expansion for this proud school and look to focus on key priorities in the years ahead that align with broader university plans.

The goal of this strategic plan is to position the Jandoli School for continued growth and a sustainable structure, while solidifying it as a premiere school of communication that is a destination program for students in our fields. Simply put, the Jandoli School should be seen as the top school of its kind for a private university of St. Bonaventure's size.

This five-year strategic plan was designed to run in concert with the university's Boldly Bonaventure strategic plan approved by the Board of Trustees in the summer of 2021 and the academic affairs plan approved by the academic leadership in March 2022. In addition, this plan adheres to the principles and policies of our accrediting body, the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC).

After discussion of the process, the faculty asked the dean to prepare the plan. The dean asked for and incorporated faculty feedback. The faculty later formally adopted this strategic plan.

This plan builds on the Jandoli School's most recent strategic plan, which the faculty approved in 2016.

Key priorities

In recent years, the Jandoli School has focused on key priorities that include improving and expanding our curricular offerings; developing multiple enrollment streams; becoming a leader in diversity, equity and inclusion initiatives; and updating our facilities.

In line with successes in those areas and the university and academic plans, the Jandoli School will focus on five key priorities:

1. Ensure students are prepared for rapidly changing professional outcomes.
2. Expand leadership in diversity, equity and inclusion initiatives.
3. Refine curricular offerings for sustainability.
4. Aggressively recruit students through multiple enrollment streams.
5. Remake facilities into modern space to support these priorities.

1. Ensure students are prepared for rapidly changing professional outcomes.

The communication, journalism and media industries are changing rapidly. New technology and disruption are constants. Our students must be prepared to thrive in this environment by combining the best ideals of our professions, the Jandoli School's long history in preparing ethical communicators and strong writers, the latest tools and technologies and the evolving needs of society.

We can capitalize on our passionate and engaged alumni base and our longstanding strong internship and experiential learning opportunities, among many existing strengths of the school, to push ourselves and our students to be inclusive leaders in the future of our fields.

This priority aligns with the following university strategic priorities:

2.1 – Prepare our students for success in a complex global context with a transformational educational experience.

2.2 - Enhance our academic reputation for integrated, evidenced based, experiential, interdisciplinary, and high-quality learning.

3.1 - Provide a holistic and integrated student educational experience to further facilitate post-graduation success.

Goals and Metrics:

GOALS	METRICS
Systematically engage more alumni.	Create formal mentorship program.
Ensure strong education in writing and fundamentals.	Assess effectiveness of writing instruction.
Foster digital, innovative and entrepreneurial mindset.	Number of updates to course material.
Provide new professional opportunities for students.	Examine additional experiential learning opportunities.

2. Expand leadership in diversity, equity and inclusion initiatives.

The Jandoli School has made strong progress on its diversity, equity and inclusion plan in the past few years, but we recognize this key priority requires constant attention and improvement.

In our next DEI plan, the Jandoli School will seek to grow its efforts and further show leadership in these important areas on campus. These include further diversifying our full-time faculty, incorporating DEI into the faculty onboarding and evaluation process, continued DEI training, ongoing assessment of DEI teaching and additional enhancements to our physical and virtual spaces.

This priority aligns with the following university strategic priorities:

- 1.1 – Become a university community that is a leader in diversity, equity and inclusion.
- 2.1 – Prepare our students for success in a complex global context with a transformational educational experience.
- 3.2 – Foster success among diverse student populations through enrollment, academic practices and effective support systems that enhance the quality of the learning environment.
- 4.3 – Promote and demonstrate the holistic well-being and professional excellence of all our employees and be recognized as an employer of choice.

Goals and Metrics:

GOALS	METRICS
Increase diversity among full-time faculty.	Increase percent of racially and ethnically diverse faculty from 7% to 25% or more.
Incorporate DEI into faculty evaluations.	Move from zero DEI requirements in faculty evaluations to required measurable information.
Continue DEI training for faculty, staff and students.	Ensure we meet or exceed the university guidelines for DEI trainings.
Conduct ongoing assessment of DEI teaching in graduate and undergraduate classes and programs.	Evaluate syllabi annually to make sure we maintain and grow our percentage of courses with a DEI component.
Enhance our digital and physical spaces to create a more inclusive environment.	Add inclusive spaces and imagery in the building and our social and digital media platforms.

3. Refine curricular offerings for sustainability.

The Jandoli School has significantly increased its undergraduate and graduate offerings in recent years, growing from two undergraduate majors and two master's programs to seven majors and four master's programs. The growth in programs has helped grow interest in the school and led to a 60% increase in the number of incoming undergraduate students from Fall 2018 to Fall 2022 and has led to graduate enrollment that is among the highest in the school's history.

While we do not anticipate adding new programs at the same rate as the last few years, the school needs to always consider its offerings and ensure dynamic, inclusive and relevant offerings. At the same time, the school needs to be efficient and maximize our faculty resources and refine our systematic assessment of our offerings.

The university's strategic plan articulates the goal to grow to 3,000 students from the Fall 2021 total headcount of 2,540. The Jandoli School's continued growth will be a key to that success.

This priority aligns with the following university strategic priorities:

- 1.2 - Become the leading comprehensive Franciscan university in the country.
- 2.2 - Enhance our academic reputation for integrated, evidenced based, experiential, interdisciplinary, and high-quality learning.
- 2.3 - Support academic programs that are competitive in the market and consistent with St. Bonaventure's Franciscan mission.
- 4.1 - Build a financial model that is sustainable, transparent, accountable, and participatory and that supports solidarity and innovation.

Goals and Metrics:

GOALS	METRICS
Increase undergraduate and graduate enrollment in the school.	Return to an undergraduate enrollment of 200 students or more and grow graduate enrollment to 150 or more.
Refine assessment program.	Review assessment program annually.
Explore new undergraduate or graduate programs and updates to existing programs.	Establish new programs and refine existing ones as warranted.
Evaluate course rotations across programs.	Review offerings to ensure courses are offered to maximize enrollments.

4. Aggressively recruit students through multiple enrollment streams.

St. Bonaventure is a tuition-dependent institution. The university needs robust enrollment to thrive. After suffering enrollment declines, the Jandoli School is increasing its undergraduate and graduate numbers. We must remain aggressive in our recruitment efforts and ensure diverse enrollment streams to continue growing.

The Jandoli School has a good relationship with the Office of Admissions and can leverage that relationship, along with our partnership with Keypath, the university online program manager, to explore new ways of reaching students. At the undergraduate level, in particular, the school needs to, in working with Admissions, increase the diversity among our students, who were 21% non-white in Fall 2021, and ensure the school fosters a sense of inclusion and belonging for all students.

The early returns on our new Early Assurance program are promising, with more than 40% of incoming first-year students meeting the requirements and signing up for the program, which grants them admission to graduate programs in the school as they enter as undergraduates. This important program needs cultivation and refinement.

Finally, the Jandoli School has many unique and exciting programs and partnership that are distinguishable from other communication programs, particularly of our size. We must leverage these opportunities for students.

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- 2.3 - Support academic programs that are competitive in the market and consistent with St. Bonaventure's Franciscan mission.
- 3.2 - Foster success among diverse student populations through enrollment, academic practices and effective support systems that enhance the quality of the learning environment.

Goals and Metrics:

GOALS	METRICS
Work with Admissions and Keypath to broaden the school's pool of students.	Collaborate on new outreach and admissions efforts.
Increase representation among traditionally underrepresented students.	Increase racially and ethnically diverse students from 21% to 30%.
Foster sense of inclusion and belonging for all students.	Climate survey data shows improvement.
Grow Early Assurance program and mentor students from enrollment through graduate school.	Establish formal program to track and monitor Early Assurance students.
Highlight unique Jandoli School opportunities.	Prepare new collateral to explain special opportunities.

5. Remake facilities into modern space to support these priorities.

We face an imperative to prepare our students for the digital and collaborative nature of media and journalism.

Built in the early 1980s, the largely unchanged Murphy Building is from a different era. We plan to create the dynamic, inclusive and collaborative space our students need to thrive. The expansion will include a state-of-the-art communication center with a digital newsroom to bring together disconnected media outlets and create a collaborative, modern facility to facilitate cross-platform journalism and communication. The original Murphy Building will undergo a renovation to create more flexible, accessible and modern spaces for classes and to give our strategic communication program a creative agency lab, among other improvements.

The Jandoli School has undertaken its most ambitious fundraising effort to raise the money. The school recently secured a \$2 million lead gift, the largest gift in the program's history, to go along with

\$500,000 in previously raised funds and is working with Advancement to raise several more millions for the project. The Jandoli School is one of five pillars of the university's \$125 million comprehensive campaign.

This priority aligns with the following university strategic priorities:

2.1 – Prepare our students for success in a complex global context with a transformational educational experience.

2.2 - Enhance our academic reputation for integrated, evidenced based, experiential, interdisciplinary, and high-quality learning.

Goals and Metrics:

GOAL	METRIC
Renovate and expand the Jandoli School's facilities.	Raised funds for the expansion and renovation of the Murphy Building and then completed the project.
Create inclusive spaces for students with diverse needs.	New spaces created to support students and faculty with a range of needs and backgrounds.

Attachments:

- Boldly Bonaventure University Strategic Plan
<https://my.sbu.edu/docs/default-source/university-planning/boldly-bonaventure---strategic-plan.pdf>
- Academic Affairs Operational Goals and Plan