

# Walter Cronkite School of Journalism and Mass Communication Campaign Prospectus

December 2015

## Campaign ASU 2020

The story of the Journalism School for a New American University is one of an industry facing incredible disruption, a community that embraces opportunity and a visionary university president who understands the powerful impact journalism can have on its community.

Shortly after his arrival at ASU, President Michael Crow made a series of decisions designed to place the Walter Cronkite School of Journalism and Mass Communication on a radically altered upward trajectory. He announced plans to make the school independent, recruit a founding dean and move the school to a still-to-be-planned campus in the heart of downtown Phoenix. In early 2005, the yet-to-be-named founding dean Christopher Callahan detailed a dramatically new design for the Cronkite School, built on President Crow's prescient and transformative vision of the future American university. *A Model Journalism School for the New American University* read in part:

*"A visionary journalism school can:*

*"immerse itself in use-inspired research, helping to provide new ideas to an industry that is desperate for answers to declining circulation, waning news values and an increasingly disconnected public.*

*"dispatch its students to communities throughout the state and region through innovative field programs, reaching out and touching the lives of people in very tangible ways, providing them news and information they would not have received elsewhere and in ways they have not received news before.*

*"build partnerships with the many academic disciplines that are touched—and often perplexed—by the news media world. And through entrepreneurial partnerships with a wide cast of news organizations, associations and foundations, a visionary journalism school can build many of these bold new initiatives independent of traditional university funding sources."*

We were able to be bold and dream big because of new funding sources. Supporters who caught our vision for journalism in the information age enabled our transformation. When ASU tripled its financial support for the Cronkite School, supporters stepped up to match that commitment with more than \$50 million in private funds. Their generosity made the difference. It enabled the professional newsrooms,

laboratories, and immersive environments that have become our key strength and our hallmark. Generosity helped elevate the Cronkite School at a critical time in its history, and will do so again.

Today, leaders of the news industry, journalism foundations and other J-schools agree that Cronkite is among the top three or four programs in the nation (and many would argue it is the leader). Our innovative professional immersion programs, now routinely referred to as the “teaching hospital model of journalism education,” have led to robust out-of-state student recruitment, record student retention, top faculty recruitment, partnerships with major news organizations and record fund-raising success. The school has been recognized in major feature stories in *The New York Times*, *The Times* of London, *USA Today* and *Nieman Reports*. And it all happens in a state-of-the-art media complex that is the envy of university leaders around the nation, nestled in the heart of the nation’s sixth largest city and twelfth biggest media market.

But there is much more to be done, and the most exciting part is yet to come.

As part of ASU’s coordinated, comprehensive fundraising campaign the Cronkite School has the opportunity to focus on a singular goal in a way that few events allow. When goals and objectives are clearly articulated, everyone – faculty, staff and students – becomes well versed in the school’s mission and is motivated to share it with stakeholders. Campaign ASU 2020 can launch the Cronkite School to new heights and give us a solid foundation to continue our ascent.

### **The Cronkite School’s Role in Campaign ASU 2020**

Ten years after being named an independent college at ASU and just seven years since opening its new building in downtown Phoenix, the Walter Cronkite School of Journalism and Mass Communication is heralded nationally by news leaders and journalism educators alike as one of the best and most innovative journalism schools in the country, unabashedly embracing the digital age and an innovative, entrepreneurial mindset while refocusing on the “Cronkite values” of traditional journalism – accuracy, responsibility, objectivity and integrity.

Today’s Cronkite School has nearly 50 full-time professors – many fresh-from-the-newsroom industry leaders and award-winning journalists and communication professionals. More than half of the new cohorts of freshmen are from out of state, and one-quarter are honors students. More than 37 percent of the student body are students of color. The school’s freshman retention rate leads the university at more than 90 percent, and the four-year graduation rate has nearly doubled in the last decade.

With the vision of Dean Callahan and support of Campaign ASU 2020, we are aiming even higher. Based on the principles of the New American University, we want to continue to grow what has become a model for other journalism schools: a “teaching hospital” design focused on deep professional experiences, digital media, innovation and entrepreneurship in partnership with media companies, foundations and other investors.

The concept of a journalistic teaching hospital parallels that of medical education. The full concept includes: immersive learning by advanced multimedia students, working and learning side-by-side with

top professional journalists; a space to experiment and innovate – in real time – on new forms of storytelling, new ways to engage audiences and new revenue models designed to benefit the future of news; and providing critical services, in this case news, information, education and community engagement, to a local and regional citizenry.

The Cronkite School already is creating the world's first fully developed journalistic teaching hospital that has the capacity to perform all three critical functions at a high level and on a replicable scale. But we want – and need – to do much more. We want to dramatically expand globally – both on site and online. We want to build new programs to reach and recruit even more out-of-state students. We want to develop specific strategies to take advantage of a huge opportunity in California. We want, in short, to be viewed as the premier professional journalism program in the world.

The next stage is to strengthen and build on the financial support that has made us successful to date. We will become a year-round, experiment-driven, community-embedded journalistic teaching hospital. The Cronkite School will not only provide unparalleled learning for the next generation of news leaders, it will be a testbed for news industry experimentation, reinvention and transformation; a real public service to the citizenry; and a model for other universities to become major players in the news ecosystem.

Our goal, our mission, is to be the best and most innovative professional journalism school that serves as a critical regional news and community-engagement source, and in so doing, provide a new journalism school model. Through Campaign ASU 2020 we will do exactly that.

## **Campaign Objectives**

Campaign ASU 2020 is built around the following objectives. ASU will:

1. Ensure student access and excellence
2. Champion student success
3. Elevate the academic experience
4. Fuel discovery, creativity and innovation
5. Enrich our communities

Within this construct, and with passionate support from our partners, the Cronkite School will move its journalistic teaching hospital model forward.

### **Ensure Student Access and Excellence**

**\$5,000,000**

The Cronkite School is among the best journalism school in the country in preparing the next generation of news leaders and communications professionals. Along with this well-earned recognition comes the fact that today, more than half of the new incoming classes are from out of state, and more than a quarter are honors students. The barriers to education for these outstanding current and prospective students, however, can be daunting for students and their families, and the mounting debt through student loans is staggering. In order to continue to attract and retain the best and brightest from across the country, the Cronkite School must find ways to assist families and students in their efforts to make college affordable.

## ***Provide Access to Students***

### *Endowed Scholarships*

Ninety-five percent of Cronkite School students receive some sort of scholarship, whether merit-based for their honors work or need-based according to the federally assigned expected family contribution. More than 31 percent of our students are Pell eligible, and even for those who are not, the need continues to rise, and family situations continue to be unpredictable. Currently the Cronkite School has forty endowed scholarships, sixteen of which were established within the last five years. But the number of students who apply for these private scholarships far outweighs the assistance the school can provide. Through Campaign ASU 2020 we intend to increase the number of privately endowed scholarships by at least 50 percent, bringing the total number of privately endowed scholarships to at least sixty and increasing our scholarship endowment by at least \$500,000, by the end of the campaign.

## ***Build Affinity for “Cronkite Nation”***

### *Non-Endowed Scholarships*

Increasing the percentage of alumni who support the school is a key area of interest. Recognizing that many of our alumni and friends have a strong desire to support students, the Cronkite School established a general journalism scholarships fund in FY 2012 that pools resources to award non-endowed scholarships to students with financial need. These “Cronkite Nation” scholarships also have been helpful in recruiting prospective students, as the endowed scholarships tend to support those who are already enrolled. Gifts to this fund by alumni, parents and other friends of the school have increased steadily in the first four years of its existence but there is more that can be done. Through Campaign ASU 2020, we intend to increase our pool of non-endowed “Cronkite Nation” scholarship funds to a steady state of \$50,000 annually.

## ***Attract the Nation’s Best***

### *News21 Fellowships*

News21 brings the nation’s most talented and advanced multimedia journalism students together to report and produce in-depth, multimedia projects for major national media. A flagship component of the teaching hospital, the program showcases the kind of work that journalism students are capable of doing and is helping reshape the news industry. Ensuring that Cronkite School students continue to hold a leadership role in this program, the Cronkite School will secure \$750,000 in funding for News21 Fellowships during the campaign. (This will accommodate at least ten fellows per year for five years.)

## ***Cultivate Talent***

### *Summer Journalism Institute*

For nearly twenty years, the Cronkite School’s Summer HS Journalism Institute has been bringing thirty to thirty-five high school students from underserved communities to campus for a two-week intensive, hands-on, tuition- and expense-free experience in multimedia journalism. Sixty-eight percent of the program’s participants are students of color. Over the last decade, more than 75 percent of the program’s participants have applied to ASU, with nearly 40 percent of the program’s participants having been admitted to and enrolled in the Cronkite School. Ensuring that students from less fortunate backgrounds continue to find a pathway to explore journalism as a possible career path the Cronkite School intends to leverage the momentum of Campaign ASU 2020 to secure a \$1 million gift to endow the SJI program.

## **Champion Student Success**

**\$15,000,000**

The entire Cronkite curriculum is designed around the teaching hospital concept through which all 1,400 Cronkite students — undergraduate and master's — participate in one of more than a dozen professional immersion programs, guided by award-winning journalists and communications experts, applying what they have learned in the classroom in real-world learning environments. Students cover the most important issues of the day from public affairs news bureaus in Phoenix and Washington. For Arizona PBS, they produce a nightly newscast that reaches 1.9 million households as well as a robust multimedia news website featuring in-depth local stories. Students also report on sports from bureaus in Los Angeles and Phoenix. Students in the Public Relations Lab develop campaigns for client companies, while Carnegie-Knight News21 multimedia journalists conduct national data-driven investigations into issues critical to Americans. In the Public Insight Network Bureau, students work with professional news organizations to deepen their connections to audiences, and in the New Media Innovation and Entrepreneurship Lab, they use digital technologies to forge the future of journalism.

With support from Campaign 2020, we will enrich our strong standard curricula. We will give students life-changing opportunities and shape them into tomorrow's leaders.

### ***Expand CN to a Year-Round Operation***

For thirty-eight weeks a year, Cronkite News is the second-largest news organization in the state of Arizona – with sixteen full-time editors and some 150 advanced multimedia student journalists. But during the university's various breaks, the operation goes dark. To truly test the idea of a university-based news operation becoming a major player in the news ecosystem and build a significant audience, Cronkite News must be a fifty-two-week-a-year operation. Investments at the \$5 million level will enable this to happen.

### ***Facilities and Technology***

Built in 2008 through city bond monies, and furnished with technology purchased and gifted in-kind by digital media partners, the Cronkite School building houses state-of-the-art digital media technology, including dozens of dedicated digital work stations, editing bays, HD studio and control room and daily newsrooms in Phoenix, Washington, and Los Angeles. Annual technology fees support basic infrastructure growth and equipment upgrades. However, a supplemental facilities fund of \$1 million will ensure our students continue to have access to the latest technology and industry standards.

### ***Center for Global Journalism***

Key to preparing the next generation of news and communications leaders is having a global perspective. Philanthropic support has already laid the groundwork to seed the Cronkite School's global initiatives program, resulting in study abroad opportunities for students, depth reporting projects on important border issues, a Spanish-language journalism specialization within Cronkite News and cultural exchanges between students and journalism/media professionals from other countries. Taking this to the next level, Campaign ASU 2020 will provide the means for expansion and formalization of our myriad global activities. A \$3 million investment will launch a Center for Global Journalism at the Cronkite School.

## **Elevate the Academic Enterprise**

**\$12,500,000**

As part of the teaching hospital design, Cronkite students are guided by a faculty that is made up of both award-winning professional journalists and world-class media scholars. Cronkite professors include Pulitzer Prize-winning journalists, digital media thought leaders, top TV producers and correspondents, major metropolitan newspaper editors, and strategic communications experts. They are master teachers, writers and scholars who often speak around the globe on the most important topics facing journalism today. Campaign 2020 will enable the Cronkite School to continue to attract, retain, and enrich the work of our nation's best.

### ***Cronkite News Professors of Practice***

Over the past decade, Cronkite has grown to nearly fifty full-time professors—many straight-from-the-newsroom industry leaders. Cronkite News alone has sixteen full-time, top-level professional journalists who spend 100 percent of their time leading Cronkite News. They are faculty members, but have no “classes,” research requirements or other responsibilities. Currently only two of these positions are privately funded. As we work towards expanding Cronkite News to a year-round operation, we have an opportunity to expand our endowed and non-endowed support of our professors of practice positions. Privately funded endowed chairs and professorships will give us a great advantage. They will enable us to keep top-flight faculty because we will give them the resources to excel. Investments may be based on subject matter or bureau, but by the end of Campaign ASU 2020 we intend to have increased our private resources by at least \$2 million in support of our professors of practice positions.

### ***Faculty Leadership Positions***

Through Campaign ASU 2020 the Cronkite School intends to raise investments totaling between \$3 million and \$5 million to endow the dean's chair, the senior associate dean's professorship and also the Walter Cronkite Professor in Journalism. (Note the campaign launch follows on the heels of what would have been Walter's 100<sup>th</sup> birthday, on Nov. 4, 2016.)

### ***University Expertise***

ASU is a major Research I institution and one of the largest and most diverse universities in the world. In the next stage of development for the journalistic teaching hospital, we must recruit other experts from around the university to Cronkite News. Innovative professors and their students from business, computer engineering, digital design, data analytics, law and other disciplines will dramatically expand the teaching hospital's power, reach, and innovation capacity for the news industry. A new fund of \$100,000 will provide stipends and other incentive support for partnership opportunities.

## **Fuel Discovery, Creativity and Innovation**

**\$12,500,000**

We are in the midst of one of the most exciting—and tumultuous—times in the history of American journalism. The digital revolution has massively disrupted economic models of traditional news organizations that stood – and worked successfully – for generations. At the same time, the digital era has opened the door for powerful new ways to find, attract and engage audiences and greatly lowered the economic barriers to publication and distribution.



Innovation is at the heart of the Cronkite School's "teaching hospital" design. Just as the teaching hospital provides a platform to develop and test cutting-edge advances in medicine, so too does the journalistic teaching hospital provide opportunities for innovation and creativity in journalism education and in the news industry.

The Cronkite School is uniquely positioned to successfully lead news innovation in journalism education. At the same time, as we build out to a full-time operation, Cronkite News will serve as a testbed for news organizations to field test new ideas in storytelling, community and audience engagement, digital transformation, revenue models and other experiments that perhaps are deemed too risky for commercial enterprises.

Philanthropy has already seeded our ability to infuse innovation throughout our curriculum. Within Cronkite News, for example, the Edith Kinney Gaylord News Innovation Initiative currently serves as the intellectual hub for the development of those ideas while teaching new cohorts of the next generation of great journalists. And in the New Media Innovation and Entrepreneurship Lab, journalism students work side by side with computer engineering, design and business students to create cutting-edge digital media products for regional and national media companies and other organizations. Riding the momentum of Campaign ASU 2020, the ability of the Cronkite School to position itself as a catalyst for innovation and change will open doors to investments from aspirational funders and major national foundations that have not historically supported journalism education. We also will leverage Campaign ASU 2020 to continue raising awareness of our success, and elevate our annual philanthropic base by 50% to a steady state of \$4 million.

### **Enrich Our Communities**

**\$5,000,000**

The teaching hospital provides critical medical care to its community and contributes to the overall health and well-being of its citizens. In the same way, the Cronkite School provides critical news and information to its community, contributing to the information health of the community and to an informed, engaged citizenry. We accomplish this through:

#### ***Cronkite News***

With its focus on critical public policy issues, Cronkite News, the news division of Arizona PBS operated by ASU's Cronkite School, already is having a major impact, with deep coverage in areas such as the border, Latino and Native American communities, business and sustainability. Cronkite News has the only Washington bureau of any Arizona-based news organization. And a recent thirty-minute special report on heroin was viewed live by one million Arizonans on all thirty-three of the state's TV stations and ninety-three radio stations, earning two professional Emmy Awards, including the Governor's Award, the highest honor bestowed by the Rocky Mountain Chapter of the National Academy of Television Arts and Sciences, and the prestigious Alfred I. DuPont Award (often considered the broadcast news equivalent of the Pulitzer Prize).

#### ***Arizona PBS***

Arizona PBS, the main public television station in Arizona that reaches 1.9 million households in the twelfth largest media market in the country, serves as the platform for the Cronkite News daily 5 p.m.

newscast and the CN digital site on azpbs.org. Arizona PBS is the world's largest media outlet operated by a journalism school. We have only just scratched the surface on our year-old partnership. Campaign ASU 2020 will provide the opportunity to further integrate Arizona PBS into the fabric of the Cronkite School, to test our assumptions about traditional public media fundraising models, and serve as an invaluable resource to the community.

### ***Engaging Audiences and Communities***

The future of news depends on our ability to find, attract and engage new audiences. Philanthropy has already brought new audience engagement tools, such as our Public Insight Network Bureau and a Cronkite News data analytics unit, to the Cronkite School within the last two years. Through Campaign ASU 2020 we will expand our capacity and experimentation with audience and community engagement even further, focusing heavily on and experimenting with new and developing forms of social media and other engagement tools.

As stated in the introduction above, central to the Cronkite School's goal is serving as a critical regional news and community-engagement source. Through the generosity of our alumni, parents and friends, the Cronkite School seeks to deepen its partnerships with individuals and organizations, large and small; expand its engagement with audiences; establish more initiatives through which important stories can be reported broadly; and create a more informed public who has the tools to consider, debate and solve society's complex issues with confidence.

### **Conclusion**

As the Journalism School for A New American University, the Cronkite School is primed to assume the undisputed top position among the greatest professional journalism programs in the country. More importantly, Cronkite is primed to serve as a critical regional news and community-engagement source and provide a new journalism school model.

Campaign ASU 2020 builds on our remarkable successes to date and provides the infrastructure and momentum we need to achieve the next level. Join us in this exciting adventure.