

SCHOOL OF JOURNALISM AND BROADCASTING

Mission

The School of Journalism and Broadcasting at Oklahoma State University leads the communication industry through teaching, research and outreach and develops students through a program of liberal arts and sciences and professional preparation.

Vision

The School of Journalism and Broadcasting at Oklahoma State University will be recognized as a national leader by:

- Providing professional education for mass and specialized communication;
- Developing academic programs appropriate for the future needs of the professions in mass and specialized communication;
- Engaging in scholarly research and professional and creative activities.

Core Values

Diversity—We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds. We are committed to promoting diversity within the School.

Integrity—We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service—We believe that serving others is a noble and worthy endeavor.

Intellectual Freedom—We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge. We are committed to academic freedom.

Excellence—We seek excellence in all our endeavors, and we are committed to continuous improvement. We are committed to outstanding research, scholarly, and creative activity, and effective high-quality teaching.

Stewardship of Resources—We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal 1: Achieve significant increase in internal and external resources.

Critical Success Factors:

- Hiring of full-time development director for the School no later than Spring 2005
- Generate funding from external sources of \$2.5 million beyond state support in the next 5 years
- Generate funding of \$2.5 million for graduate education endowment in the next 5 years
- Establish 5 full-time and 10 half-time graduate assistant teaching positions
- Obtain financial and in-kind support through exclusive licensing and sponsorship agreements
- Involve School's Director in planning of any major fund-raising campaign organized by the University

Objectives:

Objective 1.1: Hire full-time, in-house development director for the School.

Strategies:

- The School's Director will develop proposal for creating and funding of full-time, in-house development director.
- Identify responsibilities of development director position by end of Fall semester 2004.
- Proposal is finalized by end of Fall semester 2004 for review by the School's faculty.
- Position filled by end of Spring semester 2005.

Objective 1.2: Establishment of endowment for graduate education.

Strategies:

- Develop greater cohesion in working with University Development office.
- Obtain list of present donors and dollar value of one-time or on-going donations.
- Work with University Development to identify additional potential donors.
- Appoint ad hoc committee to identify aspects of the School's program appropriate for naming opportunities.

Objective 1.3: Explore all means of securing financial and in-kind support of the School beyond state funding sources.

Strategies:

- Develop greater cohesion in working with University Development office.

- Obtain list of present donors and dollar value of one-time or on-going donations.
- Work with University Development to identify additional potential donors.
- Appoint ad hoc committee to identify aspects of the School's program appropriate for naming opportunities.
- Seek to identify specific research interests to facilitate application for outside grants and in-kind support.

Goal 2: Promote excellence and achieve national prominence in undergraduate and graduate education.

Critical Success Factors:

- Obtain professional estimate for cost of constructing and equipping new School of Journalism and Broadcasting facility
- Funding is secured and construction is started on new School of Journalism and Broadcasting facility
- Review of School's name, future academic mission, and degree programs—process for implementing any identified modifications is completed
- Course offerings of various undergraduate sequences and graduate program are consistent with standards established by Accrediting Council on Education in Journalism and Mass Communication
- Changes in School's academic mission and degree programs are consistent with standards established by Accrediting Council on Education in Journalism and Mass Communication
- Continual review of content and required performance level on School's Language Proficiency Exam required for acceptance into undergraduate degree program
- Establish regularly scheduled evaluation by School's faculty of all courses and sequences in undergraduate and graduate program
- Establishment of multi-disciplinary Ph.D. degree programs in association with other University academic departments
- Increasing enrollment in graduate program by 5% annually
- Increase recruitment of qualified students from under-represented demographic groups into undergraduate and graduate program
- Continual review of minimum combined GRE score for students entering the School's graduate program
- Advocate culture within School that promotes working ethically in pursuit of truth, accuracy, fairness, and diversity
- Interaction with media professionals to determine current trends in media
- Incorporation of latest media technologies and professional practices in academic courses
- Add one or more international programs for students
- Increase number of students participating in international programs by 5%
- Forge greater partnership with University's Career Services Office in offering student programs
- Encourage student submissions of articles and/or creative works in regional media outlets
- Collaborate with *Daily O'Collegian* staff on planning for expanded and modernized newspaper facility as part of the School's new building
- Make KXZY campus radio available over the Internet
- Regularly scheduled student-produced programs are carried on Stillwater cable television system and other outlets
- Establish new display area for student work through remodeling in existing building by Fall 2005 and allocating space to recognize student work in new building
- Maximize number of hours Mac labs in building are open to students

- Achieve 15% increase in number of students attending media-related professional and academic programs
- Emphasis on student participation in competitions sponsored by professional and academic organizations
- Increase applications submitted by students for national and international scholarship competitions
- Increase amount of scholarships awarded through the School by 25% over the next 5 years

Objectives:

Objective 2.1: Secure administration support, funding, and location for new Journalism and Broadcasting academic building on the OSU-Stillwater campus.

Strategies:

- Gather data in 2004-05 concerning the current structural condition and technological capability of Paul Miller building.
- Gather data in 2004-05 concerning immediate and future space needs for School.
- Gather data in 2004-05 concerning projected future student enrollment in School.
- Incorporate findings of School's committee studying long-range academic mission into data collected.
- Gather data in 2004-05 from other schools with similar programs regarding construction of new facilities.
- Identify procedures followed by the University for construction of new academic buildings.
- Identify procedure to secure estimate for cost of constructing and equipping new building for the School.
- Identify and implement process for securing funding of new building.
- Utilize communication committee to promote facility needs to the University community, alumni, and the citizens of Oklahoma.

Objective 2.2: Review and determine the School's long-term academic mission and necessary revisions in degree programs.

Strategies:

- Appointment of ad hoc committee during 2004-2005 school year to examine the School's long-term academic mission.
- Examination of all relevant literature regarding future trends in field of mass communication.
- Examination of trends among other colleges and universities with programs and missions comparable to OSU.
- Phase-in of any recommendations following 2005-2006 AEJMEC accreditation process.

Objective 2.3: Explore desirability and feasibility of a name change based on School's future academic mission.

Strategies:

- Conduct formal review of potential name change for School pending completion of academic mission review (2005-06).
- Gather input from outside individuals and organizations with an interest regarding the current School name.

Objective 2.4: Increase quality of students entering undergraduate and graduate education programs.

Strategies:

- Continual review of content and required performance level on School's Language Proficiency Exam for undergraduates entering the program.
- Continual review of required minimum score on GRE for admission into Graduate School.

Objective 2.5: Continual evaluation of the School's curriculum.

Strategies:

- Establish yearly faculty retreat for discussion of current and future curriculum concerns.
- Meet regularly with industry professionals to discuss new directions in communication fields.
- Enhancement of exit surveys of graduating seniors, including the use of focus groups to address curriculum topics.
- Enhancement of alumni surveys five years after graduation to address curriculum topics.

Objective 2.6: Enhance curriculum through adoption of new technology and practices in the field.

Strategies:

- Identify relevant trends regarding use of new technology in mainstream and trade publications.
- Identify relevant trends regarding use of new technology through interviews with industry leaders.
- Continue seeking grants and in-kind donations to update existing technology used in School.

Objective 2.7: Increase involvement in international study and teaching programs.

Strategies:

- Encourage individual faculty to obtain grants for international study and teaching opportunities.
- Develop inter-disciplinary educational courses with other University departments.
- Develop new 4-week international courses for credit within the School.
- Establish closer working relationship with School of International Studies.
- Identify and encourage members of School's faculty to seek appointment to the School of International Studies.

Objective 2.8: Maintain highest sustainable enrollment in School's undergraduate program.

Strategies:

- Seek additional faculty lines commensurate with 100% growth in School's enrollment since 1999.
- Seek additional financial support for graduate students to establish more teaching assistant openings.
- Encourage faculty outreach to area secondary school teachers and students.
- Explore options for on-line undergraduate courses offered by the School.

Objective 2.9: Seek increased diversity among students in School's undergraduate program.

Strategies:

- Develop ties with University's International Studies program to identify potential undergraduate students.
- Promote use of School's Web site as information source among prospective undergraduate students.
- Examine opportunities for new areas of academic emphasis that would increase diversity in School's undergraduate program.

Objective 2.10: Increase number and diversity of students enrolled in graduate program.

Strategies:

- Develop ties with University's International Studies program to identify potential graduate students.
- Identify educators and mid-career professionals for recruitment into graduate program.
- Explore offering graduate on-line courses for credit.
- Explore offering weekend graduate courses.
- Enhance financial assistance for graduate students working as teaching assistants in the School.

Objective 2.11: Continual evaluation of the School's graduate degree courses.

Strategies:

- Establish yearly graduate faculty retreat for discussion of current and future curriculum concerns.
- Meet regularly with professionals to discuss new directions in graduate education.
- Enhancement of exit surveys of students completing graduate studies, including the use of focus groups to address curriculum topics.
- Enhancement of alumni surveys five years after graduation to address curriculum topics.

Objective 2.12: Enhance career services component.

Strategies:

- Continue working with Office of Career Services in promoting activities and services available to students.
- Facilitate interaction between Office of Career Services and student organizations within the School.

Objective 2.13: Promote student-produced content for media outlets.

Strategies:

- Identify media outlets willing to distribute student produced articles, programs, and other creative works.
- Develop streaming capabilities on the School's Web site for student-produced programs.
- Develop area on School's Web site to promote outstanding print work generated by students.
- Fund transition of campus radio KXZY into an Internet radio operation.

Objective 2.14: Develop academic courses in specialized fields of journalism.

Strategies:

- Offer yearly courses concentrating in specialized fields of reporting including, but not limited to, health, business and finance, education, and politics.

Objective 2.15: Create new academic emphasis in sports journalism and promotion.

Strategies:

- Study need and feasibility for sequence as part of review of the School's academic mission.

- Identify School and University courses that would be appropriate for proposed sequence.
- Identify additional courses that would be created for proposed sequence.
- Identify opportunities to work with University's athletic department and other academic departments in developing and offering sequence.

Objective 2.16: Increase student participation in professional organizations and competitions.

Strategies:

- Further integration of student organizations and curriculum within the School.
- Improve communication with students regarding opportunities for participation in professional organizations and competitions.

Objective 2.17: Increase lab accessibility to students.

Strategies:

- Seek funding for staffing to maintain additional lab hours.
- Explore security measures that would allow unsupervised, but secure, use of lab facilities.

Objective 2.18: Provide in-building display to showcase outstanding student projects.

Strategies:

- Identify individual to serve as webmaster for School's web page.
- Recognition of outstanding student achievements through School's newsletter.
- Placement of outstanding writing and creative design samples by undergraduates on the School's Web site.
- Streaming of outstanding audio-visual content by under-graduates on the School's Web site.
- Utilization of bulletin boards and display cases within Paul Miller building (or new facility) to showcase recent achievements of students and organizations within the School.
- Make use of other University facilities to promote achievements of School's students.

Objective 2.19: Promote student participation in scholarship competition.

Strategies:

- Increase funding for scholarships awarded through the School by 25% over the next 5 years.
- Improve communication with students regarding opportunities to apply for scholarships offered by the School.

Goal 3: Expand number and diversity of staff and tenure-track faculty.

Critical Success Factors:

- Establish two new endowed chairs with the School
- Increase endowment funds for two existing endowed chairs to adequate funding levels
- Generate \$300,000 to fully fund each of the new endowed chairs
- Hiring of one additional staff member aiding in academic services
- Seek to increase diversity of faculty and staff

Objectives:

Objective 3.1: Increase the number of endowed chairs.

Strategies:

- Establish 2 new endowed chairs.
- Fund-raising to be coordinated by in-house development person or other individual identified within School.
- Examine use of endowed chair to address specific issues in Mass and Specialized Communication.

Objective 3.2: Hire staff member to assist in academic and career services within School.

Strategies:

- Identify responsibilities and duties of position.
- Seek funding for creation of position.

Objective 3.3: Seek to increase diversity of staff and tenure-track faculty.

Strategies:

- All open positions are publicized in relevant trade publications.
- All open positions are publicized to all relevant professional organizations.

Goal 4: Support faculty and graduate student research.

Critical Success Factors:

- Regular submission of research and creative projects by faculty to national and international academic and professional conferences is encouraged
- Regular submission of research and creative projects by faculty for publication in books and academic and professional journals is encouraged
- Benchmark established for yearly output of faculty research and creative activities
- Support provided for faculty seeking research and creative project grants
- Greater collaboration with University's office of Research
- Faculty members are compensated for all expenses and travel to attend national and regional conferences to present research and creative works
- Faculty members are compensated for all expenses and travel incurred in conjunction with service as an officer or conference organizer in national and/or regional academic and professional associations
- Graduate students are compensated for all travel when presenting research at one national or international academic conference per year
- Establish 4 full-time equivalent research assistant positions to be filled by graduate students

Objectives:

Objective 4.1: Establish benchmark for yearly research and creative activities by School's faculty.

Strategies:

- Begin monitoring yearly output of departmental research and creative activities (including, but not limited to, books, journal publications, conference participation, and creative projects) in 2004-05.
- Establish benchmark of five-year rolling average of departmental research and creative activities.
- Implement benchmark in 2008-2009.

Objective 4.2: Obtain funding to provide full reimbursement for travel and expenses associated with faculty and graduate student research and publication.

Strategies:

- Allocate portion of outside funding for the School to fund reimbursement for travel and expenses associated with faculty and graduate student research and publication.
- Allocate greater portion of state funding for School to fund reimbursement for travel and expenses associated with faculty research and publication.
- Review and revise procedures used to provide reimbursements for travel and expenses for the School's faculty and graduate students.

Objective 4.3: Allocate department resources to aid in applications for grants funding faculty and student research.

Strategies:

- Allocate portion of outside funding for the School to provide resources aiding faculty and student research grant requests.
- Review and revise procedures used to provide reimbursements for aiding faculty and student research grant requests.
- Allocate portion of staff and student labor work time to assist in processing of grant applications.
- Obtain funding to create 4 full-time equivalent research positions filled by graduate students.

Goal 5: Support faculty and staff professional training.

Critical Success Factors:

- Sufficient funding is available to provide full reimbursement of expenses and travel for faculty and staff associated with training
- Sufficient funding is available to bring professional trainers to campus
- Sufficient funding is available for department subscriptions to professional journals

Objectives:

Objective 5.1: Obtain funding to provide full reimbursement for costs associated with professional training activities for faculty and staff.

Strategies:

- Allocate portion of outside funding for the School to provide full reimbursement for costs associated with professional training activities for faculty and staff.
- Review and revise procedures used to provide reimbursements for costs associated with professional training activities for faculty and staff.

Objective 5.2: Obtain funding to provide full reimbursement for conference fees and membership dues associated with professional development activities for faculty and staff.

Strategies:

- Allocate portion of outside funding for the School to provide reimbursement of conference fees and membership dues associated with faculty and staff professional development activities.
- Review and revise as needed procedures regarding reimbursement for conference fees and membership dues for faculty and staff.

Objective 5.3: Obtain funding for bringing professional trainers on media equipment and skills to campus.

Strategies:

- Allocate portion of outside funding for the School for cost of bringing professional trainers to Stillwater campus.
- Establish procedures used for allocating funding to bring professional trainers to Stillwater campus.
- Identify opportunities to collaborate with other University departments on professional training.

Goal 6: Enhance image of School of Journalism and Broadcasting.

Critical Success Factors:

- Development of marketing plan for School in conjunction with University's overall marketing plan
- Continue documenting monetary support of School's alumni and outside sources
- Continue documenting in-kind gifts provided by School's alumni and outside sources
- Continue documenting participation of School's alumni and other professionals in academic classes and other extra-curricular activities
- Continuous updating of School's Web site
- Continue using Web site for interaction with alumni and professionals
- Begin documenting number of hits on School's Web site
- Continue traditional School-sponsored events (including Paul Miller Lecture, Varsity Revue)
- Begin documenting alumni response to direct mailings by the School
- Establishment of undergraduate mentoring program with participation by School's alumni
- Complete review of structure and goals for Professional Advisory Council and increase Council's participation in School by end of 2004-2005 academic year

Objectives:

Objective 6.1: Increase involvement of alumni and other professionals in the School of Journalism and Broadcasting.

Strategies:

- Invite participation by alumni and other professionals in campus workshops and lectures for undergraduate and graduate students.
- Coordinate involvement of guest speakers in undergraduate and graduate classes prior to the start of each semester.
- Promote use of School's Web site by alumni.

Objective 6.2: Seek better utilization of talent and experience of the School's Professional Advisory Council.

Strategies:

- Assign specific functions to School's Professional Advisory Council.
- Increase frequency of communication with Advisory Council members.
- Identify means of communicating more effectively with Advisory Council members.

Objective 6.3: Maintain communication with School of Journalism and Broadcasting alumni.

Strategies:

- Status of School's communication committee elevated from ad hoc to standing committee.
- Maintain regular publication of School's newsletter.
- Begin documenting alumni response to direct mailings by the School.
- Greater utilization of the School's Web site.
- Continuous updating of information on the School's Web site.
- Begin documenting number of hits on School's Web site.

Objective 6.4: Develop student-alumni mentoring program.

Strategies:

- Identify students, alumni interested in participation with mentoring program.
- Examine means of expanding existing shadow programs for students.

Objective 6.5: Maximize use of all forms of media to communicate and promote the School's programs and goals.

Strategies:

- Regular contact with Administration, Public Information Office, and College leaders on campus regarding activities within the School.
- Generate more news releases regarding faculty and student activities and accomplishments within the School.
- Installation of multi-media kiosk for visitors in Paul Miller building.

Objective 6.6: Document support of School by alumni and outside sources.

Strategies:

- Continue documenting monetary support from School's alumni and outside sources.
- Continue documenting in-kind gifts provided by School's alumni and outside sources.

Objective 6.7: Sponsor events that enhance image of School.

Strategies:

- Continue support of traditional School-sponsored events including the Paul Miller Lecture and Varsity Revue.
- Continue telecast of University's Homecoming parade.

Goal 7: Achieve growth in enrollment and programs at OSU-Tulsa.

Critical Success Factors:

- Achieve enrollment of 50 JB students at OSU-Tulsa by Fall 2005 and 100 by Fall 2009
- Addition of faculty member to accommodate future growth in OSU-Tulsa program
- Coordinate with faculty and administrators of Tulsa Community College in order to better prepare students for admission to OSU-Tulsa
- Increase diversity of students enrolled at OSU-Tulsa

Objectives:

Objective 7.1: Growth in enrollment at OSU-Tulsa.

Strategies:

- Position OSU-Tulsa as premier choice for students seeking degrees in advertising and public relations in Tulsa.
- Examine need for offering JB 2003 evening course at OSU-Stillwater as academic option for Tulsa students.
- Highlight OSU-Tulsa programs on School's Web site.
- Strengthen existing relationship between the School and Tulsa Community College.
- Continuously update information regarding School's entrance requirements and curriculum for Tulsa Community College faculty and staff.
- Encourage Tulsa Community College faculty and staff to utilize School's Web site for information.

Objective 7.2: Increase diversity of OSU-Tulsa student body.

Strategies:

- Promote use of School's Web site as information source among prospective undergraduate students.
- Work with Tulsa Community College faculty and staff to identify potential students from under-represented demographic groups.

Objective 7.3: Increase quality of students entering OSU-Tulsa.

Strategies:

- Promote importance of School's Language Proficiency Exam to Tulsa Community College students.
- Offer more information to Tulsa Community College students about Language Proficiency Exam through the School's Web site.
- Work with OSU-Tulsa writing center in providing tutoring to improve language skills.

- Develop and offer non-credit writing course for interested students at OSU-Tulsa to improve language skills.
- Encourage Tulsa Community College faculty to develop academic course equivalent in content and scope of OSU-Stillwater JB 2003 course.
- Encourage Tulsa Community College faculty to adopt text, course materials, and teaching strategies comparable to JB 2003 offered at OSU-Stillwater.
- Continue on-going communication with Tulsa Community College about improving student language skills.

Goal 8: Continue existing and develop additional outreach programs and initiatives.

Critical Success Factors:

- Identify programming appropriate to constituent audiences including, but not limited to, media professionals, secondary educators, other scholars and researchers, and citizens of Oklahoma
- Sponsor outreach programs on topics of significant social and economic importance
- Maintain demographic information on attendees at all School-sponsored outreach events
- Produce and distribute creative works on issues and topics of importance to constituents of the School, University, and the citizens of Oklahoma
- Establish benchmark for number of yearly outreach programs and initiatives sponsored by the School
- Creation of Speakers Bureau within School to serve community and professional organizations
- Solicit grants and in-kind support of \$100,000 over next five years from outside sources in support of School-sponsored outreach programs
- *The Daily O'Collegian* surveys Stillwater residents to identify ways of better serving needs of the community through its news reporting
- Explore ways to assist other University departments in developing strategies to communicate with their constituencies
- Explore ways to assist other University departments in developing strategies for marketing their research findings to desired constituencies

Objectives:

Objective 8.1: Develop and schedule outreach programs on topics of significant social and economic importance to School, University, and citizens of Oklahoma.

Strategies:

- Identify topics or issues of significant social and economic importance.
- Collaborate with other University departments in identifying significant topics or issues.
- Develop strategy for best addressing identified topics or issues through an outreach program.
- Utilize knowledge and research interests of faculty.
- Place special emphasis on challenges faced by minorities and members of demographic categories particularly affected by such issues.
- Emphasize commitment to diversity in public relations and marketing material prepared by School in association with outreach programs.
- Solicit \$100,000 in outside support in the form of grants and in-kind support for outreach programming.
- Maintain record of demographic participation in School's outreach program.

Objective 8.2: Establish benchmark for number of yearly outreach programs and initiatives sponsored by the School.

Strategies:

- Begin monitoring number of outreach programs and initiatives including, but not limited to, conferences, seminars, informational talks, and creative works in 2004-05.
- Establish benchmark of five-year rolling average of departmental outreach programs and initiatives in 2008-2009.

Objective 8.3: Creation of speakers bureau within the School.

Strategies:

- Identify specific topics of expertise of School's faculty and graduate students.
- Identify current research of School's faculty and graduate students.
- Promote availability of School's faculty to speak to community and professional organizations.

Objective 8.4: Assist other University departments in their outreach efforts.

Strategies:

- Offer benefit of faculty expertise and student assistance to other University departments in helping develop strategies to communicate with their constituencies.
- Offer benefit of faculty expertise and student assistance to other University departments in helping develop strategies for marketing their research findings to desired constituencies.
- Offer benefit of faculty expertise and student assistance in facilitating communication and marketing strategies for technology transfer to the private sector.
- Examine creation of in-house, student-run marketing/promotions agency.

Objective 8.5: Encourage *The Daily O'Collegian* to conduct survey within community of Stillwater.

Strategies:

- Survey residents to identify ways of better serving local residents through its news reporting.