

“Our delegates came on the course to look into the future. They left with a clear vision of how to take our business forward into the digital era.”

David Rowell - Group Editorial Development Executive, Johnston Press, UK

THE JOURNALISM LEADERS PROGRAMME

Department of Journalism, Lancashire Business School,
University of Central Lancashire, Preston, UK.

Visit our website www.ukjournalism.org e-mail leaders@ukjournalism.org



Tailored learning

The Journalism Leaders Programme recognises that professionals need lots of flexibility if they are to balance the competing demands of work, home and studies. That's why we offer an innovative mixed-method approach to learning which enables practitioners from across the globe to join in while continuing with their careers.

Our week-long on-campus residential seminars are scheduled in the Autumn, Winter and Spring. If you choose to engage in nine additional Webinars hosted on our multichannel e-learning environment and complete a set of applied projects, you can earn academic credit for each module. That gives you the option of working towards a postgraduate certificate (three modules), a postgraduate diploma (six modules) or the Master of Arts in Journalism Leadership (six taught modules + research thesis or project).

We also tailor our courses to corporate groups and create custom training solutions to support organisations as they devise and implement the strategies required to thrive in the Digital Age.

**Developing leaders
of journalism in the
Digital Age**

The Journalism Leaders Programme offers a suite of flexible personal and professional development courses aimed at equipping experienced practitioners for leadership roles in an increasingly complex and unpredictable media landscape. The blend of intensive face-to-face seminars and extensive online support will suit those who want to build advanced knowledge and skills without necessarily interrupting their careers.

Our courses aim to develop:

- ▶ *a critical understanding of the challenges and the expertise necessary to lead multimedia teams;*
- ▶ *advanced knowledge and the requisite skills to manage resources and editorial strategy in the Digital Age;*
- ▶ *self awareness and personal leadership qualities.*

Developed in cooperation with the Chartered Management Institute and the Society of Editors (UK), the

innovative courses aim to foster confident editorial leaders who strive to enable creativity, value diversity and share responsibility within their organisations.

Innovative means our multi-national course team of leading practitioners and academics will focus on helping you and your organisation generate - and implement - the new ideas that are essential in order to compete effectively in an increasingly global and technologically-advanced environment.

Flexibility means that you set the pace. You can elect to attend a specific residential seminar only, or earn

academic credit for each module by joining in an additional series of 9 weekly online discussions and completing a set of applied projects. You can earn a module certificate or work towards one of the following university awards: postgraduate certificate, postgraduate diploma or Master of Arts in Journalism Leadership.

Personal and professional development means that you'll acquire advanced knowledge and skills, and also have the chance to test your instincts, to stretch to the next level of thinking - and to move ahead with confidence.

Course content

Taking the step to join the Journalism Leaders Programme will give you the chance to choose from a range of modules aimed at helping you develop the knowledge and skills to contribute to organisational strategy, lead creative multimedia projects and teams, manage people and operations, and conduct applied research.

You will use feedback from your workplace to understand your current strengths and challenges; investigate your leadership and conflict-resolution styles and learn how to become more effective at both; learn to encourage creativity and to coach people to higher performance; build ethical

decision-making and diversity into your newsroom processes; gain new perspectives on feedback, motivation, collaboration, trust-building, and healthy newsroom cultures; and help your staff do better journalism in today's demanding multimedia environment.

You will build the competencies to support your role in the day-to-day operational activities of your organisation, including using digital news and information tools effectively; managing quality, human resources and finance; and appreciating how what you do contributes to the strategic objectives of the organisation. You will also explore the role of research in guiding decision-making as well as the function of marketing in sustaining the efforts of journalists.

You will have contact with senior journalism and management faculty, who will focus on you and your organisation's leadership needs. Experienced journalists and other experts will serve as presenters, teachers, and coaches for participants. Throughout you'll have the pleasure of learning with fellow senior journalists and newsroom managers from all media sectors.

During residential weeks, you'll interact in large-scale gatherings and small-group, personalised sessions. Afterwards, you can choose to continue your exchanges online using our extensive e-learning network and to work towards an academic award, including the master's degree which can be earned by completing a research thesis or project.

The Journalism Leaders Programme is offered by the highly-regarded Department of Journalism at Preston which has been responding to the media industry's professional development needs since 1962, making it the oldest of its type in England. We rely on our extensive industry links and an active research programme to ensure the course content is both relevant and cutting edge.

Our courses are aimed at editorial managers and those preparing for leadership positions. The benefits to participants and their organisations are:

Skills - The programme emphasises the practical multimedia journalism and management expertise necessary to deliver immediate value to the organisation and the community it serves.

Knowledge - You will gain relevant knowledge to help improve the competitiveness of your media organisation - positioning it ahead of recognised or perceived competition.

Contacts - With a multi-national course team and a department alumni base built up over more than four decades, the programme provides a link to an extensive network of media professionals.

Growth - Yes, the programme will add value to your organisation and your CV. But central to our learning and teaching approach is you, the participant. You will have the chance to test your intuition, to stretch your thinking - and to move ahead with greater confidence.

Course modules at a glance

Part 1: Leading teams that do innovative work

Principles of Journalism Leadership* (20 credits)
Creating Effective Content (20)
Leading Editorial Teams (20)

Part 2: Managing the editorial business

Journalism and the Market (20)
Managing Media Projects (20)
Student-Initiated Project (20)**

Part 3: Effective research

Research Process & Methods (20)
Masters Project or Masters Dissertation (60)

* Participants are advised to start the programme with this core module, which is offered in the Autumn and Winter. The other taught modules on offer can be taken in any sequence. Each module will typically include 40 hours of guided learning, which includes a 4.5-day on-campus seminar. These seminars are also open to those who do not want to earn an academic award.

** This is an optional module for those who do not plan to complete the MA degree.

We can tailor our programme to suit corporate groups of 10 or more. In addition, we can design specific training for individual departments within a news organisation, for an entire news organisation or media group.

Planning your studies

We recognise that professionals have considerable demands on their time. With that in mind, we suggest you consider the following when planning your studies:

- You are advised to start your studies with our core module, Principles of Journalism Leadership, which is typically offered in both the Autumn and Winter blocks. Other taught modules can be taken in any sequence.
- Residential seminars normally begin on a Monday morning and end the following Friday after lunch. Daily activities typically begin at 8.30am and last until at least 5.30pm, with some evening workshops and events. Dress throughout is casual.
- You can choose to attend the week-long residential seminars only or, if you want to earn academic credit, participate in 9 online webinars and complete a set of applied assignments.
- Academic course participants should plan to spend 8 to 10 hours per week on the research, reading, discussion, reflection and writing required for each module.
- Learn at your own pace. You can review your schedule at the end of each block and only then do you need to finalise your enrolment for the next block.
- You can earn a single module certificate or work towards the MA, which can be completed in a minimum of two years.
- We welcome international students, who are eligible to extend their stay in the UK between residential sessions.

Entry requirements

The Journalism Leaders Programme will suit editorial managers running a department or a team, and high potential journalists who are ready to move to the next level. We welcome applications from practitioners in print, broadcast and online newsrooms. Entry to the programme is normally subject to the following conditions:

- Substantial work experience (normally at least 5 years), as described in a detailed curriculum vitae.
- A strong interest in the challenges of journalism leaders as evident in a statement of 250- words which describes your daily duties, the relevance of the programme to your job, your goals for the course, and how you will apply the learning in your context.
- Typically a good honours degree (normally 2:1 or above), or equivalent professional qualification is required. Mature applicants will be considered with extensive experience.
- Evidence of appropriate computer literacy and broadband Internet access.
- Two references that confirm your capacity to successfully engage in postgraduate study, including one from your editor or manager.
- Some candidates may be contacted for interviews.

Typical module outline

Weeks 1 -3 Participants link into online discussions and work through reading packs.

Week 4* Intensive residential week seminar on campus in Preston. The formal programme usually runs from Monday morning to midday on Friday, with most days scheduled from 9.00am-5.30pm, which evenings available for team work sessions and social events.

Weeks 5 to 10 Weekly online Webinars and discussions that focus on supporting you as you complete applied assignments.

Our solution-based learning approach means that you will be offered a range of assessments that allow you to demonstrate your ability to apply critical insights and theoretical knowledge to professional practice. You will normally have individual and group tasks during the residential week, followed by take-home applied projects that give you a chance to provide immediate value to your organisation. There are no traditional examinations in this course.

*We also welcome participants who only want to attend the week-long residential seminars, but do not seek to complete requirements for academic credit.

“This course is, in its entirety, a complete ‘recipe’ for editorship. It’s comprehensive, imaginative and, in its e-learning packaging, completely accessible.”

Keith Sutton, past-President, UK Society of Editors

How to apply

Application for postgraduate courses is made online to the University: <https://my.uclan.ac.uk/uclhelp/welcome.html>. The course is classified as part-time, online.

You can get further details on our website at www.ukjournalism.org/leaders or by contacting the programme director François Nel at +44 (0)1772 894730 or leaders@ukjournalism.org or Department of Journalism, University of Central Lancashire, Preston PR1 2HE, United Kingdom.