

**Center for Integration and Improvement of Journalism
San Francisco State University**

Strategic Plan 2005-2008

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Strategic Plan 2005-2008

I. EXECUTIVE SUMMARY

Founded in 1990 by Betty Medsger, the Center for Integration and Improvement of Journalism believes that accurate and responsible journalism reflects the changing demographics of the society it serves. CIIJ develops programs and conducts research aimed at recruiting, retaining and revitalizing journalism and journalism educators. We seek to make journalism more inclusive from the classroom to the newsroom.

CIIJ is a nonprofit 501(c)(3) organization within San Francisco State University's Department of Journalism. Though funded in part by the University, CIIJ also secures support for its activities through private sources, corporations, foundations and individuals, and works in a collaborative effort with many journalism organizations nationwide.

Since 1990, the fundamentals of newsgathering have remained the same but the field of journalism has changed dramatically. Rapidly shifting demographics, the technology boom, the blurred lines of "infotainment," consolidation, the explosion in methods of content delivery and issues of ethics have brought renewed attention to journalism's role in a democratic society.

In response to these and other timely issues, CIIJ's vision now encompasses an approach much broader than simply placing people of color in newsrooms. It is CIIJ's desire to better understand the relationship among journalism, diversity and civic engagement and promote the idea that these issues affect the credibility and the financial health of the journalism industry. We wish to explore many questions: How does a journalist's predisposition about culture and community impact the final product? How do we ensure that diverse communities are understood by a diverse group of journalists? What constitutes "fair and accurate" journalism for a multicultural democracy? What are the products and practices that best promote increased understanding of constituencies and ensure excellence in the field? How does each of these issues affect news media audiences and the financial well being and credibility of the news media industry?

Over the next four years, CIIJ's mission is to answer these questions by developing programs and conducting *research* aimed at *recruiting*, *retaining* and *revitalizing* journalism and journalism educators. These are the *Four Rs* of the Journalism Pipeline. Specifically, we intend to work in four areas:

- 1) Build our capacity as a physical and virtual hub -- a community -- where budding journalists, educators and professionals come together to discuss issues of diversity, trends, culture and demographics as they relate to a flourishing democracy and affect the business side and credibility of journalism;

- 2) Create exceptional training opportunities for students and educators on the West Coast;
- 3) Provide unsurpassed research in the fields of diversity, demographics and cultural trends as related to news dissemination; and
- 4) Integrate CIIJ activities with curriculum development in order to strengthen the pipeline between students' educational experiences and professional aspirations.

When CIIJ began its work in 1990, its mission was to advocate for and place more people of color in newsrooms and to promote improved news media coverage of underrepresented communities and issues. CIIJ's activism was realized in quantifiable successes, as well as qualitative achievements. During the last 15 years, some CIIJ milestones include:

- Securing internal financial support from San Francisco State University and external grants from alumni, foundations and corporations
- Helping journalism expand its definition of diversity by creating a three-unit Cultural Diversity and US Journalism Course to replace the one-unit Ethnic Diversity and US Journalism Course
- Advancing the tenet that diversity is good for the news media's financial health
- Raising the profile of SFSU's Journalism Department as a prominent feeder school for the nation's newsrooms, especially by providing a steady pool of well-trained journalists of color
- Through its nationwide activities with members of UNITY, developing platforms for collaboration among journalism students, educators, professionals and activists that encourage critical dialogue regarding diversity in journalism
- Publishing timely and relevant materials such as the *Media Guide to Islam*, the *Reading Red Report* and *Jayson Blair 101*

II. BACKGROUND AND DESCRIPTION OF PURPOSE

A. History

The Center for Integration and Improvement of Journalism was established in 1990 by former San Francisco State University Journalism Chair Betty Medsger. (See Appendix A, Letter from Betty Medsger.) CIIJ was charged with the responsibility to develop model programs that (1) recruit and train ethnic minorities for careers in journalism, and (2) promote improved news media coverage of minority communities and issues. CIIJ's work is viewed in the context of the journalism pipeline: The breadth of journalists ranging from the young student with an informal interest in the field, the undergraduate journalism major, the young professional, and finally, the successful and seasoned

professional. The basis of our programming is known as the *Four Rs of the Journalism Pipeline: Recruitment, Retention, Revitalization and Research*.

Recruitment refers to CIIJ activities designed to attract high school and college-age students, particularly those of color and other marginalized students who may have not yet considered journalism as a career choice. Historically, these activities included a coaching program, career services, training programs and outreach. *Retention* describes our efforts to create pathways for success for these students, including job fairs, interviewing and mentoring. *Revitalization* describes CIIJ’s ongoing commitment to remain a physical and virtual hub where the journalism community can gather to access and discuss timely topics and trends in the field in order to hold their interest in a journalism career. CIIJ also endeavors to play a role as coordinator for ethnic journalism associations nationwide at both the academic and professional levels. Our website and director’s participation in more than 15 associations nationwide illustrate this commitment. *Research* refers to CIIJ’s ongoing commitment to study and disseminate information on the many dimensions of ethnic minorities’ involvement in reporting and receiving the news. In the past, research has been done through the News Watch Project.

The *Four Rs* have helped CIIJ create an organization that serves journalism students, educators and professionals in order to increase diversity throughout the journalism pipeline.

Historically, CIIJ was successful through a combination of programs and services that attract high school students to journalism, retain student journalists in community and four-year colleges, and enhance students’, educators’ and professionals’ awareness of diversity in news media as essential to their role as journalists. CIIJ provides training to journalists in the ever-growing ethnic and community press, and monitors media coverage of the diverse US demographic landscape through its News Watch project.

CIIJ has used an approach that creates interaction and collaboration among youth, university students and professional journalists. CIIJ programs harness the good will of professional journalists, provide individualized attention, spark youth interest in media careers, and foster an environment that celebrates, rather than fears, diversity.

B. Collaborators

CIIJ has led the field in diversity in journalism education via the partnerships it has cultivated and maintained. Each year, more and more journalism organizations, journalists and individuals join our team to partner in conferences, workshops, outreach and research. These partnerships have enabled us to build a broad coalition of collaborators for work across our program areas. Key partners include:

American Federation of Radio and Television Artists
 Alameda Newspaper Group
 Asian American Journalists Association (AAJA)
 Association for Education in Journalism and Mass Communication

Bay Area Black Journalism Association
 California Journalism Education Coalition
 California Newspaper Publishers Association
 KPIX-TV (CBS-5)
 Journalism Association of Community Colleges
 National Association of Black Journalists (NABJ)
 National Association of Hispanic Journalists (NAHJ)
 Native American Journalists Association (NAJA)
 New California Media
 San Francisco Unified School District
 San Jose Mercury News

Four organizations above, AAJA, NABJ, NAHJ and NAJA are known as our Unity partners. The Unity groups hold a convention with CIIJ support every four years.

III. VISION FOR THE FUTURE

A. Mission

Founded in 1990 by Betty Medsger, the Center for Integration and Improvement of Journalism believes that accurate and responsible journalism reflects the changing demographics of the society it serves. CIIJ develops programs and conducts research aimed at recruiting, retaining and revitalizing journalism and journalism educators. We seek to make journalism more inclusive from the classroom to the newsroom.

B. Outlook

As CIIJ looks to its preferred future in 2008, several strategic themes emerge to assume a prominent place in the design of CIIJ's programmatic activities. We will reach all segments of the journalism pipeline utilizing the *Four Rs*, providing encouragement to high school and college students to seek careers in journalism and revitalization to young professionals, veterans and journalism educators; and offer timely and valuable research on diversity, its role in civic engagement and its impact on the credibility and financial health of the news industry. CIIJ will become a conduit for journalists and the public to explore the democratic process through fair, accurate and representational journalism and discover how representational journalism can add and retain audiences to an industry quickly losing them. Table 1 on the following page illustrates how each of our current and planned activities strengthens the pipeline.

<i>ACTIVITY</i>	<i>RECRUIT</i>	<i>RETAIN</i>	<i>REVITALIZE</i>	<i>RESEARCH</i>
Prime Movers (Rainbow Schools)	X	X		
Multi-school Job Fair	X	X	X	
Career Class	X	X		
Leadership/Professional Association Coordination		X	X	
News Service		X		
Pop and Politics		X		
Website			X	
Marketing Plan			X	
“We the Journalists...”	X	X	X	X
News Watch		X	X	X
Survey on Diversity Knowledge				X
Census				X
Diversify Funding Portfolio			X	

Table One. CIIJ Program Activities Illustrated as the **Four Rs.**

C. Competitors

In its planning process, CIIJ explored the strengths and niche markets of its two main competitors, The Robert C. Maynard Institute for Journalism in Oakland, California, and the Poynter Institute for Media Studies in St. Petersburg, Florida. Like CIIJ, Maynard is committed to diversity, but works primarily to offer professional development programs to employed journalists and helps news organizations better reflect the diverse communities they serve. Poynter is an organization committed to excellence for journalists, future journalists and teachers of journalists, and to the propagation of the independent press. CIIJ with its location at San Francisco State is distinctively positioned to influence the earlier segment of the journalism pipeline—high school and college students—and their educators, to ready them for continued education and development at institutions like Maynard and Poynter. Moreover, CIIJ’s unique position in journalism education at the student level provides opportunities to explore how future generations will get their news, and how to inform and influence future journalists regarding the changing landscape of journalism.

D. CIIJ Objectives

CIIJ’s objectives over the next three years are four-fold: 1) Become a hub of journalism research and education on diversity, 2) Create exceptional training opportunities for students and educators on the West Coast, 3) Provide unsurpassed research in the fields of diversity, demographics and cultural trends as related to news dissemination, 4) Integrate CIIJ activities with curriculum development in order to strengthen the pipeline between students’ educational experience and professional aspirations.

In its efforts to achieve national recognition as a hub whereby students, journalists and journalism educators of all levels come together to discuss issues of diversity, trends, culture and demographics, CIIJ will begin by focusing on the California market, and

expand its reach nationally by 2008.

Its offerings will feature information on internships and job opportunities, research, and conferences. Via the CIIJ website and through its outreach activities CIIJ will serve as a conduit for journalists and the public to practice democracy through fair, accurate and representational journalism.

In order to improve its visibility, impact and outreach in the field and appropriately explore the relationship of democracy and journalism, CIIJ will shift the focus of existing programming and explore new territory with small pilot projects, thus building capacity as a hub. The proposed activities expand our reach utilizing the three key ideas of **training, research and curriculum development:**

1. Training

CIIJ recognizes that its strength in relation to its competitors, Maynard and Poynter, is its penetration into the high school, undergraduate and journalism educator markets. Uniquely situated on site at SFSU, an urban college known for its diversity, CIIJ is positioned to serve as a conduit from high school to undergraduate studies in journalism. Furthermore, as a resource for journalism students at many community colleges, CIIJ has a distinct regional presence. While Maynard and Poynter address ongoing educational opportunities primarily for professional journalists and explore a wide range of issues from diversity to ethics, CIIJ is focused on students and training the trainers. In our new emphasis on journalistic diversity as essential to democracy, we are particularly interested in providing students and educators with opportunities to understand ethnic media, and obstacles and opportunities for work in the field. The obligation to sustain broad-based accurate reporting by and for different races, cultures and genders is our goal.

In three years, CIIJ will be the West Coast training institute for journalism educators and students of high school and college level. By 2008, CIIJ activities will be seamlessly coordinated with the curriculum of the SFSU Department of Journalism to achieve maximum “4-R” impact with students. CIIJ will create exceptional training opportunities for students and educators in California.

2. Research

As outlined under building capacity as a hub, CIIJ will strive to ensure that its research projects are included in academic journals, presented at academic and journalism conferences, and posted on the CIIJ website for easy access. The website will be promoted regionally to increase visibility and use.

News Watch will be redesigned to identify regional projects that can provide timely insight and research driven by the demands of the field. News Watch’s *Media Guide to Islam* was a notable example of a topic that was market-driven, and the content identified, researched and posted in a timely fashion. It is CIIJ’s hope that this process will be a

blueprint of success for future News Watch endeavors. (See Appendix D, News Watch History.)

Each year the American Society of Newspaper Editors conducts a census on the state of diversity in America's newspapers. Last year we conducted a similar census examining the state of diversity in California college newsrooms. About 70 percent of journalists studied journalism in college; therefore, college newsrooms need to be held accountable to industry parity initiatives. An annual College Census is one way to gauge the pipeline's visibility and success. This census will identify schools strengthening the pipeline because of their diversity. The school information will be provided to news media organizations wishing to recruit from schools with a diverse pool of applicants.

The value of diversity has changed in our society since our inception. Students, faculty and professionals each have varying knowledge and commitment to its principles and its impact on the industry in terms of financial health and credibility. Yet, we teach diversity in many ways, without guidance. A survey that examines the knowledge of diversity among students, faculty and professionals will be executed on an annual basis to explore concepts such as individual: 1) Level of knowledge of diversity, 2) Commitment to diversity, 3) Personal experience with diversity, 4) Knowledge of value of diversity. The goal is to conduct research on diversity in order to develop curriculum and programs valuable to students, faculty and the industry. Currently, the survey is being conducted in SFSU's Ethnic Diversity and US Journalism class as a pre-post test survey. Students are evaluated on their knowledge, commitment and experience with diversity on the first day of class and then again on the last day of class. The surveys are compared to see how curriculum helped inculcate diversity as a core value in individual students.

CIIJ will be the premier research institute for diversity in high school and college media. Our research projects are included in academic journals, presented at academic and professional conferences and posted on our website for easy access for student journalists, journalism educators, professionals and media activists.

3. Curriculum Development

CIIJ activities will be integrated into SFSU curriculum development to engender faculty support and create flexibility within its programming. CIIJ hopes to influence curriculum design with new classes related to our revitalized mission. This long-range objective will result in a curriculum and portfolio of CIIJ activities that are fully integrated within five years.

The integration of CIIJ's programs became possible because of the continual increase of financial support from SFSU. Originally, the university only provided space. Now, it supports the director's salary and corresponding benefits, provides release time for faculty to work on programs and research of CIIJ, and provides six units of release time for the senior director. In 2002, it provided additional space for our continually growing staff. Perhaps most importantly, the department unanimously endorsed that the director become a full-time tenure track faculty member fully supported by the university.

IV. TACTICS/ACTIVITIES

CIIJ's four primary objectives will be achieved by the end of 2008 through specific tactical activities. Corresponding with the objectives, these tactics are subdivided into Building Operational Capacity as a Hub, Training, Research or Curriculum.

A. Building Operational Capacity as a Hub

- **CIIJ Professor**

Date: September 2008

The CIIJ Director position will become a full-time tenured faculty position with salary and benefits fully supported by SFSU. This reflects the university's continued commitment to helping institutionalize CIIJ through financial support.

- **CIIJ Website**

Date: May 2006

CIIJ's website will be redesigned with an overhaul of content coordination and delivery. Our site will link and be linked to every journalism and journalism education site with the goal of ranking in the top 10 diversity and journalism sites in website ranking software. The site will also be designed with a database that includes members from all of CIIJ's constituencies: Journalism students, educators, professionals, collaborators and funders.

- **Professional Leadership and Coordination**

Date: Ongoing

CIIJ will sustain its existing activities that support the Unity associations and high school and college journalism education associations. For example, CIIJ attends and coordinates panels and workshops. CIIJ staff and SFSU journalism faculty also work together to develop programs and produce research for academic, professional and student journalism organizations.

- **Coordinated Marketing Plan**

Date: Ongoing

CIIJ will be marketed as an organization that helps the journalism industry gain audience and credibility through the intersection of diversity and civic engagement practices.

- **Diversified Funding Stream**

Date: Ongoing

CIIJ is pursuing a diversified funding stream and an annual budget of at least \$500,000. We will receive federal money for research projects; host an annual journalism student and educators' conference to support general operating expenses; secure corporate sponsorship from news media and media technology outlets through the job fair; collect fees for services such as job fairs and teacher training; and identify corporate sponsors that fund youth, education, media and civic engagement.

In addition to large foundations and corporations that fund journalism initiatives, future prospects for funding include immigrants who value the importance of diverse voices in the news media, local businesses and trade associations. CIIJ will also hold an annual fundraising event to engage alumni. Finally, as CIIJ's programs become further integrated into the curriculum of the SFSU Journalism Department, the university continues to increase its financial support at the department, university and alumni levels.

B. Training

- **Rainbow Schools Coalition**

Projected Start Date: Fall 2006

The purpose of this new project is to increase the number of undergraduate journalism programs that achieve high standards of representational diversity in their staff, student body and curriculum. In partnership with the accrediting body for journalism schools (Accrediting Council on Education in Journalism and Mass Communication), CIIJ will establish a special designation, tentatively called "Rainbow Schools," for those colleges that meet these standards. The "Rainbow" designation will be a desirable one, playing a positive role in the school's accreditation process, recruitment efforts, visibility and prestige.

Recognizing that very few journalism schools currently meet these high standards (which have already been established by the accrediting body), CIIJ will establish a range of services to help colleges achieve "Rainbow" status. CIIJ will annually convene a Rainbow Schools Coalition Conference for journalism students and educators to come together to discuss topics such as diversity, journalism as civic engagement and the state of journalism education. The conference will also incorporate two existing CIIJ programs, a multi-school job/internship fair and a media academy for high school students. In a complementary effort, CIIJ will launch a journalism training camp for community college students, a journalism constituency that has the most diversity and yet is often overlooked in programming.

Colleges that achieve "Rainbow" designation will also be eligible for new services such as curriculum exchange, pioneering classes on journalism and demographics, multicultural web curriculum and replication efforts. SF State is in a unique position to convene the Rainbow Schools because of the depth and variety of involvement faculty

have with local, statewide and national journalism and journalism education organizations. For example, SFSU Journalism faculty member Rachele Kanigel co-founded the California College Media Advisers and strongly believes the Rainbow Coalition will greatly benefit her group.

- **“We the Journalists...” Research Documentary**

Projected Start Date: Spring 2007

The purpose of this project is to provide qualitative insights into the retention problems facing undergraduate journalism students, particularly students of color. Retaining journalism students of color has presented a strong challenge to diversifying America’s newsrooms—a leak in the pipeline that needs mending. Our target audience is college journalism educators, deans and industry leaders, a group that lacks the insightful data needed to address the problem.

“We the Journalists...” will document the making of a young journalist. The research project will follow a group of 20 students from their entrance into journalism school through graduation and job placement. We will explore what attracts, repels, challenges and excites people who want to become journalists. Our study group will reflect the diverse demographic profile of S.F. State University, where generally 50% of students declaring journalism as a major are people of color. The targeted students will be interviewed in print, audio and video formats, and will also document their own experiences through written, audio and video diaries.

The documentary will be presented in real time and in chapters via the Internet, creating a project blog that evolves over time along with the students’ experiences. At the conclusion of the three-year study, the compiled material will be edited and packaged into a DVD for distribution and broadcast. Finally, to support journalism educators in their ongoing analysis and application of this qualitative research, CIIJ will publish quarterly articles describing lessons learned, as well as an annual and final report documenting the retention issues discovered and suggesting curriculum and institutional changes relevant to journalism schools. These learning guides will be disseminated in CIIJ’s quarterly newsletter that reaches educators, students and professionals.

“We the Journalists...” is named to echo the integral relationship between journalism and democracy.

- **Pop and Politics**

Start Date: May 2005

Funding: Knight Foundation (Secured \$150,000 two-year grant beginning May 2005)

Surveys by the Pew Research Center of the People and the Press have tracked a stunning decline in news consumption—print and broadcast—among 18-29 year-olds. Pew’s 2004

poll found that 21 percent of 18-29 year-olds turned to comedy shows for political information. Only 23 percent turned to the network news. (That's down from 39 percent four years ago.) The need for political reporting that speaks to the needs and sensibilities of younger Americans is clear.

In addition, the news industry needs to expand its roster of young Americans—the most diverse group in history—who are equipped to cover the top news stories of the day. A 1997 study by ASNE found that the percentage of newsroom employees under age 30 decreased from 29 percent in 1988 to 20 percent in 1996.

Finally, the news media does not reflect this generation's diversity. For example, according to a study by Harvard's Joan Shorenstein Center on the Press, Politics, and Public Policy, fully 95 percent of the election commentary during the 2000 political season was presented by whites. Additionally, the White House Project found that women delivered only 10 percent of commentary on key political analysis programs. And, the annual ASNE survey shows that less than 13 percent of staff at participating newspapers are people of color. People of color now comprise 31 percent of the United States population.

Pop and Politics is a learning laboratory for content production and distribution as well as a journalism training institution. One of the best lessons learned from the youth media movement is that content by youth, for youth, is compelling, vivid and memorable. Younger reporters bring their passion to the issues of the day, but need training in basic journalistic tenets of accuracy, ethics, balance, perspective, rhetoric and investigative techniques. Our project will fuse the best of traditional journalism education with the desire to let younger reporters more fully shape the stories they cover. Pop and Politics also recognizes the need to learn from and partner with other media organizations training and providing content for this audience.

Pop and Politics works individually with student journalists on improving their work; teaches a class on political reporting; and develops replicable journalism education curricula. These curricula will focus on training young reporters to cover current events in ways that are both journalistically sound and compelling to a peer-aged audience.

C. Research

- **College Newsroom Census**

Projected Start Date: Spring 2006

Potential Funding: McCormick Tribune (in discussions)

An annual census of college journalism newsrooms will be undertaken to identify schools strengthening the pipeline because of their diversity. A pilot version of the census was undertaken during Fall 2004 in California. That pilot enabled us to refine and develop the process towards conducting the census on a national level by Spring 2006.

The school information will be provided to news media organizations wishing to recruit from schools with a diverse pool of applicants. In addition, as ASNE publishes its census each year, the college census will be published and distributed annually.

- **Survey of Diversity**

Projected Start Date: Fall 2006

Potential Funding: McCormick Tribune

A survey that examines the knowledge of diversity among students, faculty and professionals will be executed on an annual basis to explore concepts such as individual: 1) Level of knowledge of diversity, 2) Commitment to diversity, 3) Personal experience with diversity, 4) Knowledge of value of diversity.

The survey will be used as a tool to develop curriculum and programming at the college level that deals with all aspects of diversity. This applied research will be shared at the academic level in peer reviewed journals, but will also be translatable into programs and curriculum through model programs developed in response to the survey results.

D. Curriculum

- **Ethnic News Service**

Projected Start Date: Fall 2005

Funding: San Francisco State University

The Ethnic News Service will serve first, to enhance the ethnic news media's coverage of public affairs and their impact on ethnic communities; and second, to strengthen journalism students' understanding of cultural constraints and sensibilities, therefore strengthening both the mainstream and ethnic press in the long-term.

Ethnic newspapers are one of the only print media segments that are actually gaining audience members in the San Francisco Bay Area, as well as across the country. These papers serve as indispensable instruments of democracy and bridges to citizenship, a "school house for the masses," as Joseph Pulitzer said in the late 19th century of his *New York World*. But most ethnic newspapers lack the resources to provide consistent coverage of public affairs, grassroots movements and community-based organizations. Currently, the nonprofit Pacific News Service is the only news service focused on ethnic media, and it currently serves 700 ethnic media outlets. However, it lacks the organizational capacity to engage youth voices in its coverage, and as a nonprofit it too often lacks the financial resources to assign reporters to longer-term stories that explore people and events of specific interest to various ethnic communities.

To address this need, CIIJ has formed a partnership with New California Media, which was founded in 1996 by the Pacific News Service to promote the editorial visibility and economic viability of ethnic media. Together, we will develop a student-run Ethnic News Service that produces print content and photographs distributable to ethnic media outlets across northern California. We anticipate focusing the Ethnic News Service on in-depth stories and photographs about issues, people and events of interest to ethnic communities.

S.F. State University students will provide the news coverage, with faculty supervision to help them cover stories in an objective manner. Students will be assigned to nonprofit community-based organizations, to develop a series of stories on significant projects. The experience will teach young reporters how to cultivate diverse sources and how to identify, research, report and write stories for minority audiences.

- **News Watch Class**

Projected Start Date: Fall 2005

Potential Funding: San Francisco State University, news organizations, alumni gifts

Many of News Watch's initial programs have become institutionalized by the Unity groups (NAHJ, NABJ, AAJA, NAJA), and therefore News Watch is not as directly useful as it once was. As a result, CIIJ is redesigning News Watch as a part of SFSU's Cultural Diversity and US Journalism Course.

News Watch will train beginner journalists to recognize and obtain diverse content, which will help them be better reporters when they begin their careers. The students will work with regional newsrooms to develop and apply a diversity plan for staff and management. News Watch will also continue to produce an online report on a per-semester basis, culminating every four years in a cumulative piece for the Unity conference.

This idea is currently being tested in a pilot program with a local news station, CBS-5. The station, already engaged in a new diversity initiative, has incorporated CIIJ students into a cycle of analysis and review. CIIJ students are responsible for examining a random sample of news coverage, assessing it for diverse content, and presenting their findings to station employees. The station's reporters and editors serve as guest speakers and provide the content to be discussed.

- **Career Class**

Projected Start Date: Fall 2006

Funding: San Francisco State University Journalism Department

In 2004, CIIJ worked to engage the faculty of the SFSU Journalism Department at a deeper level in the evolution of its work. Consequently, several CIIJ programs that serve

students are being integrated into the curriculum and their leadership assumed by faculty members. (See Appendix E, Sow Grow Harvest Plow.) Our coaching program and career services program will be taken over by faculty in a new “Career Class” led by a full-time faculty member. The class incorporates coaching and career services. Each year at least 40 students will take this class. Students will learn to write letters and resumes, interact with recruiters, find jobs and internships and get the most out of networking. Students will work in peer coaching teams, but will also have access to outside coaches.

V. ORGANIZATIONAL STRUCTURE

The Center for Integration and Improvement of Journalism (CIIJ) is a nonprofit 501(c)(3) organization within San Francisco State University’s Department of Journalism. Though funded in part by the University, CIIJ also secures support for its activities through private sources, corporations, foundations and individuals, and works in a collaborative effort with many journalism organizations nationwide.

The following staff members are involved in CIIJ programming and this planning project on an ongoing basis:

Cristina L. Azocar, Ph.D., Director
 Erna Smith, Senior Director and Professor of Journalism
 Doris Owyang, Program Manager
 All ten members of the Journalism Department Faculty
 Student staff
 Suzie Convery and Sheryl Nigro, Strategic Planning Consultants

VI. FUNDING AND BUDGET

CIIJ’s operating budget will grow over the next three years to average about \$500,000. To achieve this growth, CIIJ is working actively to diversify our funding portfolio, including alumni contributions, corporate sponsorship and foundation grants. Projected primary funders are the Ford Foundation, the Knight Foundation, San Francisco State University and alumni donations. A fundraising assistant is currently being sought to further enhance our potential. CIIJ is committed to building a more independent, flexible and sustainable organization.

- **Alumni Contributions**

With the sanction of the Dean of Humanities, CIIJ began working with the University Development Office last year to begin alumni fundraising, and CIIJ anticipates an increase in giving from \$3,000 in 2005 to \$20,000 by 2008. This increase, while not a significant percentage of the annual operating budget, heralds a new dimension in fundraising activities for the organization. As this effort evolves, we plan to secure major individual donors during the next 5-10 years.

The Alumni Office now conducts an annual mailing for CIIJ. The mailing is used to

target individuals for major funds and for annual funds. Donors established through the fund are invited to special events. In January 2006, the Alumni Office will assist CIIJ in a 15th anniversary party to be used for fundraising. Each fall afterwards, the Alumni Office will co-host a brunch or dinner to celebrate current donors and to increase donations.

- **Corporate Funding**

CIIJ also is building new opportunities for corporate sponsorship into its revitalized programming. The multi-school job fair will provide a more predictable revenue stream in terms of employer attendance fees and corporate underwriting. “We the Journalists...” similarly offers a number of opportunities to secure new donors and sponsorship.

- **Foundations**

Finally, as CIIJ begins to work actively in the region, we hope to secure more mid-range foundation dollars from small family foundations. The University Development Office has identified 15 small family foundations and is working with CIIJ’s director to develop letters of intent in order to establish relationships with them.

- **Funding Tour**

In order to further strengthen CIIJ’s operating base, CIIJ’s director executed a “funding tour” in May 2005. She visited current funders to discuss future prospects (Knight Foundation and New York Times Foundation), as well as new potential funders including the Herb Block Foundation, McCormick Tribune Foundation and Carnegie Corporation. The New York Times Foundation was impressed with our progress over the last three years and extended its funding for another three. The other foundations were positive that as CIIJ further develops, funding would be possible. The University Development Office is also working with CIIJ to develop relationships with foundations and corporations in California, especially in the San Francisco Bay Area. Beginning in Fall 2005, CIIJ’s director will continue her tour, specifically focusing on California.

VII. STRENGTHS AND WEAKNESSES

In CIIJ’s planning process, stakeholders acknowledged a number of success factors underlying CIIJ activities. CIIJ provides a sense of community and a common venue where all SFSU journalism students and all faculty work together in some capacity. Most of CIIJ’s programs are replicable and offer an opportunity to train the trainers, not just educate students of journalism. Many regional colleges now have better journalism recruitment in place because of our efforts. There is a great sense of history and continuity about CIIJ -- many professionals who founded the organization are still involved with it today. News Watch, and our longstanding reputation for excellence, give us the ability to leverage our existing identity with new projects. This was made evident at the News Watch reunion held during the Unity Convention in 2004. More than 70 friend of News Watch attended the reunion.

Finally, in the last year, SFSU has provided unprecedented financial support to CIIJ. The director now has Principal Investigator status, enabling her to control all aspects of grants and administrations. The University will begin paying her full salary and benefits in Fall 2005. The SFSU Journalism Department and the School of Humanities provide release time for faculty members to work with CIIJ on research projects, and the Development Office initiated an appeal letter on behalf of CIIJ to 2,000 journalism alumni, the first time journalism alumni have been targeted for giving. Additionally, collaboration with CIIJ on projects is in a new draft of the Journalism Department's hiring, retention, tenure and promotion requirements.

Like many nonprofits, CIIJ's biggest challenge is acquiring new money. CIIJ recognizes that it has had the same major funders for 15 years, and journalism diversity funding does not exist in the same way it once did. Similarly, there is little funding for high school journalism programs today because of budget cuts, mandatory test scores and college requirements. We must find a way make a greater impact with less money and encourage people to recognize the importance of diversity in all its configurations. Historically, we have emphasized ethnic diversity (specific to race), but the term is now worthy of a broader definition.

CIIJ must access state-of-the-art technology and remain flexible in order to create programs that appeal to a stakeholder whose decision-making revolves around timeliness and technology. For instance, News Watch is no longer unique in the field, and CIIJ must find new ways to capture audience attention, reinforce its identity and secure the continued loyalty of its stakeholders.

VIII. RISKS AND OPPORTUNITIES

CIIJ has experienced obstacles in this planning process that have fortuitously led to surprising breakthroughs and a shift in the way in which CIIJ thinks about its identity and plans for the future. (See Appendix F, Interim Strategic Planning Report.)

During the planning process, the creation of the graphic history (see Appendix C, Graphic History) helped summarize the history of the organization and helped CIIJ realize that its stakeholders remember and perceive CIIJ's historic milestones in different ways. Our collective or group memory illuminated how we have historically appeared to the outside world, and raised a number of interesting questions about our future organizational structure, including the interface between CIIJ and the Journalism Department's curriculum design.

A surprising number of stakeholders responded to CIIJ's invitation for its initial planning meeting, including a number of professionals who generously agreed to commit two days to help us think about our future. This astounding turnout of 35 attendees was evidence of the important role CIIJ has played in the journalism community and provided in-depth discussion we would not have had otherwise. We were also encouraged by the unanimous faculty turnout, since historically, interest in working with CIIJ has been sporadic.

In Spring 2004, SFSU confirmed that significant budget cutbacks dictated by the state legislature would trickle down and adversely affect CIIJ staff salaries and funding. This dramatic shift in CIIJ’s current economic reality prompted staff to question the viability of the new programming that had been suggested in the recent strategic planning retreat. The University’s budget cuts seemed to signal a far more modest approach that was more about reducing staff and programming rather than creating new research activities or programming. This prompted CIIJ to consider an “emergency” plan.

As the emergency plan discussion unfolded, CIIJ began to ask deeper questions about the identity, ownership, location and priorities of CIIJ. CIIJ began to consider new partners and links to other universities, and has begun to discuss both formal and informal partnerships with University of California Berkeley and Stanford University. And although neither of those discussions has yet proved fruitful, they did solidify the reality that CIIJ is the only organization situated in a journalism school focusing on diversity in a way that serves students and educators. Stanford and Berkeley look to SF State for information on diversity and its role in civic engagement.

CIIJ’s relationship with Farai Chideya and PopandPolitics.com is indicative of our desire to expand the definition of what CIIJ does--to embrace civic engagement among young people, democracy and the importance of diversity in reporting on that process. As a leader in journalism diversity initiatives, Chideya is an example of CIIJ’s partner of the future. Chideya approached CIIJ because of its reputation as a leader in diversity in journalism education. She agrees that CIIJ is poised to change the stale philosophy of diversity by redefining it as a core value of civic engagement.

IX. CONCLUSION

The continuing push for diversity is imperative to the future of the news industry. Diversity is a core value of democracy, which is deficient when all citizens are not engaged in its practice. Moreover, the more a news organization reflects the communities it serves, the more credible it is. Research shows that credibility is a core factor in maintaining audience and thus affecting the health of the news media. CIIJ desires to better understand the relationship between journalism, diversity and civic engagement through its curriculum, programs and research under the rubric of the *Four Rs* of the Journalism Pipeline.

X. APPENDICES

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