



CURRICULUM DEVELOPMENT AND ASSESSMENT ACTION PLAN



THE UNIVERSITY OF
MEMPHIS

Department of Journalism
and Strategic Media

Table of Contents

| | |
|---|----|
| Mission, Vision, & Goals | 3 |
| University of Memphis Assessment Requirements | 3 |
| Assessment Plan Goals | 3 |
| Student Learning Outcomes | 4 |
| Assessment of Learning Outcomes | 5 |
| Curriculum Map | 5 |
| Journalism and Strategic Media Core | 5 |
| Journalism Major Core | 5 |
| Strategic Media Major Core | 5 |
| Broadcast Journalism Concentration | 6 |
| Creative Mass Media Concentration | 6 |
| Journalism (No Concentration) | 7 |
| Sports Media Concentration | 7 |
| Advertising Concentration..... | 8 |
| Integrated Social Media Concentration | 8 |
| Public Relations Concentration | 8 |
| Assessment Measures | 9 |
| Direct Measures | 9 |
| Indirect Measures | 10 |
| Ad Hoc Measures | 11 |
| Annual Timeline | 12 |
| Review Schedule | 13 |
| Oversight | 13 |
| Use of Information/Closing the Loop | 13 |

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The University of Memphis is an Equal Opportunity/Affirmative Action University. It is committed to education of a non-racially identifiable student body.

Goals of Journalism and Strategic Media

The University of Memphis identifies its mission as follows:

Produce well-rounded, successful graduates and cutting-edge research for the enrichment of our ever-changing society.

As one of six units in the College of Communication and Fine Art, Journalism and Strategic Media follows CCFA's vision of being a collaborative environment for experiential learning fostering interdisciplinary research, creative activity and scholarship. Reflecting the ideals of the University and the College, Journalism and Strategic Media's mission is as follows:

We produce career-ready graduates for ever-changing media professions. We produce industry-relevant research and engage in profession-driven public service for the benefit of our communities and industries.

Journalism and Strategic Media centers research, creativity, professionalism, service and culture in its courses to meet its mission and the mission of the College and University.

All Journalism and Strategic Media courses are subject to the guidelines of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), which accredits the University of Memphis. The undergraduate majors and concentrations in Journalism and Strategic Media are also accredited by the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC) and are subject to its guidelines. The public relations program is certified by the Public Relations Society of America (PRSA) and is subject to its guidelines. All requirements and programs are subject to the University of Memphis Board of Trustees and the Tennessee Higher Education Commission (THEC).

University of Memphis Assessment Requirements

The Office of Institutional Effectiveness, Accreditation, & Academic Assessment coordinates the assessment and program review process at the University of Memphis. Major activities include administration of the State of Tennessee's higher education assessment program (quality assurance funding), senior testing of general education and the major, surveys of alumni and students, and program peer review. The office functions as the liaison to the SACSCOC and conducts all activities associated with regional accreditation. Programs that conduct more extensive testing, including the Department of Journalism and Strategic Media, provide data when necessary to the office for its various reports and tracking requirements.

Purposes for Assessment

The goals of assessment in Journalism & Strategic Media are:

- To evaluate student learning department-wide and on an academic program-specific basis.
- To ensure a systematic method of gathering data that enables evaluation on a systematic basis.
- To offer students and alumni regular, accessible vehicles for feedback and commentary.
- To enable faculty to assess effectiveness of curriculum and other instructional methods.
- To guide the creation and adjustment of curriculum.
- To comply with mandates from THEC, SACSCOC, ACEJMC and PRSA.

Student Learning Outcomes

In line with its mission and ACEJMC guidelines, Journalism and Strategic Media has adopted ACEJMC's professional values and competencies as its learning outcomes.

All undergraduate Journalism and Strategic Media graduates should be able to:

1. Apply the principles and laws of freedom of speech and press, in a global context, and in the United States.
2. Demonstrate an understanding of the multicultural history and role of professionals and institutions in shaping communications.
3. Demonstrate culturally proficient communication that empowers those traditionally disenfranchised in society, especially as grounded in race, ethnicity, gender, sexual orientation and ability, domestically and globally, across communication and media contexts.
4. Present images and information effectively and creatively, using appropriate tools and technologies.
5. Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve.
6. Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and service to all people and communities.
7. Apply critical thinking skills in conducting research and evaluating information by methods appropriate to the communications professions in which they work.
8. Effectively and correctly apply basic numerical and statistical concepts.
9. Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness.
10. Apply tools and technologies appropriate for the communications professions in which they work.

Assessment of Learning Outcomes

Assessment is a system of evaluation of student learning at the course or unit level (as opposed to grading at the individual level). Three criteria guide assessment of student learning:

- **Awareness:** Familiarity with specific information, including facts, concepts, theories, laws and regulations, processes and effects.
- **Understanding:** Assimilation and comprehension of information, concepts, theories and ideas.
- **Application:** Competence in relating and applying skills, information, concepts, theories and ideas to the accomplishment of tasks.

Student learning is evaluated to:

- Develop curriculum, improve teaching, and enhance student learning.
- Document what students have learned.
- Provide accountability.

Curriculum Map

This curriculum map indicates which courses in the individual programs of study meet the 10 ACEJMC professional values and competencies. Numbers reference PVCs stated on page 4.

Journalism & Strategic Media Core

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-------------------------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| JRSM 1700 | | | | | | | | | | |
| JRSM 1750 | | | | | | | | | | |
| JRSM 2121 | | | | | | | | | | |
| JRSM 4700 | | | | | | | | | | |
| <i>And one of these</i> | | | | | | | | | | |
| JRSM 4930 | | | | | | | | | | |
| JRSM 4940 | | | | | | | | | | |
| JRSM 4950 | | | | | | | | | | |

Journalism Major Core

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| JRSM 3900 | | | | | | | | | | |
| JOUR 3526 | | | | | | | | | | |

Values elective: Select two of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JRSM 4702 | | | | | | | | | | |
| JRSM 4704 | | | | | | | | | | |
| JRSM 4708 | | | | | | | | | | |
| JRSM 4716 | | | | | | | | | | |
| JRSM 4720 | | | | | | | | | | |
| JRSM 4710 | | | | | | | | | | |

Strategic Media Major Core

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| STRM 3200 | | | | | | | | | | |
| STRM 3210 | | | | | | | | | | |
| STRM 3250 | | | | | | | | | | |
| STRM 4290 | | | | | | | | | | |
| STRM 4295 | | | | | | | | | | |
| JRSM 3905 | | | | | | | | | | |
| JRSM 4710 | | | | | | | | | | |

JOURNALISM MAJOR

Broadcast Journalism Concentration

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| JRSM 1800 | | | | | | | | | | |
| JOUR 3629 | | | | | | | | | | |
| JOUR 4629 | | | | | | | | | | |
| JOUR 4639 | | | | | | | | | | |
| JOUR 4998 | | | | | | | | | | |

Writing/Reporting elective: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JOUR 4124 | | | | | | | | | | |
| JOUR 4160 | | | | | | | | | | |
| JOUR 4165 | | | | | | | | | | |
| JOUR 4170 | | | | | | | | | | |
| JOUR 4180 | | | | | | | | | | |
| JOUR 4183 | | | | | | | | | | |
| JOUR 4185 | | | | | | | | | | |
| JOUR 4190 | | | | | | | | | | |

Production elective: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JOUR 4530 | | | | | | | | | | |
| JOUR 4535 | | | | | | | | | | |
| JOUR 4540 | | | | | | | | | | |
| JRSM 3800 | | | | | | | | | | |
| CRMM 4140 | | | | | | | | | | |
| CRMM 4500 | | | | | | | | | | |
| CRMM 4526 | | | | | | | | | | |
| CRMM 4550 | | | | | | | | | | |
| CRMM 4600 | | | | | | | | | | |
| CRMM 4920 | | | | | | | | | | |

Creative Mass Media Concentration

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| STRM 3210 | | | | | | | | | | |
| STRM 4221 | | | | | | | | | | |
| CRMM 4500 | | | | | | | | | | |
| CRMM 4900 | | | | | | | | | | |

Electives: Select four of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| STRM 4295 | | | | | | | | | | |
| CRMM 4140 | | | | | | | | | | |
| CRMM 4220 | | | | | | | | | | |
| CRMM 4526 | | | | | | | | | | |
| CRMM 4550 | | | | | | | | | | |
| CRMM 4560 | | | | | | | | | | |
| CRMM 4600 | | | | | | | | | | |
| CRMM 4920 | | | | | | | | | | |

Journalism (No Concentration)

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| JOUR 3120 | | | | | | | | | | |
| JOUR 4998 | | | | | | | | | | |

Writing/Reporting elective: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JOUR 4124 | | | | | | | | | | |
| JOUR 4150 | | | | | | | | | | |
| JOUR 4160 | | | | | | | | | | |
| JOUR 4165 | | | | | | | | | | |
| JOUR 4170 | | | | | | | | | | |
| JOUR 4180 | | | | | | | | | | |
| JOUR 4183 | | | | | | | | | | |
| JOUR 4185 | | | | | | | | | | |
| JOUR 4190 | | | | | | | | | | |

Production elective: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JOUR 4530 | | | | | | | | | | |
| JOUR 4535 | | | | | | | | | | |
| JOUR 4540 | | | | | | | | | | |
| JRSM 3800 | | | | | | | | | | |
| CRMM 4140 | | | | | | | | | | |
| CRMM 4500 | | | | | | | | | | |
| CRMM 4526 | | | | | | | | | | |
| CRMM 4550 | | | | | | | | | | |
| CRMM 4600 | | | | | | | | | | |
| CRMM 4920 | | | | | | | | | | |

Sports Media Concentration

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| JOUR 4150 | | | | | | | | | | |
| JOUR 4155 | | | | | | | | | | |
| JOUR 4535 | | | | | | | | | | |
| STRM 3200 | | | | | | | | | | |
| STRM 3210 | | | | | | | | | | |

Writing/Reporting: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JOUR 3120 | | | | | | | | | | |
| JOUR 3629 | | | | | | | | | | |

STRATEGIC MEDIA MAJOR

Advertising Concentration

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| STRM 3211 | | | | | | | | | | |
| STRM 4220 | | | | | | | | | | |
| STRM 4221 | | | | | | | | | | |
| STRM 4222 | | | | | | | | | | |

Values elective: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| JRSM 4702 | | | | | | | | | | |
| JRSM 4704 | | | | | | | | | | |
| JRSM 4708 | | | | | | | | | | |
| JRSM 4716 | | | | | | | | | | |
| JRSM 4720 | | | | | | | | | | |

Integrated Social Media Concentration

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| STRM 3213 | | | | | | | | | | |
| STRM 4210 | | | | | | | | | | |
| STRM 4706 | | | | | | | | | | |

Elective: Select two of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| STRM 4220 | | | | | | | | | | |
| STRM 4221 | | | | | | | | | | |
| JOUR 3526 | | | | | | | | | | |
| JOUR 4540 | | | | | | | | | | |
| CRMM 4600 | | | | | | | | | | |
| CRMM 4920 | | | | | | | | | | |

Public Relations Concentration

| | 1. Law | 2. History | 3. Culture | 4. Visuals | 5. Writing | 6. Ethics | 7. Research | 8. Stats | 9. Evaluate | 10. Tech |
|-----------|--------|------------|------------|------------|------------|-----------|-------------|----------|-------------|----------|
| STRM 3212 | | | | | | | | | | |
| STRM 4706 | | | | | | | | | | |

Elective: Select two of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| STRM 4230 | | | | | | | | | | |
| STRM 4231 | | | | | | | | | | |
| STRM 4232 | | | | | | | | | | |
| STRM 4233 | | | | | | | | | | |
| STRM 4234 | | | | | | | | | | |
| STRM 4235 | | | | | | | | | | |

Elective: Select one of these

| | | | | | | | | | | |
|-----------|--|--|--|--|--|--|--|--|--|--|
| STRM 4220 | | | | | | | | | | |
| STRM 4222 | | | | | | | | | | |
| JOUR 3526 | | | | | | | | | | |
| JOUR 4540 | | | | | | | | | | |

Assessment Measures

ACEJMC articulated the importance of using multiple measures in its “Guide to Assessment of Student Learning in Journalism and Mass Communications.” The Council also indicated at the beginning of that document that it “seeks to promote student learning and encourages experimentation and innovation.” Additionally, “multiple direct and indirect measures are required for programs to use in their analysis of effectiveness. The Council suggests at least two direct measures and at least two indirect measures.

A direct measure requires students to demonstrate their learning. These measures examine actual student work to determine whether students demonstrate the knowledge, values, and competencies required to achieve program goals and includes exams, capstone projects, portfolios, aggregate internship evaluations and course-embedded assessments. Indirect measures capture perceptions, attitudes and outcomes of the learning experience. These reports can come from many perspectives, including students, faculty, internship supervisors, transfer institutions, and student surveys, alumni surveys, employer surveys, exit interviews, focus groups, student awards and graduation and employment data.

Thus, we have outlined our measures below:

Direct Measures

Student portfolios

Students in capstone courses (STRM 4295, CRMM 4900, JOUR 4998, and JOUR 4155) prepare a portfolio of their best work from courses, internships, student media, and freelance work. A standardized department-wide rubric is used to evaluate portfolios, both for a grade in courses and for external reviewers.

Student portfolios are used to satisfy the senior-level review and major field test as required by THEC. To satisfy these requirements, all portfolios must be reviewed by an external audience. We choose a diverse group of alumni and professionals to review the final portfolios in every program of study. Additionally, reviewers visit campus one day each spring semester for an event called JRSM Pro Day where students can receive feedback on their work from the professionals on hand, and the professionals provide the department with feedback.

Portfolios encompass a range of work in various formats, including newswriting, print designs, audio clips, videos, infographics, media plans, media kits, and campaigns. The rubric used for evaluation is based on what employers say they expect from our graduates entering the job market along with an opportunity for reviewers to give us qualitative feedback on the quality of work.

Aggregate internship evaluations

All students in Journalism and Strategic Media must complete one or more work experiences before graduation; most pursue the external internship option. The Internship and Career Services Coordinator gathers systematic feedback from each professional supervisor and analyzes the internship evaluations on an aggregate basis to determine the level of student preparedness and performance in professional work settings. Supervisors are asked to evaluate interns based on the 10 professional values and competencies defined by ACEJMC. The aggregate analysis reveals strengths and weaknesses related to curriculum and instruction. Internship evaluations are

reviewed in the spring, summer, and fall. These reviews serve our university-mandated assessment for SACSCOC.

Indirect Measures

Exit surveys

Each spring, a link to an online exit survey is sent to students enrolled in the capstone classes that academic term. Typically, the survey has about a 40 percent response rate. Students are asked to rate their educational experience in Journalism and Strategic Media. Questions include how students perceive their career preparedness, our extracurricular programs, what skills they would like to have included in the curriculum, and about their employment prospects. Data is reviewed each fall by the faculty.

Exit Interviews and Student Evaluation of Teaching Effectiveness

The graduation analyst surveys all graduates during their final graduation checkout. These instruments are used to determine the College of Communication and Fine Arts Advising Award each year, and feedback on student comments is provided to the chair to share with faculty members.

All students are encouraged to participate in the Student Evaluation of Teaching Effectiveness (SETE). The provost requires SETE scores to be included in all Tenure and Promotion applications, and the chair uses this survey during annual evaluations to encourage faculty to maximize their instructional effectiveness.

Student awards and competitions

Journalism and Strategic Media students compete in a number of professional awards and competitions, including, but not limited to, the National Student Advertising Competition, American Advertising Federation's Most Promising Multicultural Students program, the Hearst Journalism Awards Program, Chipps Quinn Scholars Program for Diversity in Journalism, Dow Jones News Fund, and competitions by the Public Relations Society of America and the Association for Education in Journalism and Mass Communication. Additionally, students are eligible for academic honor societies Alpha Delta Sigma and Kappa Tau Alpha. Performance in all award and recognition categories is used to assess student achievement, with performance in professional competitions used to indirectly assess mastery of ACEJMC competencies.

Internship and practicum reports

Students completing an academic internship or practicum must write an extensive report about their experiences, including a critical evaluation of their undergraduate courses and preparation for the work experience.

Alumni surveys

Journalism and Strategic Media surveys its graduates every three years asking graduates about the quality of their educational experience at the University and what they are now doing. This survey helps to calculate placement rates and gives alumni an opportunity to share insights about skills in our curriculum.

Service projects

Many courses include service-learning projects. Students share their work in these projects with

clients or the community, and instructors and students receive feedback about the quality of work. These projects engage alumni and professionals with our program and bring insights about curriculum and instruction.

Career placement

Journalism and Strategic Media evaluates its effectiveness by its annual job placement statistics. Job placement data is collected annually in the senior exiting survey and every three years in the alumni survey.

Ad Hoc Measures

Individual Course Assessment

Ad hoc assessment may take place at the course level as necessary to remedy identified weaknesses or target opportunities for strengthening student learning. Typically, new courses are assessed in their first term of instruction. Courses that have also undergone substantial changes are also assessed.

Annual time line

| Task | Responsible Party | Time |
|---|------------------------------------|----------|
| Report findings from previous year to faculty | Undergraduate Council | August |
| Adjust curriculum | Undergraduate Council | August |
| Collect fall capstone students' portfolios | Undergraduate Council chair | November |
| Review feedback from fall service-learning | Instructors, Undergraduate Council | December |
| Collect/analyze fall intern employer evaluations | Internship coordinator | December |
| Collect/analyze fall internship/practicum reports | Internship coordinator | December |
| Review SETE scores from previous calendar year | Department chair | February |
| Send exit survey to capstone students, analyze | Undergraduate Council chair | April |
| Monitor student awards | Awards & Scholarship Committee | April |
| Review feedback from spring service-learning | Instructors, Undergraduate Council | April |
| Collect spring capstone students' portfolios | Undergraduate Council chair | April |
| Collect/analyze spring intern employer evaluations | Internship coordinator | April |
| Collect/analyze spring internship/practicum reports | Internship coordinator | April |
| Send capstone portfolios for review, analyze | Undergraduate Council chair | May |
| Report data to University OIEAAA | Undergraduate Council chair | June |
| Review career placement statistics | Internship coordinator | April |
| Send alumni survey to graduates from past three years, analyze data | Internship coordinator | June* |
| Collect/analyze summer intern employer evals. | Internship coordinator | July |
| Collect University exit survey | Graduation analyst | Ongoing |

* Every three years

Review Schedule

Year 1 (Odd AY): PVCs 1, 5, 7, 8, 10.

Year 2 (Even AY): PVCs 2, 3, 4, 6, 9.

Oversight

Journalism & Strategic Media has an Undergraduate Council made up of the Associate Chair for Undergraduate Studies (chair), the Associate Chair for Graduate Studies, the Internship & Placement Coordinator, and a representative from each major. The Council's chair works with the University's Office of Institutional Effectiveness, Accreditation & Academic Assessment to coordinate reporting to general accreditors. The Council meets once a month during the fall and spring semesters.

Use of Information/Closing the Loop

All assessment data is shared with faculty in an aggregate report every fall at the August faculty retreat. Coordinators for each program meet with faculty in their programs to discuss how to adjust courses and curriculum based on the assessment findings. Small adjustments can be made immediately for the upcoming academic year. If any major curricular change is needed, the Undergraduate Council reviews the proposed changes and moves it toward approval by the Department, College and University.

The Council's chair shares data with the University's Office of Institutional Effectiveness, Accreditation, & Academic Assessment for reporting to THEC and SACSCOC.