

# CJEN Bangladesh Strategic Development Plan (2025 to 2030)

*Laying the foundation for a vibrant,  
inclusive, and sustainable network of  
communication and journalism  
educators in Bangladesh.*

30 April 2025

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## 1.0 Executive Summary

The CJEN Bangladesh Strategic Development Plan (2025–2030) lays the groundwork for a vibrant, inclusive, and sustainable network of communication and journalism educators across the country. Developed over a period of seven months, the plan reflects a collaborative and participatory process involving ten virtual consultation meetings—beginning on 18 October 2024—and a culminating in-person workshop held on 11 April 2025.

This strategic initiative was co-facilitated by CJEN Bangladesh Founder Jude William Genilo and Deutsche Welle (DW) Akademie Consultant Sussane Glaeser, with valuable support and participation from Priya Esselborn (Program Director for Bangladesh, India, and Afghanistan), Jimi Amir (Project Coordinator), and Istiaq Nur Muhit (Project Associate).

The document is structured into seven key sections:

- Media Situation in Bangladesh: SWOT Analysis
- The Role of CJEN Bangladesh in Addressing Media Challenges
- Vision, Mission, and Goal Statements
- Program Areas
- Operational Areas
- Governance Structure
- Implementation Plan and Timeline

A total of 27 committed media and journalism educators from across Bangladesh, serving as Executive Committee Members, actively contributed to the formulation of the plan. The names are listed in Section 11 of the document.

By emphasizing strategic governance, inclusive membership engagement, effective communication mechanisms, and financial sustainability, CJEN Bangladesh aspires to emerge as a leading force in promoting academic excellence and professional advancement in communication and journalism education.

## 2.0 Introduction

The Communication and Journalism Educators' Network (CJEN) Bangladesh is a not-for-profit organization committed to shaping the future of journalism, media, and communication education in the country. As the media landscape rapidly evolves—driven by digital transformation, shifting audience behaviors, and rising societal demands—CJEN envisions a responsive and resilient academic community that equips the next generation of media professionals with the skills, ethics, and critical insight necessary to thrive.

CJEN functions as a national platform for collaboration, networking, and knowledge co-creation among educators, researchers, and media practitioners. It plays a critical role in connecting journalism schools across public and private institutions, fostering peer exchange, collective learning, and joint action to advance journalism education that is inclusive, practice-oriented, and attuned to both national and global standards.

Originally catalyzed by the DW Akademie-supported initiative to enhance journalism education in regional universities, CJEN was formally established in 2018 to sustain and scale that collaborative momentum. Since then, it has evolved into a strategic hub for strengthening teaching capacity, promoting research, facilitating curriculum development, and supporting policy advocacy within the field.

This Strategic Development Plan charts CJEN's course for the coming years, focusing on deepening academic-industry linkages, expanding its national and regional network, investing in faculty and student development, and reinforcing its role as a thought leader in media education. With a clear direction, CJEN is committed to contributing to a more informed, equitable, and democratic media ecosystem in Bangladesh.

### 3.0 Media Situation in Bangladesh: A SWOT Analysis

The media landscape in Bangladesh is diverse and rapidly evolving, shaped by political, economic, and technological factors. The country has a vibrant mix of print, broadcast, and digital media, with television being the dominant medium, followed by newspapers and online platforms. However, the industry faces significant challenges, including political influence, financial instability, and rising concerns about misinformation and press freedom. While Bangladesh's media environment remains complex and contested, there is growing momentum for greater transparency, digital transformation, and media education reform. A SWOT Analysis of the media situation in Bangladesh is provided below:

#### Strengths

- **Adoption of Digital Trends:** The Bangladeshi media landscape is evolving by embracing digital tools, which allows quicker adaptation to global trends and audience demands. Media organizations are increasingly prioritizing digital platforms, enabling content reach to expand through online channels and social media.
- **Young Workforce:** With a predominantly young workforce, media outlets benefit from a tech-savvy and adaptive group ready to experiment with new formats and storytelling techniques.
- **AI Integration:** Some media organizations are beginning to utilize artificial intelligence for content creation, data analysis, and audience engagement, enhancing operational efficiency.
- **Improved Investigative Practices:** Investigative journalism is on the rise, with media houses making efforts to dig deeper into social, political, and economic issues, enhancing their role as a watchdog.

#### Weaknesses

- **Loss of Gatekeeping Control and Emergence of Personal Media:** Mainstream media no longer monopolizes news dissemination due to the rise of independent and personal media, making credibility a challenge. Personal media platforms (such as blogs, social media and YouTube channels) dilute

traditional media's influence and present an alternative, often uncontrolled, source of information.

- **Employee Dissatisfaction and Unqualified Hires:** Many media workers express dissatisfaction with low salaries and limited incentives, leading to high turnover and reduced morale within the industry. Media organizations often employ individuals lacking professional media training, affecting the quality of journalism and overall credibility. Gaps in media ethics and professionalism reduce the quality of news coverage and lead to biased reporting and ethical lapses.
- **Gender Discrimination:** Gender disparity remains prevalent, with female media workers often facing discrimination in terms of pay, assignments, and career advancement.
- **Elite-Centric Coverage and Declining Public Trust:** Media content often prioritizes elite voices, sidelining the narratives of marginalized communities, reducing its inclusiveness. As a result, public trust in media has waned due to issues such as sensationalism and perceived bias, making it challenging to maintain a credible reputation.
- **Weak Industry-Academia Linkages:** Insufficient collaboration between media organizations and academic institutions limits the professional development of new graduates and innovations in journalism education.

## Opportunities

- **Expansion to Regional Languages/Districts:** Media outlets have an opportunity to create content in regional languages and districts, broadening their audience base and fostering greater inclusivity.
- **Increased Freedom in Content Creation:** With recent social shifts, media enjoys more flexibility to produce diverse visual and multimedia content, allowing for innovative storytelling. Repressive media laws could be revised, potentially enhancing press freedom and protecting media workers' rights.
- **Multiple News Distribution Channels:** A rise in online channels and social platforms offers expanded reach and engagement opportunities for Bangladeshi media. Increased interest in transmedia offers the chance to create multi-platform narratives that engage audiences in new ways.
- **Business Group Ownership:** The ownership of media houses by business groups could provide financial stability, enabling better technology investment and resource development.
- **International Media Collaboration:** Opportunities for partnerships with international media organizations facilitate knowledge exchange, training, and content sharing.

## Threats

- **AI-Driven Business Model Shifts:** As AI advances, traditional revenue models may be disrupted, forcing media organizations to rethink their approach to sustainability.
- **Legal Constraints and Worker Rights:** Media workers face legal challenges and reduced rights, which may hinder investigative work and foster a climate

of fear within the industry. Fear of backlash and potential legal repercussions lead to self-censorship, compromising the media's role as an independent voice.

- **Social Media Competition:** The rise of social media platforms continues to compete with traditional media, shifting audiences to faster, decentralized information sources.
- **Misinformation and Fake News:** The proliferation of fake news and misinformation poses a constant threat to the credibility and role of traditional media as a trustworthy news source.
- **Decline of Formal Journalism Education:** With the potential shift toward personalized journalism education outside formal universities, the standardization and quality of journalistic training may suffer.

#### 4.0 The Role of CJEN Bangladesh in Addressing the Media Situation

Media and journalism education in Bangladesh is shaped by a rapidly evolving digital landscape, political environment, and industry needs. Journalism programs must adapt to the growing demand for digital and multimedia skills, including social media, AI, data journalism, and transmedia storytelling. At the same time, journalism education operates in a context where press freedom is often challenged, making ethical reporting and critical thinking essential.

Many academic programs struggle to keep pace with industry changes, highlighting the urgent need for curriculum reform. Additionally, inclusivity and diversity in media education must be prioritized to ensure equitable access and foster critical perspectives on representation. As Bangladesh navigates the balance between global journalism standards and local media realities, CJEN Bangladesh plays a crucial role in shaping the future of journalism education, promoting ethical media practices, and equipping professionals with the necessary skills for this rapidly changing landscape.

To address these challenges and opportunities, CJEN Bangladesh has identified three key areas of focus:

- **Media Sector Development.** CJEN aims to enhance the quality, ethics, and accountability of the media industry by: (1) Training regional and community journalists to improve local news coverage; (2) Developing and advocating for ethical standards that media outlets can adopt; (3) Engaging in dialogue with media organizations on ethical challenges and social responsibility; (4) Adapting and localizing media literacy self-assessment tools to align with Bangladesh's needs; (5) Launching initiatives and conferences on gender sensitivity in media; (6) Monitoring media performance, including rating and evaluating journalists based on professional standards.
- **Advancing Media and Journalism Education.** To ensure journalism education remains relevant in an era of digital transformation, CJEN will: (1) Train faculty members on curriculum design and periodic updates to reflect industry changes; (2) Establish minimum standards for journalism and media education programs; (3) Provide capacity-building programs on emerging

media technologies, AI, and data journalism; (4) Facilitate research collaboration and explore funding opportunities for media-related studies; (5) Strengthen partnerships with international organizations for academic exchanges and conferences; (6) Promote resource sharing among universities to enhance co-curricular activities; (7) Advocate for inclusivity and diversity in journalism education to reflect a broader range of voices.

**Strengthening Industry-Academia Collaboration.** CJEN will serve as a communication hub to bridge the gap between academic institutions and media professionals by: (1) Organizing an annual summit for dialogues between educators and industry experts; (2) Monitoring media trends and recognizing outstanding journalists through awards; (3) Maintaining a central repository with key information on the media sector; and (4) Producing white papers and policy briefs to influence national media and communication policies.

By implementing these initiatives, CJEN Bangladesh will play a vital role in modernizing journalism education, reinforcing ethical media practices, and equipping future journalists with the necessary skills to thrive in an ever-changing media landscape.

## 5.0 Vision, Mission, and Goal Statements

### Vision Statement:

CJEN Bangladesh will be the leading platform for Journalism and Communication educators in Bangladesh, dedicated to advancing academic excellence, competence-oriented pedagogy, and innovative and responsible journalism education. CJEN aims to empower the next generation of media professionals, strengthen the role of journalism in democratic societies, and contribute to an inclusive media landscape that fosters informed public discourse and social progress.

### Mission Statement:

CJEN Bangladesh is committed to advancing innovative and responsible journalism and communication education by building a sustainable network of academics, fostering industry-academia collaboration, and promoting research-driven curriculum development. Through capacity building, resource sharing, and advocacy, we empower educators and institutions to nurture forward-thinking media experts, ensuring they are equipped to contribute to an inclusive, ethical, and dynamic media landscape.



## Goal Statement:

Our goals include:

- Strengthening industry-academia partnerships by creating opportunities for knowledge exchange, internships, and collaborative projects with media organizations.
- Promoting evidence-based policy recommendations to bridge academia with industry and amplify diverse and underrepresented voices in media.
- Organizing regular conferences, workshops, training sessions, and mentorship programs to support early-career educators and academic excellence.
- Developing and promoting a standardized curriculum framework that balances academic rigor with industry relevance.
- Establishing a centralized repository of teaching materials, research publications, and digital tools to facilitate resource sharing among member institutions.
- Enhancing the professional development of educators through training, shared resources, and access to research funding.
- Creating a collaborative ecosystem among academic institutions to improve curricula, develop joint research initiatives, expand media literacy outreach, and support faculty development.
- Advancing collaborative research to address key challenges in journalism and communication education.

Through these efforts, CJEN Bangladesh seeks to empower educators, advance journalism education, and contribute to a more ethical, inclusive, and informed media landscape.

## Guiding Principles:

- **Excellence & Integrity** – Upholding the highest academic and ethical standards in journalism education to foster credibility, responsibility, and professionalism.
- **Inclusiveness & Social Responsibility** – Ensuring diversity, equity, and accessibility in media and academia while promoting journalism's role in democratic participation and social change.
- **Innovation & Future-Readiness** – Embracing emerging technologies, digital transformation, and new pedagogical approaches to equip educators and students for the evolving media landscape.
- **Collaboration & Co-Creation** – Strengthening industry-academia partnerships, fostering knowledge exchange, and promoting interdisciplinary cooperation to enhance journalism education.



- **Adaptability & Continuous Learning** – Cultivating a dynamic learning environment that encourages experimentation, agility, and responsiveness to global media challenges and opportunities.
- **Openness & Dialogue** – Encouraging constructive discourse, transparency, and critical thinking to build a more informed and engaged journalism and communication community.

## 6.0 Program Areas

CJEN Bangladesh is committed to strengthening journalism and communication education through four key program areas: Networking and Collaboration, Training and Skill Development, Research and Publication and Resource Material Development. These initiatives aim to bridge academia and industry, enhance professional development, and promote ethical journalism in an evolving media landscape.

**Program Area 1: Networking and Collaboration.** CJEN fosters industry-academia partnerships and strengthens media education through cross-sector collaboration. This includes:

- Organizing national and international conferences on media education and journalism practices.
- Strengthening partnerships with media organizations, academic institutions, and international bodies.
- Facilitating knowledge exchange between journalism educators and media professionals.
- Creating opportunities for collaborative projects, internships, and faculty development programs.
- Serving as a central hub for media literacy outreach and interdisciplinary research initiatives.

**Program Area 2: Training and Skill Development.** CJEN aims to enhance the professional growth of journalism educators and students by providing opportunities for continuous learning and industry engagement. Key initiatives include:

- Organizing professional development workshops, conferences, and training sessions.
- Providing mentorship programs for early-career educators.
- Offering digital media literacy and fact-checking training.
- Supporting industry-academia collaborative training programs.
- Facilitating student mentorship and internship placements.
- Expanding access to research funding and academic excellence programs through various programs, including workshops on project development and proposal writing.

**Program Area 3: Research and Publication.** CJEN fosters advancing collaborative research and evidence-based policymaking to address key challenges in journalism and communication education. This includes:

- Conducting studies on media trends, policies, and journalism education.
- Producing textbooks and learning manuals rooted in the local context.
- Promoting research on digital media, press freedom, and ethical reporting.
- Encouraging faculty and student research initiatives.
- Establishing an academic journal or publication platform for research dissemination.
- Amplifying diverse and underrepresented voices in media by promoting evidence-based policy recommendations.

**Program Area 4: Resource Material Development.** To ensure journalism education balances academic rigor with industry relevance, CJEN focuses on producing and sharing high-quality educational resources. Activities include:

- Developing updated teaching materials on digital journalism, media ethics, and emerging media trends.
- Creating open-access learning resources for journalism students.
- Producing toolkits for fact-checking and combating disinformation.
- Establishing a centralized repository of teaching materials, research publications, and digital tools.
- Promoting a standardized curriculum and pedagogical framework for journalism and media programs.

Through these strategic program areas, CJEN Bangladesh aims to create a dynamic ecosystem where journalism educators, researchers, and industry professionals collaborate to promote ethical journalism, critical media literacy, and a more resilient media landscape in Bangladesh.

## 7.0 Operational Areas

**Operational Area 1: Financial Sustainability.** Ensuring the financial sustainability of the Communication and Journalism Educators' Network (CJEN) Bangladesh is essential for its growth and long-term impact. To achieve this, CJEN Bangladesh will generate revenue through multiple streams while ensuring inclusivity and value for its members. The following are key areas for financial sustainability:

### • Income Source 1: Membership Fees

Membership fees will serve as the primary source of revenue. Membership will be available for both individuals and institutions, with structured rates to reflect different membership categories:

- Senior Faculty (Assistant Professor and above): BDT 2000-2500 annually
- Junior Faculty (Lecturers and equivalent): BDT 1000-1500 annually

- Student Membership: BDT 500 annually (set at an affordable rate to encourage student participation)
- Institutional Membership: More than BDT 10,000 annually, which can be paid either by the university or by its communication, media, or journalism department. Institutional membership includes 5-10 faculty members and 5-10 free student members.
- Early Bird Rates: A discounted membership fee will be available in the first year to encourage initial sign-ups and build a strong membership base.

Membership will be renewed annually. CJEN Bangladesh will clearly outline benefits for both individual and institutional members to maintain strong membership engagement. This includes::

- Public Profile Enhancement: Members' names and expertise will be listed on the CJEN website, increasing their professional visibility.
- Discounted Event Fees: Lower costs for conferences, webinars, and awards.
- Networking & Collaboration: Opportunities to participate in research, publications, and grant writing.
- Exclusive Access: Some webinars, events, and awards will be for members only.

#### · **Income Source 2: Annual Conferences**

CJEN Bangladesh will organize annual conferences, which will not only serve as intellectual hubs but also contribute to financial sustainability.

- Conference attendees will pay registration fees, with CJEN members receiving discounted rates, while non-members pay a higher fee.
- To make the conference financially accessible, funding partners will be sought to provide subsidies, thereby reducing participation costs.
- Additional revenue will come from sponsorships, including:
  - Food partners (catering companies, restaurants)
  - Media partners (sponsoring coverage, hosting panels/sessions)
  - Corporate sponsorships from organizations interested in journalism, media, and communication.

#### · **Income Source 3: High-Impact Webinars**

CJEN Bangladesh will host high-impact webinars on pressing issues, featuring prominent speakers from academia and industry.

- Members will receive free access to exclusive webinars.
- Non-members will pay fees to attend open webinars.
- Funders and sponsors will be sought to cover speaker costs and logistics.

#### · **Income Source 4: Award Giving Initiatives**

CJEN Bangladesh will establish awards to recognize excellence in journalism, media research, and education.

- Sponsorships from faculties, media houses, and other partners will fund the awards.
- Categories will include:
  - Practitioner Awards
  - Researcher Awards
  - Student Awards
  - Book & Media Production Awards
  - Community Contribution/Societal Impact Awards
  - Lifetime Achievement Awards
- Competitive awards, such as Student of the Year or Department of the Year, will require an entry fee.
- A distinction will be made between awards applied for and awards conferred by selection.
- Special awards may be exclusive to CJEN members.

#### · **Income Source 5: Partnerships for Research & Publication Grants**

CJEN Bangladesh will actively seek research and publication grants, allowing members to collaborate on scholarly work.

- Grant writing opportunities will be provided, with junior faculty learning the process and eventually receiving grants for research projects.
- Student involvement in research initiatives will be encouraged.

#### · **Income Source 6: Media Rankings & Competitions**

CJEN Bangladesh will introduce a yearly ranking of media outlets and media products, where organizations will pay an entry fee to participate.

- Rankings will enhance credibility and visibility for participating media outlets.
- This initiative will also generate revenue for CJEN.

#### · **Income Source 7: Accreditation (Future Initiative)**

While accreditation is a potential revenue stream, CJEN Bangladesh is not in a position to engage in this at present. However, as the organization grows, it may explore involvement in accreditation initiatives.

**Operational Area 2: Communication Strategy.** CJEN Bangladesh stands as a pivotal organization dedicated to strengthening media and communication education across the country. Our unique value proposition (USP) lies in our exclusive focus on advancing journalism and communication education in Bangladesh, making us the premier platform for professionals in this field. We are deeply committed to national

development through strategic engagement with both industry and academia, addressing policy-level challenges, and making a tangible impact on society.

· **Communication Strategy 1. Differentiation and Positioning.** CJEN Bangladesh can highlight its uniqueness in three ways:

- **CJEN's Role in Media Education Reform.** At the forefront of reshaping journalism and communication education, CJEN ensures that programs are both academically rigorous and industry-relevant. Through conferences, workshops, and training sessions, we provide opportunities for continuous learning and professional development. Our commitment to media literacy and fact-checking equips educators and practitioners with the tools necessary to succeed in a rapidly changing digital landscape.
- **A Bridge Between Academia and Industry.** CJEN plays a critical role in bridging the knowledge gap between academia and the media industry. Our platform facilitates collaboration and dialogue, empowering educators, researchers, and industry professionals to share insights and work toward the advancement of media education and practice in Bangladesh. By fostering cooperation among academic institutions, we create a network that nurtures personal and institutional growth, allowing the sector to move forward collectively. Beyond education, CJEN actively influences media policies and provides input for law reform. We work to shape policies that impact media freedom, press ethics, and communication in Bangladesh, ensuring that every voice is heard and that the media landscape evolves in line with global standards.
- **Global Connections, Local Impact.** CJEN Bangladesh is well-connected nationally and internationally, fostering a vibrant ecosystem where knowledge, innovation, and professional growth flourish. Our platform enables collaboration and the exchange of expertise, driving the future of media education. We take collective responsibility for national reform processes affecting media policy and communication practices in Bangladesh, ensuring sustainable impact.

· **Communication Strategy 2. Branding and Tagline**

CJEN Bangladesh's brand identity is built on a passion for media education and the power of connection. Our organization thrives on the discovery and sharing of knowledge that drives media education forward. The following taglines reflect our mission (but one or two must be chosen to ensure message consistency):

- "Passion for Media Education"
- "Impacting Communication Policy"
- "Connecting Knowledge"
- "Shaping the Future of Journalism"
- "Journalism of the Future"
- "Shaping Journalism's Future"
- "Educate.Collaborate. Innovate."

- “Every Voice Heard.”

### • **Communication Strategy 3. Online and In-Person Presence**

CJEN Bangladesh engages its members and the broader public through a combination of online, traditional, and in-person communication channels.

#### **Online Channels:**

- Website: Serves as the central hub for information, updates, and membership engagement.
- Social Media: Active presence on Facebook and LinkedIn for community building and professional networking.
- Messaging Platforms: WhatsApp groups and X (formerly Twitter) for real-time updates and discussions.
- Videos: YouTube as a platform for content dissemination, including webinars, expert talks, and educational resources.

#### **Traditional Channels**

- Online Newsletter: A periodic newsletter will keep members informed about CJEN activities, industry trends, policy updates, and upcoming events. This serves as a critical tool for member engagement and thought leadership.

#### **In-Person Channels**

- Executive Member Meetings: Regular strategic discussions among leadership.
- Yearly Conference: A flagship event bringing together educators, researchers, policymakers, and media professionals.
- Training Sessions: Hands-on learning opportunities to enhance teaching methodologies and industry practices.

### • **Communication Strategy 4. Target Audience**

CJEN Bangladesh tailors its communication strategy to reach key stakeholders who can benefit from and contribute to the network:

- Potential Members: Individuals and institutions looking to engage with a professional community in media and journalism education.
- Practitioners: Journalists, educators, and media industry professionals seeking professional development and policy engagement.
- Policy Makers: Government officials and institutional decision-makers involved in shaping media policies and education reforms.

**Operational Area 3: Membership Growth and Engagement.** The Communication and Journalism Educators’ Network (CJEN) Bangladesh is committed to fostering an inclusive, integrative, and dynamic academic and professional community. The membership strategy is designed to ensure broad representation across diverse communication and journalism disciplines while maintaining high academic and professional standards. CJEN's membership strategy is built on five key pillars:

### • **Membership Strategy 1: Inclusive Approach to Communication Study Areas**

CJEN Bangladesh adopts an inclusive framework in selecting communication study areas for membership, ensuring a balance between traditional academic disciplines and evolving practical fields. Eligible fields for membership include:

**Traditional Fields:**

- Journalism Studies
- Media Studies
- Communication for Development (C4D)/Social and Behavior Change Communication (SBCC)
- Communication Studies
- Mass Communication
- Intercultural and Speech Communication, Public Speaking and Rhetoric

**Practical Fields:**

- Social Media Management
- Communication Management
- Film Studies
- Animation
- Artistic (VR, AR, XR) Studies
- Public Relations
- Photography
- Digital/Media Production

By integrating both theoretical and applied aspects of communication studies, CJEN Bangladesh ensures that its membership remains relevant, diverse, and reflective of the evolving landscape of communication education and practice.

· **Membership Strategy 2. Institutional Membership Criteria**

Institutional membership in CJEN Bangladesh is open to a variety of academic and professional entities committed to communication and journalism education. Eligible institutions include:

- UGC-accredited academic programs
- Recognized academic institutions offering communication and journalism education
- Professional affiliates of academic institutions

Additionally, CJEN Bangladesh may expand institutional membership in the future to include:

- Other professional affiliates (conditions to be discussed)
- Institutions offering degree or professional training in communication and journalism, such as the National Institute of Mass Communication (NIMC) and Press Institute of Bangladesh (PIB), even if they are not UGC-accredited.

· **Membership Strategy 3. Individual Membership**



Individual membership is open to educators and professionals dedicated to communication and journalism education. Eligibility criteria include:

- Full-time faculty: Must have taught in a recognized institution for at least one year.
- Adjunct faculty: Must have at least three years of regular teaching experience, with a minimum of one course per year.
- Industry professionals involved in education: Professionals contributing to communication and journalism education in an academic or training capacity may also be considered.

This approach ensures that CJEN Bangladesh remains a hub for experienced educators and industry professionals committed to advancing communication education.

#### • **Membership Strategy 4. Consideration of Additional Membership Types**

CJEN Bangladesh recognizes the need for flexibility in its membership structure. To further enrich its network, the following membership categories are under consideration:

- Honorary Membership: Criteria to be determined for distinguished individuals who have made significant contributions to communication and journalism education.
- Observer Membership: Criteria to be established for individuals or institutions interested in participating in CJEN activities without full membership privileges.

These additional categories will allow CJEN to accommodate diverse contributors while maintaining the integrity and purpose of its network.

#### • **Membership Strategy 5. Inclusion of Communication and Media Researchers**

CJEN Bangladesh acknowledges the critical role of research in communication and journalism education. Therefore, it aims to include communication and media researchers as members. However, specific criteria for researcher membership are yet to be formulated. By welcoming researchers into its membership, CJEN Bangladesh will strengthen its knowledge base, encourage academic inquiry, and promote evidence-based approaches in communication education and practice.

CJEN Bangladesh's membership strategy reflects its commitment to inclusivity, academic excellence, and professional integration. By incorporating diverse study areas, institutional affiliations, individual educators, and research professionals, CJEN Bangladesh aspires to build a robust, interdisciplinary community that advances the field of communication and journalism education in Bangladesh and beyond.

## 8.0 Governance Structure

### · Governance Organ 1: Board of Directors.

CJEN Bangladesh will be governed by a Board of Directors consisting of **8 to 16 elected members**, serving terms of **two years**. The Board will oversee the strategic direction and overall governance of the organization.

#### Board Positions and Responsibilities

- **President:** Provides overall leadership and vision for CJEN Bangladesh, represents the organization in official capacities, presides over Board meetings, and ensures the implementation of policies and programs.
- **Vice President:** Assists the President in duties, oversees specific projects, and acts as the President in their absence.
- **Secretary:** Manages official records, prepares meeting minutes, and ensures smooth communication between Board members and members of CJEN Bangladesh.
- **Vice Secretary:** Assists the Secretary in documentation, correspondence, and administrative duties.
- **Cultural Secretary:** Promotes cultural initiatives and academic collaborations, organizes events, and ensures diversity and inclusion in programs.
- **Treasurer:** Manages financial affairs, prepares budgets, oversees fundraising efforts, and ensures transparency in financial reporting.

Additionally, there will be **three elected representatives from Dhaka division** and **one elected representative from the seven other divisions of Bangladesh**, ensuring regional representation. The seven other divisions are:

1. Barishal
2. Chattogram
3. Khulna
4. Mymensingh
5. Rajshahi
6. Rangpur
7. Sylhet

### · Governance Organ 2. Special Interest Groups (SIGs)

CJEN Bangladesh encourages the formation of **Special Interest Groups (SIGs)** to foster research collaboration and knowledge-sharing among members.

#### Formation and Governance

- At least **25 members** must submit a written petition to the Board, justifying their request and outlining the objectives of the proposed SIG.
- Upon Board approval, the SIG members will elect a **Chair and Vice-Chair** to lead the group.
- The Board reserves the right to **dissolve a SIG if inactive for two years**.

- The Board may require SIG members to pay an **additional fee**, which will serve as a **seed fund** for SIG activities.

### • Governance Organ 3. Secretariat

The Secretariat will manage the **day-to-day operations** of CJEN Bangladesh, ensuring efficient execution of programs and services.

### Secretariat Positions and Responsibilities

- **Secretary General:** Oversees Secretariat operations, implements Board decisions, manages internal and external communications, and ensures organizational efficiency.
- **Deputy Secretary General:** Supports the Secretary General in administrative duties and assumes leadership responsibilities in their absence.
- **Finance Officer:** Manages financial transactions, prepares financial reports, maintains records, and ensures compliance with financial regulations.
- **Technical Officer:** Handles technological infrastructure, manages the organization's website, supports digital communication, and ensures cybersecurity measures.

This governance structure ensures **effective leadership, member engagement, and strategic growth** for CJEN Bangladesh.

## 9.0 Implementation Plan and Timeline

### Phase 1: Foundation and Structuring (First & Second Year)

**Objective:** Establish CJEN Bangladesh as a functional entity with clear governance, membership structure, and communication strategy.

1. **Registration as an Entity:**
  - Determine the most appropriate legal status (e.g., as a professional association, nonprofit, or academic society).
  - Complete registration with relevant government or regulatory bodies.
  - Develop bylaws, mission, and vision statements.
2. **Governance:**
  - Form an interim Board of Directors with key academic representatives.
  - Define roles and responsibilities of office bearers, ensuring their transparency and accountability.
  - Establish a secretariat.
  - Institutionalize annual reports.
3. **Membership Development:**
  - Launch initial membership drive for institutional and individual members.
  - Define clear membership categories and eligibility criteria.
  - Develop a membership database and registration system.
4. **Communication Strategy:**
  - Set up official communication channels (website, email, social media, newsletters).

- Organize an inaugural meeting/conference to introduce CJEN and engage stakeholders.
- Establish relationships with academic institutions, media organizations, and professional bodies.

**5. Finances:**

- Create a membership fee structure for sustainability.
- Seek seed funding from institutions, grants, or partners.
- Open a bank account and set up transparent financial management procedures.

**Phase 2: Expansion and Institutional Strengthening (Third & Fourth Year)**

**Objective:** Strengthen governance, expand membership, and enhance credibility.

**1. Governance:**

- Conduct democratic elections for Board of Directors.
- Develop policies on ethics, member conduct, and institutional collaboration.
- Establish specialized committees (e.g., research, training, finance).
- Solicit the formation of a few Special Interest Groups.

**2. Membership Growth:**

- Expand membership categories (including professional affiliates and researchers).
- Launch membership benefits (e.g., workshops, networking opportunities, recognition programs).
- Partner with international academic and professional associations for knowledge exchange.

**3. Communication and Outreach:**

- Strengthen digital presence with an interactive website, webinars, and online resources.
- Develop a quarterly journal or publication highlighting research and best practices.
- Organize annual academic and professional conferences.

**4. Financial Sustainability:**

- Introduce institutional membership fees and corporate sponsorships.
- Apply for research grants and partnerships with donor organizations.
- Monetize training programs and workshops.

**Phase 3: Consolidation and Long-term Impact (Fifth & Sixth Year)**

**Objective:** Establish CJEN Bangladesh as a premier academic and professional network.

**1. Governance & Institutionalization:**

- Implement a long-term strategic plan aligned with global communication trends.
- Strengthen governance mechanisms through periodic policy reviews.
- Expand advisory and executive leadership with national and international experts.

**2. Membership Excellence:**

- Develop accreditation mechanisms for member institutions.
  - Expand individual membership to include global professionals and academics.
  - Introduce awards and recognition programs for contributions to communication education.
3. **Enhanced Communication & Knowledge Sharing:**
- Develop a research repository and online learning platform.
  - Launch partnerships with global institutions for collaborative research and training.
  - Establish regional chapters across Bangladesh for local engagement.
4. **Financial Independence & Sustainability:**
- Diversify revenue streams through publications, consultancy, and paid training programs.
  - Build an endowment fund for long-term financial security.
  - Foster industry partnerships for research and development funding.

This phased approach ensures CJEN Bangladesh grows from a foundational entity into a sustainable, impactful organization. The first two years focus on legal establishment and governance, the next phase strengthens membership and credibility, and the final stage consolidates its position as a leading academic and professional network.

## 10.0 Conclusion

The strategic development plan for CJEN Bangladesh lays the foundation for a dynamic, inclusive, and sustainable network of communication and journalism educators. By prioritizing structured governance, robust membership engagement, effective communication, and financial sustainability, CJEN Bangladesh aims to become a leading platform for academic and professional excellence in communication studies.

Now is the time for our organizational stakeholders—academics, media professionals, institutions, and industry partners—to actively contribute to this vision. CJEN Bangladesh invites you to join us in shaping the future of communication education in the country by participating in our initiatives, sharing your expertise, and fostering collaboration. Together, we can build a stronger, more inclusive academic community that drives innovation and excellence in the field.

## 11.0 CJEN Bangladesh Executive Committee

To complete the Strategic Development Plan (2025 to 2030), CJEN Bangladesh Executive Committee members participated in ten consultation meetings from October 2024 to February 2025. The meetings were facilitated by Deutsche Welle Akademie Consultant Susanne Glaeser and CJEN Bangladesh Founder Jude William Genilo. The executive committee members who participated were as follows:

- Jude William Genilo, CJEN Bangladesh (Founder)
- Nadia Rahman, Bangladesh University of Professionals

- Rani Ramos, AIUB
- Farzana Tasnim, Khulna University
- Md. Belal Hossain, Comilla University
- Rezwan Ul Alam, NSU
- Mahady Hasan, ULAB
- Md. Aminuzzaman, ULAB
- Yasir Silmy, BGC Trust University
- Sarkar Barbaq Quarmal, ULAB
- Sarwar Kamal, BGC Trust University
- Shazzad Hossain, ULAB
- Jewel Das, Port City University
- Samiya Asadi, Stamford University
- Mosharraf Hossain, Stamford University
- Tania Sultana, Stamford University
- Naziat Choudhury, RU
- Prashanta Kumar, Port City University
- Muhammad Naim Uddin, BGC Trust University
- Jillur Rahman Paul, Jatiya Kabi Kazi Nazrul Islam University
- Mehnaz Hoque, Jagannath University
- Muhammad Abdul Kader, ULAB
- Jessica Tartila, IUB
- Shameem Reza, DU
- Shariful Islam Imshiat, NSU
- SM Imran Hossain, DU
- Nazia Afrin, ULAB
- Shariful Islam, Khulna University