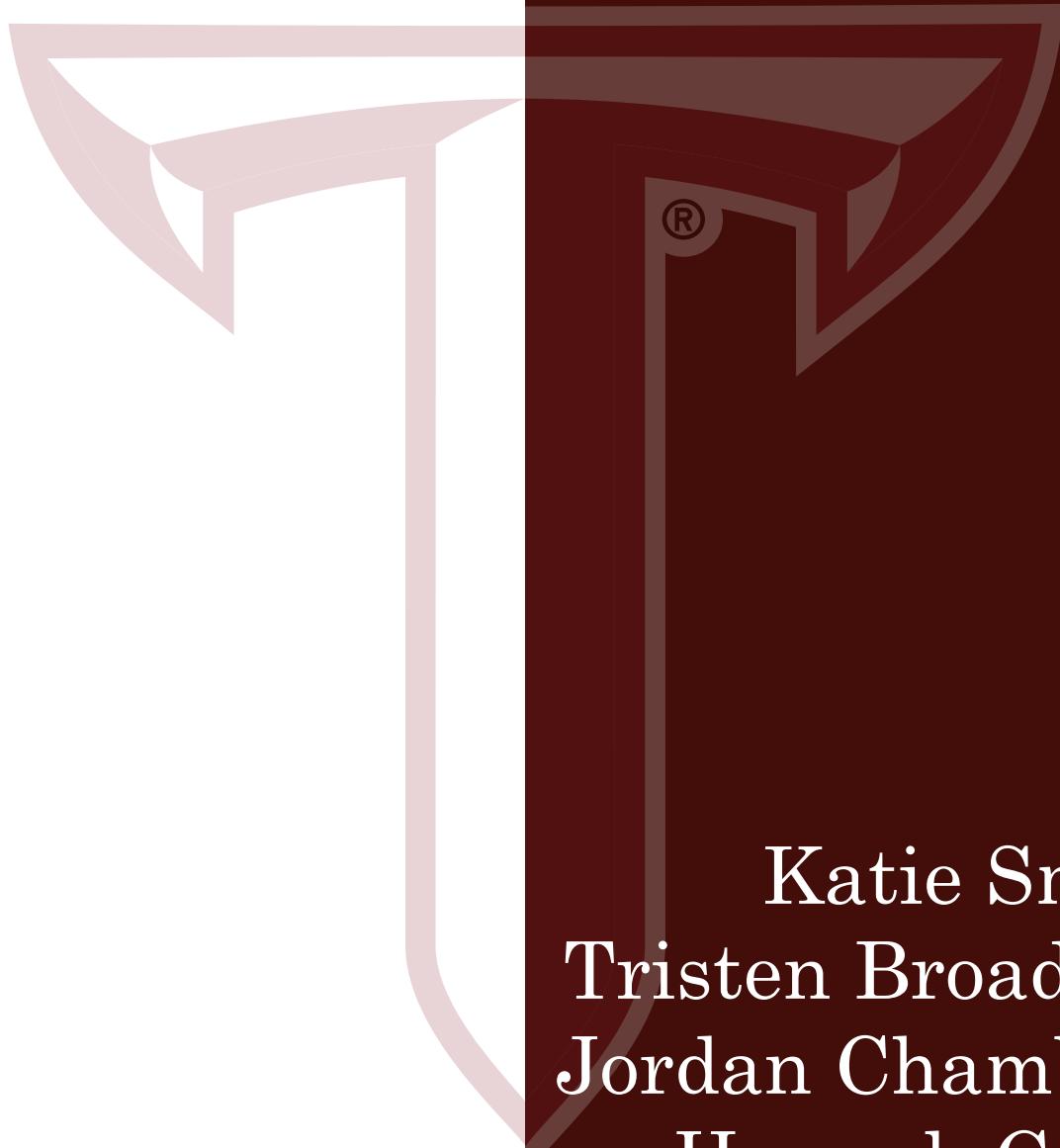


# STATE OF HJSC CAMPAIGN



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# Situational Analysis

Although the Hall School of Journalism and Communication (HSJC) is an esteemed hall school at Troy University, its reputation does not seem to reflect that. Higher administration often does not know or understand the scope of what happens within the department. This leaves the department in a unique position because they are not under-performing, but rather, underselling their accomplishments.

For example, according to the National Center for Education Statistics, Troy University awarded 112 bachelor's degrees in "Communication, Journalism, and Related Programs" in 2021-2022. 108 was the average number of bachelor's degrees awarded. One would find that the "Communication, Journalism, and Related Programs" falls slightly above the mean. Presuming that communication, journalism, and related programs fall under the Hall School of Journalism and Communication, the apparent conclusion is that the Hall School of Journalism and Communication is above the average number of awarded degrees at Troy University. This, in turn, shows that the Hall School of Journalism and Communication is generating more revenue than the average hall school.

Troy University's Hall School of Journalism and Communication is responsible for producing some of the most notable and esteemed professionals in the workforce. This includes, but is not limited to: Jennifer Dale (Vice President of Recruiting at Gray Television), Meagan Dorsey (Public Relations Officer at Dothan City Schools), Sheri Sereno (Communications Coordinator at Oklahoma State Department of Health), Melanie Newman (Sports Reporter at ESPN, named 2021 Ballpark Digest's Major League Baseball Broadcaster of the Year), Micah Grimes (former Head of Social Media at NBC News), Patrick Claybon (Anchor at NFL Network), Tom Foreman (Correspondent at CNN, Emmy award winner), and Rachael Wilkerson (Investigative Reporter at WRTV, Emmy award winner). Despite all these notable names coming from HSJC, senior administration does not seem to recognize the significance of this department. Although these are only two examples, they provide good insight into what HSJC is facing.

# Secondary Research

The Hall School of Journalism and Communication was established in 1971 and has been operating for 53 years to date. The program was recognized by the Radio-Television Digital News Association, which named Troy University as having the 6th Best Journalism Program in the Country in December 2014.

The *Tropolitan*, HSJC's student-run newspaper, is also an opportunity for students to sharpen their skills. Students gain experience in utilizing AP style, interviewing various individuals, editing pages, formatting the newspaper using InDesign, and deciding what is newsworthy for their fellow Troy students. The *Palladium* is the last student publication offered through HSJC. The *Palladium* is Troy University's yearbook. Students who work for the *Palladium* also exercise their writing abilities, along with concepts like graphic design, spacing, and more.

In addition to working for the writing side of the newspaper, students also have the opportunity to work for the business department of student publications. Working in this department provides opportunities for students to develop advertising, public relations, business, promotion, and social media skills. Students can expect to learn how to conduct cold calls and sales negotiations, create strategic social media and advertising plans, develop and execute business plans, design graphics, and more.

The Hall School of Journalism and Communication also holds an annual speech competition with esteemed judges and a \$500 scholarship prize. This competition is open to all qualifying students, not just those within the HSJC. It can also serve as a networking event for students, as they have the opportunity to meet the judges after the competition. Although competitive in nature, competitions like these can also foster community closeness and bolster relationships between students, both within and outside the department.

# Secondary Research

In addition, TrojanVision fostered community closeness and created relationships with the community outside of Troy University. An example of this was when TV Manager Aaron Taylor donated multiple cameras and other broadcast equipment to Banks School journalism class. There is an old relationship between HSJC and Banks School, according to Aaron Taylor in a news article by AlabamaCentralinc. This is also not the first time HSJC has donated to Banks.

Nine students also placed in the SEJC competition with The Talk of Troy earning second place in the Best Audio News Program category and The Tropolitan earning third place in the Best Newspaper category. Over 30 colleges entered the competition focusing on newspapers, television, and radio. The Tropolitan was named the winner of the Corbin Gwaltney Award for Best All-Around Student Newspaper, and TROY TrojanVision News was named a finalist in the Best All-Around Television Newscast category.

HSJC also has the honor of hosting The Southeast Journalism Conference this year. This event will bring 20 colleges and approximately 200 people to Troy University. The conference brings journalism colleges together for competitions, presentations, banquets, and panels. Students have the opportunity to win awards that showcase their skills learned from the department.

In 2022, the Hall School of Journalism performed well in recent award ceremonies, earning multiple accolades from both the Society of Professional Journalists (SPJ) and the Southeast Journalism Conference (SEJC). The SPJ's annual Mark of Excellence Award honors the best in student journalism.

## Opportunity Statement:

The Hall School of Journalism and Communication has the opportunity to improve its reputation among senior administration by positioning itself as a leading department in CCFA and amplifying student and alumni success and graduation rates.

# Publics Analysis

## Senior Vice Chancellors

There are 5 Senior Vice Chancellors, which include Vice Chancellor for Government and External Relations / Advancement, William Filmore, Senior Vice Chancellor for Financial Affairs and Online Education, Dr. James M. Bookout, SVC for Student Services and Administration Sohail Agboatwala, SVC for Academic Affairs Dr. Kerry J. Palmer, and SVC Athletics and Director of Athletics Brent Jones.

The Office of Government and External Relations helps with acquisition of external funding with related fundraising with office such as Alumni Affairs, Development, Government Relations, and Sponsored Programs. The Office of Financial Affairs and Online Education consists of each financial office, human resources, dining services, online education, risk management and more. The Division of Student Administration deals with enrollment and student services such as campus media and recreation. The Division of Academics is over all academic programs and support services.

The SVCS are all a part of Generation X, which values education that aligns with real applications. They prefer programs that provide skills that can lead to stable career paths. Among the chancellors, Agboatwala is the only person of color, which shows the value of diversity high on his values.

# Publics Analysis

## Troy University Board of Trustees

Troy's Board of Trustees include: Governor Kay Ivey, C. Gibson Vance (President Pro Tempore, Area 4), Edward F. Crowell (Vice President Pro Tempore, at large), Forrest S. Latta (Area 1), John D. Harrison (Area 2), Earl. V Johnson (Area 2), Allen E. Owen III (Area 3), Cameron Ward (Area 4), Gerald O. Dial (Acting President FR!!, Area 5), Karen E. Carter (Area 6), Roy H. Drinkard (Area 7), C. Charles Nailen (At large), Theodor Thoenes (SGA President, nonvoting member), and Dr. Jack Hawkins Jr.(Secretary).

# Secondary Research

## SWOT Chart

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• The department gives students hands-on experience with student organizations such as TrojanVision, the Tropolitan, and the Palladium.</li><li>• HSJC has 50 years of experience.</li><li>• All HSJC students learn how to work with digital and social media through the program.</li><li>• Because of the extensive program, students will have many skills that will appeal to employers. This also means that finding a job will be easier.</li><li>• J-Day is hosted every year, allowing prospective students to gain insight into the program and what it has to offer.</li></ul>	<ul style="list-style-type: none"><li>• HSJC lacks proper advertising from the department and University itself.</li><li>• Students aren't knowledgeable of the courses offered in HSJC that can be taken as electives.</li><li>• Lack of donations and grants not being written limits academic advancements.</li><li>• Limited staff and faculty; the teacher student ratio is 16:1.</li><li>• Lack of student engagement outside of the department.</li><li>• HSJC does not have distinct branding (logos, social media presence, style guide that is outside of the university) outside of its student led organizations, compared to other departments.</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• TrojanVision and the Tropolitan report on things that occur on campus and what happens in the community, allowing room for collaboration.</li><li>• To increase enrollment in HSJC courses by showing degree compatibility with other department majors.</li><li>• HSJC hosts events that allow students to network with major representatives of organizations in the industry.</li><li>• Events can be hosted with other departments outside of the CCFA to present opportunities for HSJC.</li></ul>	<ul style="list-style-type: none"><li>• Budget cuts affect the department and each individual organization.</li><li>• Opposing universities' communication departments act as competitors.</li><li>• The size of the department can increase, but the space allotted may not be enough.</li><li>• Prospective students may decide to pursue other college options.</li><li>• Higher education may not be pursued due to financial hardships.</li></ul>

# Strategic Approach

## Positioning Statement & Management Goals

Positioning Statement: Creating ethical communicators through strategic planning and first-hand experience.

Relationship Management Goal: To increase HSJC alumni participation by highlighting their success in the industry.

Task Management Goal: To increase administrative recognition for the Hall School of Journalism by showcasing alumni success.

Reputation Management Goal: To build a prominent reputation for HSJC through current student success and alumni success.

# Strategic Approach

## Objectives

1. To have an effect on the acceptance of the Hall School of Journalism and Communication, specifically to increase a positive attitude about the prestige of the programming within the department (10% within 6 months).
2. To have an effect on the action of Troy University's higher administration, specifically to create an increase in funding for the Hall School of Journalism and Communication (increase 10% within 8 months).
3. To have an effect on the acceptance of the HSJC being a leading department by Troy University higher administration, specifically to increase awareness of student retention, graduation rates, and hire-ability (increase of 10% within 8 months).
4. To have an effect on the awareness of Troy University's higher administration, specifically to increase attention about the hands-on learning components offered at HSJC that equip students with journalism skills and job readiness (increase of 10% within 8 months).
5. To have an effect on the awareness of Troy University's higher administration, specifically, showcasing the importance of alumni success by sharing testimonials on how HSJC impacted their professional careers (increase of 10% within 8 months).
6. To have an effect on the awareness of HSJC with higher administration, specifically to create news about the department by beginning an inaugural luncheon about HSJC students, alumni, and department success (increase of 10% within 8 months).

# Strategic Approach

## Evaluation Plan

These objectives will first be evaluated individually then we will look at the campaign's success.

To evaluate objective 1, we will provide two surveys to students, faculty, and alumni associated with HSJC. The first one will be three months before the campaign to provide a baseline for evaluating how effectively the campaign worked. Then a second survey will be conducted after the campaign to compare results. Both surveys will measure what the values are in their department, any minor complaints, and general sentiment. Surveys can only be completed once per person and will be distributed to students through professors. This objective is important because it starts with building up positive sentiment within the current student body and faculty at Troy University, thus enabling them to be positive spokespersons for HSJC.

To evaluate objective 2, we will target Senior Vice Chancellor James M. Bookout and Chancellor Jack Hawkins, Jr. to gauge their eagerness to invest in the maintenance of the department's building and increasing faculty members. This will be achieved by an in-person meeting between them, Director Robbyn Taylor, and Dean Thrasher.

# Strategic Approach

## Evaluation Plan

To evaluate objective 3 and 4, we will host a separate post-campaign meeting a week later to see what higher administration retained and how likely they would be to proselytize HSJC's strengths and successes to the Board of Trustees and in other related situations. This meeting will be open to all the senior vice chancellors, Dean Thrasher, and Director Robbyn Taylor.

To evaluate objective 5, we will send two short surveys to the SVC's and Chancellor Hawkins Jr.'s secretaries. The first survey will be sent three months before the luncheon event to set a baseline for evaluation. The second will be sent immediately following the luncheon. Both surveys will take a maximum of five minutes to complete and will measure how impactful the testimonials were and their success in spreading a persuasive message regarding how HSJC does an excellent job preparing students for their careers. By sending the surveys to their secretaries and keeping questions concise, we will be targeting the higher administration's "gatekeepers", which will increase the odds of our survey being completed.

To evaluate objective 6, we will examine how many news stories and digital media posts were made regarding the luncheon event. A data analysis will be conducted focusing on the reach of all the news stories, which will include seeing how many people have clicked on them, how long they've stayed on the site, and how many views news stories received.

# Strategic Approach

## Proactive Action Strategy Special Event



The campaign aims to establish an annual luncheon within the HSJC. The State of HSJC luncheon is an important step to building up the department's reputation. By making it an annual event, it will generate news, foster a higher level of importance within the department, and bring higher management into the department. This will be the time when the department can highlight current student successes and bring in HSJC alumni. Bringing the alumni back to Troy is important for two main reasons. First, they are great networking opportunities for current students. Second, their testimonies are great ways the higher administrators to see how well HSJC teaches their students.

Dr. Taylor, the Director of HSJC, will be the spokesperson for the event. She will provide a persuasive message that will inspire students and remind higher administrators how excellent the HSJC program and what opportunities it provides.

Liz Filmore will be the guest speaker for the luncheon. Filmore is the Chief of Staff for Governor Kay Ivey and two-time graduate of Troy University, with a B.S in Broadcast Journalism and a Master's degree in Public Administration. Since this campaign's goal is to build a reputation of excellence for HSJC, this event will be business casual and will provide a meal for attendees.

# Strategic Approach

## Proactive Communication Strategy Generating News

The luncheon will be the big event that will generate the most news. However, it won't be the only aspect of this campaign that will provide news about HSJC.



The luncheon can generate news in several ways. For example, HSJC can make headlines due to the prominence of Tom Foreman coming to Troy University. HSJC could pitch his visit as him coaching HSJC students on how to be successful in an ever-changing career field or how his time at Troy gave him the foundation he needed to succeed and win an Emmy award. Additionally, it could be a soft news story that is spread through internal news sources like TrojanVision and the Tropolitan. They could take more student-focused angles, gathering sentiments and quotes that express all the important takeaways from the event.

## Reactive Strategy



If the event were to be held outside, we may experience bad weather. To prevent this, we will rent a tent for the luncheon. However, we will need a backup venue in case of extreme weather. We will plan to reserve the Trojan Center ballrooms in case we have to move outside for bad weather. We would prefer to have the luncheon outside, so we will have natural lighting for media pictures and videos. However, we will be adaptable and be able to react to heavy rain or storms. By using the corrective action strategy, we can move the event inside. We would also use the apology reactive strategy to apologize to our guests about the weather. The props we have for pictures will be easy to move inside, so we will still be able to have photo opportunities inside.

# Strategic Approach

## Appeals Used

### Logic

We will primarily use logic appeals (logos) throughout this campaign. Logic appeals will work best to persuade higher management because of the specific goals we're trying to accomplish. Since we want to improve the reputation of HSJC, we will use facts to show higher management that we deserve a positive reputation. Dr. Hawkins has been the Chancellor of Troy University for 35 years, so simple fluff material will not impress him. We must use data like student graduation rates, hireability after graduation, awards, and achievements to impress higher management. This shows current students the prestige of their program, gives pride to the alumni and administration, and improves the reputation of the department.

### Control & Charisma

We will use control and charisma appeals throughout our campaign. By utilizing several effective communicators, we will be able to reach our target audience successfully. Since interpersonal communication is the most effective form of persuasive communication, we must choose our communicators with intention and purpose for each situation. We will use communicators who exude control and charisma. Charisma is defined by familiarity, likability, similarity, and attractiveness. Control is defined by power, authority, and scrutiny. This balance is key for effective communication: without control, we will merely be friendly; without charisma, we will be off putting. We must blend these together to reach and persuade our audience.

# Tactical Recommendations

The State of HSJC Campaign uses the hierarchy of objectives to implement a strategic plan to improve the reputation of HSJC to Troy University's higher administration. Our team has three awareness objectives, two acceptance objectives, and one action objective.

## Awareness Objectives

1. To have an effect on the awareness of HSJC with higher administration, specifically to create news about the department by beginning an inaugural luncheon about HSJC students, alumni, and department success (increase of 10% within 8 months).
2. To have an effect on the awareness of Troy University's higher administration, specifically, showcasing the importance of alumni success by sharing testimonials on how HSJC impacted their professional careers (increase of 10% within 8 months).
3. To have an effect on the awareness of Troy University's higher administration, specifically to increase attention about the hands-on learning components offered at HSJC that equip students with journalism skills and job readiness (increase of 10% within 8 months).