

**International Journalism and Media Management Training Program at
Western Kentucky University**

**Semi-Annual and Final Report
June – December 2005**



INTERNEWS

DGC-A-00-01-00007-00

Contact:

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Internews Network
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The International Journalism and Media Management Training Program at Western Kentucky University

I. Introduction

This semi-annual report for *The International Journalism and Media Management Training Program at Western Kentucky University* (DGC-A-00-01-00007-00) covers the period from June 2005 through to the end of the program in September 2005, therefore also serving as a final report. This report includes a summary of the final program activity and provides an overview of the project. During this reporting period, the major activities were: (1) a curriculum training at WKU for a Jordanian professor from Yarmouk University, and (2) and development of a media center for training students on digital audio editing small equipment grant to the university.

II. Curriculum Training for Jordanian Professor

The International Journalism and Media Management Training program at Western Kentucky University concluded with two major capacity building activities. This included a visiting professor exchange with Yarmouk University with Communications Professor Dr. Mahmoud Shalabieh and an equipment grant to Yarmouk. Dr. Shalabieh spent three weeks on Western's campus working with the Department of Journalism and Broadcasting, developing a radio broadcasting curriculum to be implemented at the university. The curriculum was designed to provide a comprehensive, university-level radio broadcast training course. (See Appendix A for Dr. Shalabieh' CV and Appendix B for his training schedule.)

Dr. Shalabieh spent a considerable amount of time with Western's Public Broadcasting staff in order to get a observe the day-to-day operations of a public radio station. The topics covered included an overview of station management, the creation of a newscast from, broadcast delivery, fund raising, investigative reporting, and mini-documentary production. A presentation was made of the latest technology used by WKU's interactive video services for video conferencing and distance-learning. Of which offers another opportunity for future collaboration between WKU and Yarmouk University.

In addition, Dr. Shalabieh participated in a field trip to the studios and offices of the Clear Channel radio operations center in Nashville, Tennessee. This gave him the opportunity to learn more about the commercial side of the radio industry in the United States.

A concerted effort was made to introduce Dr. Shalabieh to the entire campus community in an effort to increase awareness of the working partnership between WKU and Yarmouk University. This was accomplished through various introductory sessions with top University leaders, such as, President Gary Ransdell; Provost Barbara Burch; Dr. David Lee, Dean of the Potter College; and Dr. Richard Kirchmeyer, Vice President of

Information Technology. In addition, Dr. Shalabieh was introduced to the majority of WKU's faculty during the 2005 Fall Semester Convocation.

The level of community involvement and outside activities are crucial components to this program and provide an opportunity for the deepest possible immersion for participants of the program. In an effort to initiate involvement, a welcome reception was held in honor of Dr. Shalabieh. Bowling Green's Mayor, Elaine Walker, presented Dr. Shalabieh with an honorary citizenship to the city of Bowling Green during a local City Commission Meeting where he was introduced to all in attendance.

After Dr. Shalabieh's training at WKU, he traveled to Washington as part of the program's broader objectives to expose participants to US public policy and major market media enterprises. Over three days he met with USAID, the Department of State. While in DC, he had the opportunity to tour National Public Radio (NPR) and WAMU at American University and the Voice of America. The tours provided him with more working examples of public international broadcasters.

In addition to the US-based training, the program also provided a small equipment grant to Yarmouk University. The equipment included two state of the art flash card technology recorder field-kits, the latest in digital audio editing software, and two desktop computers that will serve as digital editing suites. It is a long term goal of Yarmouk University to create a campus based radio station and this equipment grant will serve as building blocks for a future station.

II. Project Overview

Since August of 2001 the Western Kentucky University International Journalism and Media Management Training Program has been the location for a premier exchange program for working media professionals engaging in an intensive program of journalism study and internship. The program has trained media professionals and educators from Indonesia, Cambodia, Egypt, and Jordan at the university's Bowling Green campus and at in-country trainings through a follow-on training component of the program.

The program focused on concentrated individual and small-group instruction at WKU's Public Broadcasting facilities and School of Journalism and Broadcasting, drawing on the university's celebrated broadcasting staff and journalism school faculty, as well as some of the nation's top news and media management professionals. The in-country program drew on Internews' extensive experience supporting indigenous independent media and was designed to help participants maintain the international standards and practices learned in the face of local cultural, economic, legal and regulatory realities. Additionally, follow-up work in each target country fostered effective advocacy and continuing education for the larger media communities.

The program conducted trainings in radio journalism, radio management, print journalism, photo-journalism, and training of trainers. The program has also developed a radio training curriculum with a visiting professor from Jordan that will be taught at Yarmouk University. Trainings ranged from two to eight weeks and included lectures, practical exercises, and observational visits to regional media outlets, including, in some cases, travel to Washington DC for continued research and meeting high-ranking US government officials at the State Department and elsewhere. The program also provided small equipment grants to the participants. These grants came in the form of reporter's field-kits, consisting of professional grade recorders and microphones, and computers loaded with the latest digital editing software.

A distinguishing feature of the WKU program was the level of community involvement. Through a mentoring component of the program, the participants were paired with university staff and members of the community upon their arrival to Bowling Green. The mentors served as cultural advisers and provided individual attention to each participant helping them adapt to their new surroundings, exposing them to an American way of life, and providing additional training, if necessary, to those who needed further assistance with the meeting the program's objectives.

Radio Journalism Trainings and Follow-on Trainings

The WKU program conducted radio trainings for journalists from Indonesia and from Cambodia. The participants were selected from a national pool of applicants by a WKU selection committee. The application packets included sample scripts and essays that were evaluated by the committee. Since the trainings were conducted with simultaneous translation, English proficiency was not a requirement.

The first week of the training was primarily a series of lectures taught by university staff and media professionals. These lectures included:

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|---------------------------------|--------------------------------|----------------------------------|
| <i>? Journalism Ethics</i> | <i>? Sound and Actualities</i> | <i>? Analytical Reporting</i> |
| <i>? Fairness and Balance</i> | <i>? Editing</i> | <i>? Defining News Relevance</i> |
| <i>? Broadcast News Writing</i> | <i>? Features</i> | <i>? Creating a News Cycle</i> |
| <i>? Radio/TV News Formats</i> | <i>? Newscast Stacking</i> | <i>? Newsroom Management</i> |

In addition to the core topics, the program also included guest expert lecturers on specific issues such as HIV/AIDS reporting.

The second and third week of the radio training focused on practical exercises. During the second week the participants created radio reports from around the city, incorporating techniques that were taught in the



first week like the use of sound. Once the reports were completed and the scripts translated, they were then reviewed and critiqued by a panel of WKU instructors.

In the final week the participants worked together to create a daily news program that was aired live on the campus station, WWHR 91.7FM. The programs were in each group's respective language and included news, features, public service announcements, station identifications, and commercials – all created by the participants.



Roughly six months after each training, the program conducted in-country follow-on trainings. These in-country trainings were not only for the participants from the Bowling Green sessions, but also open to their colleagues, a means of reinforcing lessons learned, expanding the participant base and also employing graduates of the program as trainers.

Radio Management and Follow-on Trainings

The program also conducted radio management trainings for station managers from Indonesia and from Cambodia. Most all of the managers selected to attend the trainings were from stations that were represented in the journalism training. In addition to the obvious benefits of the management curriculum, by providing the managers of these stations with this advanced training, it helped in creating an enabling work environment for the newly trained journalists that would be more receptive to new ideas.

The management trainings were two weeks each and followed a lecture with discussion format. In addition to the journalism and public broadcaster instructors, the program also tapped into the university's business school for an additional resource. The trainings covered various management topics that included:

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|---------------------------------------|------------------------------------|--|
| <i>? Broadcast Programming</i> | <i>? Advertising & Pricing</i> | <i>? Station Promotion</i> |
| <i>? News/Information Programming</i> | <i>? Sales Principles</i> | <i>? Technology</i> |
| <i>? Human Resources</i> | <i>? Production and Creativity</i> | <i>? Ethics and Laws in Broadcasting</i> |

The final project for the managers was to create a business plan that included a strategy to increase advertising revenues for their stations. These plans were evaluated by a WKU panel and then discussed with all the managers.



Like the journalism training, the management training also included in-country follow-on trainings. These seminars were open to the participants and other radio managers. In addition

to the seminars a few of the stations were selected for station residencies. At these residencies WKU trainers worked closely with the manager and their sales department. The trainer could observe how the station operated and provide very specific and customized recommendations.

Print Journalism Trainings

In addition to radio trainings, the WKU program conducted a print training for a group of Egyptian print journalists. This training, conducted in English (unlike previous trainings), was designed for journalists at an advanced skill level and included internships at newspapers in Ohio, Kentucky, Alabama, and Indiana. The training also featured a training-of-trainers component that taught training and presentation techniques to the participants so that they can better impart the knowledge and skills that they acquired at the training to their colleagues.

The first three weeks of the training covered a variety topics including:

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|---|---------------------------------------|---|
| <i>? The Power of Media</i> | <i>? Newspaper Editing</i> | <i>? Editorials and Features</i> |
| <i>? Elements of a Newspaper</i> | <i>? Specialty Reporting</i> | <i>? Photography</i> |
| <i>? Ethics, Fairness, Balance, and Objectivity</i> | <i>? Defining News and News Value</i> | <i>? Convergence of Print and the Web</i> |
| <i>? Layout and Design</i> | | |

For the third week the participants created a daily on-line newspaper. Like with the radio journalists, the print journalists created every aspect of the paper including all the reporting, articles, and advertisements.



After the initial three weeks, the group was paired up and sent to three-week internships at papers in Louisville, Kentucky; Columbus, Ohio; Birmingham, Alabama; and other regional papers. At these internships all of the participants had the opportunity to work closely with the staff on substantive stories, with many of them getting articles that they wrote published in the newspapers. After the internships the participants returned to WKU for the training of trainers' sessions.

Curriculum Development

The most recent program activity was designed for a visiting professor exchange with a Jordanian scholar. The professor spent three weeks working with the journalism department at WKU on the development of a radio training curriculum that will be implemented at Yarmouk University. This curriculum was designed to provide a university level, introductory, yet comprehensive, radio training course. The training also

included information on the steps necessary to get Yarmouk University accredited so that journalism students might find it easier and beneficial to matriculate for a semester or more at a US based journalism school.

The visiting professor spent time at the university's public broadcaster, WKYU-FM, learning the inner-workings of a university-based public radio station. His university intends, with support from the WKU program, to establish a university based community radio station in Jordan. To assist with this, the WKU program has granted recording and editing equipment to the university and is currently exploring other ways to support the journalism program there.

Impact on the Participants

The WKU program has had the opportunity to work with talented media professionals from around the world. Through follow-on trainings, e-mails, and list serves, many of the participants and trainers have remained in contact over the years, in one case using a list serves established through the program. Several of the participants have gone on to conduct trainings of their own, some have participated in other exchange programs in Europe, and some have returned to the United States to pursue journalism degrees. A few have become instructors in their countries and others have moved into greater management roles at their stations. Many of the participants attribute the WKU program to being a valuable experience that has helped them to further their skills and careers.

Curriculum Vitae

[REDACTED]
Dept. of Journalism & Mass Comm.
Yarmouk University
Irbid – Jordan
Tel. Cod 962-2-7271111 –7271100 –ext.2661 – 2668

Qualifications & Degrees.

PhD – Major: Communication Radio & TV. 1985
Ohio State University, Columbus, Ohio, U.S.A

M.A. - Major: Public Visual Comm. Radio &TV. 1981
Southern Illinois University at Carbondale, Il. U.S.A

M.A. - Master of Arts-Cairo University 1979.

Diploma of Higher Studies
(2 Years of Graduate Study) Major-Radio & TV 1973.

Cairo University- Faculty of Communication.

B.A- Cairo University

Professional Experience:

1985 – Present – Associate Professor Category A Yarmouk University
2003- 2004 Chairman of the Dept of Journalism & Mass Comm.
2002- 2003 Sabbatical leave Ajman University UAE
Faculty of Communication & Public Relations.
1998 - Qatar University – Dept of Communication (unpaid leave)
2001
1994 - Chairman of the Dept. of Journalism & Mass. Comm.
1994

1976 – 1982 - Jordan Television,
Head of News Department, Producer, Announcer, Report

1974 – 1976 – World News, Saudi Arabia - Amman Broadcasting
Chief Editor

1973 – 1974 – Amman Broadcaster, Jordan
Announcer

Published Books

- 1- Introduction to the Population Communication First Volume 1990 – CO – author.
- 2- Introduction to the Population Communication and Volume 1990 _ CO _ author-
- 3- Communication, Population and Development 1990-CO- author.
- 4- The Effects of IEC Campaigns on Family Planning Practices- A Practical Model June 1990-Co-author these books carried out within the framework of the population communication project(JOR/86/PLL), which was implemented by the department of Journalism & Mass Communication at Yarmouk University in cooperation with UNESCO and UNFPA.
- 5- Strategies of Information, Education, and Communication in Health Aspect. 1995 – Co – author. This book carried out in Cooperation. With Dept of Journalism and Mass Comm. At Yarmouk University and Unecef.
- 6- Culture and Development Co-author – The Arab organization Tunis, 1997.
- 7- Communication and Information Policies In The Islamic world The Islamic organization for Education science and Culture .
Translated To English and French language Al- Rabat 2000.
- Politiques De communication Et Dinformation Dans le Mode Islamique.

Publications

- 1 – Population Communication in the Electronic Media in Jordan Abhath al-Yarmouk University Irbid – Jordan 1991.
- 2 – Radio Cairo as a Vehicle of Propaganda to Peace in the Era of President Sadat: An Analytical study – Journal of Cairo University- faculty of Mass Comm. 1990
- 3 - The Demographic, Economic, and Social Variables of the Population in North Jordan and It's Importance to the Population Communication . Abhath al-Yarmouk Journal 1993 Yarmouk University Irbid – Jordan
- 4 – The Planning at Islamic Communication Policies and It's Development Communication Researches Magazine Al – Azhar university – Cairo 1996 .
- 5 – The Utilization of Radio and Television Programs in Health Aspect. Magazine of Human and Social Sciences – vol. 12. issue. 1996 – University of United Arab Emirate. Al-Ein. UAE.
- 6 – The Role of Culture in Social, Economical and Political Development - Moroccan Journal for Communication Research issue No. 10 1999 Al – Rabat Morocco.
- 7 – A Survey of the subscriber's opinion about the channels of the Cablevision in the new system study carried in cooperation between Qatar university & Qatar Telecom munication company (Q – Tel) February 1999 – Exclusive – unpublished.
- 8 – A survey of subscribers opinion about ART (Arab Radio and Television) channels in the new cablevision system.
Study Carried by Qatar university & Qatar Tele communication company (Q – Tel) February 1999 – Exclusive – unpublished.
- 10 – Women practitioners in the Jordanian press and communication corporations – A survey study – Abhath al Yarmouk Journal Vol. 18. Issue No.1 2002 . Yarmouk University – Irbid – Jordan.

- 11 – Woman and women communication practitioners in the Jordanian Electronic media
Egyptian Magazine for communication Research – 1997 – faculty of communication
Cairo university. Egypt.
- 12 – Cultural and Educational Functions of public service Broadcasting in the Arab states
– Round Table conference on public Broad casting – UNESCO – paris – July, 1995 –
published in especial volume by UNES co Paris 1996



International Journalism & Media Management Training Program

Thursday | 11 August

8:30am - 9:30am	Pick up rental car, banking, other misc. tasks
9:30am - 10:30am	Orientation - International Programs office
11:00am - 11:30am	Dr. David Lee's office for Introduction Fine Arts Center - Room 200
11:30am - 1:00pm	Lunch with Jack Hanes & Shannon York
1:00pm	Broadcast & Journalism Dept. With Jeanine Cherry A tour of MMTH will be conducted to include: Computer labs, auditorium, student radio station, classrooms and multi-media lecture facilities, audio/ visual editing labs, conclude with a visit to the basic radio lab in Academic Complex



International Journalism & Media Management Training Program

Friday | **12 August**

8:30am - 11:00am

Jack Hanes – Director Educational
Telecommunications Overview of station
management, mission and vision

Lunch

11:30am - 1:00pm

1:00pm – 2:00pm

Dr. Barbara Burch, Provost
Academic Affairs & Provost’s Office
Wetherby Administration Bldg. #239
Introduction



International Journalism & Media Management Training Program

Monday | **15 August**

8:30am - 11:30am

Jeanine Cherry
Adobe Audition - Introduction to Digital Audio Production With a concentration on Adobe Audition. The basic operations of Adobe Audition include: Single track audio recording, editing, audio mixing, saving files, etc. Time permitting Multi-track audio recording, mixing, editing, saving files, and sound manipulation will also be covered.

11:30am - 1:00pm

Lunch

1:00pm – 2:30pm

Peter Bryant, Director Public Radio Services
WKYU-FM Station Operations & Programming
Philosophy

3:30pm

Dr. Gary Ransdell, President
Wetherby Administration Bldg.

4:00pm

Reception – MMTH Gallery



International Journalism & Media Management Training Program

Tuesday | 16 August

8:00am - 12:00pm

WKYU News Room - Create News Cast
Hands on use of digital editing - Adobe Audition
to record, label and transfer individual sound bytes.

Gather news from several sources, i.e. the
Associated Press, Kentucky News Network,
the internet, faxes, as well as individual reporting.

The “putting together” of the Middday Edition
to include how to decide which stories lead, andhow
the newscast is broken into segments.

Observe the airing of the Middday Edition, how
the two anchors interact on the air, and how
the lead anchor runs the board during the
newscast.

12:00am - 1:00pm

Lunch

1:00pm - 4:00pm

Curriculum models and syllabi with Dr. Pam Johnson



International Journalism & Media Management Training Program

Wednesday : **17 August**

8:30am - 9:30am

Adobe Audition - Jeanine Cherry

9:30am - 11:30am

Curriculum - Dr. Pam Johnson

11:30am - 1:00pm

Lunch with Dr. Johnson and Jeanine Cherry

1:00pm - 4:00pm

**Dr. Pam Johnson—MMTH
Models of Curriculum**



International Journalism & Media Management Training Program

Thursday | 18 August

8:30am - 9:30am

Adobe Audition - Jeanine Cherry

9:30am - 10:30am

**Joe Corcoran - WKYU-FM Reporter/Anchor
Broadcast Delivery**

10:30am – 1:00pm

**Faculty Development with Dr. Johnson
Knically Conference Center - lunch provided**

**Dr. Burch will introduce Dr. Shalabieh to
WKU Faculty**

1:00pm - 4:00pm

**News Room - Kevin Willis, WKYU-FM Assist. News Dir.
Production of news piece to include:**

**Observe the process of how a long format radio piece is put together. Working in the field with Kevin Willis on a project (topic TBD) to observe how interviews are conducted, etc.
Returning to the news room to put all of the information together to develop the actual news story - beginning with the dubbing from mini-disc to Adobe - a continuation of the Adobe training.
Discussion of how to approach longer format pieces, how to choose the subject matter, choose interviewees, etc.**



International Journalism & Media Management Training Program

Friday | **19 August**

8:30am - 9:30am

Adobe Audition - Jeanine Cherry

9:30am - 10:30am

**Dr. Soleiman Kiasatpour - Assistant Professor,
Political Science Terrorism & civil disturbance discussion
and approaches to coverage.**

11:30am - 1:00pm

Lunch

1:00pm - 4:00pm

Terry Reagan - Director, Development Public Broadcasting



International Journalism & Media Management Training Program

Monday | **22 August**

9:00am - 11:30am

Dr. Pam Johnson - Curriculum Development

11:30am - 1:00pm

Lunch

1:00pm – 4:00pm

Dan Modlin, WKYU-FM, News Director
Investigative/Enterprise reporting and mini-documentary production will include:

- Using documents to compile investigative reports
- Using multiple sources for investigative reporting
- Covering the importance of patience and a long-term perspective in researching documents
- Adapting detailed, tedious information into a format that works on radio
- Ethical and legal considerations
- Importance of planning in approaching a mini-documentary
- How to organize the information collected
- How to put the pieces of the puzzle together to achieve the completed mini-documentary.
- To be included in the session: tips on editing, generating silence on screen, and cut and paste options of Cool Edit.



International Journalism & Media Management Training Program

Tuesday | **23 August**

8:30am - 11:30am

**Barbara Deeb - WKYU-PBS - News Producer/Reporter
Discussion Programs and Radio Magazine**

10:00am

Faculty/staff convocation – Van Meter Hall with Dr. Burch

11:30am - 1:00pm

Lunch

1:00pm – 3:00pm

**Tamela Maxwell, Manager
Interactive Video Services
Discussion to cover Interactive video in the classroom,
Interactive technology used in video conferencing, and
equipment pricing.**

3:00pm - 4:00pm

**Dr. Pam Johnson and Jeanine Cherry
Internet Resources**



International Journalism & Media Management Training Program

Wednesday | **24 August**

9:00am - 11:30am

Dr. Pam Johnson
Writing Jordanian Curriculum

11:30am - 1:00pm

Lunch

1:00pm - 4:00pm

Dr. Pam Johnson
Continuation with writing Jordanian Curriculum



International Journalism & Media Management Training Program

Thursday | 25 August

9:00am - 11:30am

**Dr. Pam Johnson
Editing Jordanian Curriculum**

11:30am - 1:00pm

**Lunch with Dr. Richard Kirchmeyer,
Vice President Information Technology and
Jack Hanes
Open discussion**

1:00pm - 4:00pm

**Dr. Pam Johnson
Continuation - editing Jordanian curriculum**



International Journalism & Media Management Training Program

Friday | **26 August**

9:00am - 12:00pm

Roundtable discussion and debriefing

12:00pm - 1:00pm

Lunch

1:00pm - 4:00pm

**Review and Recap of past two weeks
Opportunity to ask questions regarding material covered.**



International Journalism & Media Management Training Program

Saturday | **27 August**

9:00am Depart Bowling Green

10:30am Arrive Nashville International Airport

12:00pm Depart Nashville (BNA)
Southwest Flight 2031
Non-stop to Baltimore, MD (BWI)

2:45pm Arrive Baltimore, MD
American Luxury Limousine (202-320-0966) will have a driver waiting at Baggage Claim with a sign with your name on it. This transportation is prepaid and you are not expected to pay the driver. Tips are optional.

Hotel: Holiday Inn
1501 Rhode Island Ave NW
Washington, DC 20005

7:00pm Dinner with George Papagiannis 202-413-4828



International Journalism & Media Management Training Program

Sunday

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28 August

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Day Off



International Journalism & Media Management Training Program

Monday | **29 August**

10:30 am

Internews Office
1640 Rhode Island Ave. NW – 7th Floor
202-833-5740
You are welcome to come to the office earlier to check e-mail. The office opens at 9 am.

11:30 am

Tour of WAMU 88.5 FM, American University
4000 Brandywine Street, NW
Washington, D.C. 20016-8082
202-885-1200
Contact: Nancy Gius

2:15 pm

Mark Koenig, Senior Media Advisor
USAID, 202-712-1507

4:00 pm

Duncan MacInnes
Foreign Press Center 202-504-6325
529 14th Street NW

6:00 pm

Internews Office – Dinner with MENA Team and Sr. Vice President of Programs (tentative)



International Journalism & Media Management Training Program

Tuesday

30 August

9:00am

Internews Office

9:30am

Jennifer Bochner
Bureau of International Information Programs
US Department of State - State Annex 44 ,
301 4th Street, SW
4th Floor - North
T: 202-453-8402

1:00 pm

Michael Singh
Jordan Desk Officer
Bureau of Near Eastern Affairs
US Department of State
2201 C Street, NW
Main State, Room 5250
T: 202-647-1022

2:00 pm

Alberto Fernandez
Director Press and Public Diplomacy
Bureau of Near Eastern Affairs
Navy Hill State Annex 4 Central Building
23rd & C Street NW Gate (across from Main State)
T: 202-776-8860

3:00 pm

Jacquelyn Johnstone
Middle East Partnership Initiative (MEPI)
Bureau of Near Eastern Affairs
Navy Hill State Annex 4 Central Building
T: 202-776-8697

4:30 pm

Carol Klinger
NPR Tour, 202-513-2107
635 Massachusetts Ave., NW



International Journalism & Media Management Training Program

Wednesday

|

31 August

12:00 pm

Hotel Check out
You may leave your baggage at your hotel until it is time for your departure

6:00 pm

American Luxury Limousine will pick you up at the Holiday Inn and take you to Dulles International Airport. This travel is prepaid and you are not expected to pay for the driver. Tip is optional.

9:35 pm

United Flight UA932 to Frankfurt