

# Learning

Journalists cover a wide range of subjects, sometimes with imperfect mental maps of those subjects. How do you create and encourage ongoing learning?

## Karen Jurgensen

In the journalism world, we have not focused as much on training as some other industries have. I think we suffered as a result.



We are trying to turn ourselves into an organization of continuous learning and self-evaluation, improving skills and building knowledge. (Through) USA TODAY University, we require eight hours of training a year for each employee. In some cases, it's directed training.

We will say, you need to learn some more of the basics about *USA TODAY*. I want you to take a class in bullets. Bullets are those little things that we put at the beginnings of paragraphs. They are really very important to the structure of the story if it's the kind of story that needs [them].

We use USA TODAY University as a way to build our ability to do our computer-assisted reporting. The curriculum is based on what our needs are, what we need to make happen at any given time.

## Steve Isenberg

Here's my advice to every (journalism dean), and I hope you'll share it with your faculty, fellows and senior members of your academic administration: Be part of your whole institution.

Our journalism schools are not connected with schools of management, schools of health, schools of environment, schools of business or schools of law. Yet they're within these universities. There is no rich interchange and exchange — and if you're doing it, please send me a note at home; I apologize. ...

Think about this: The reporters you produce are going to go out in the world, and they're not going to be writing aimless articles on journalism. They're going to be writing about health care, legal issues, business issues and education. They're going to be writing about all kinds of things which your campus has in centers of learning and expertise. Now what are you doing to connect them — to give them some early entry-point into that?