

REPORT OF THE COMMUNICATIONS DISAPPEARING TASK FORCE
ON KAOS AND COOPER POINT JOURNAL MANAGEMENT AND ADVISORY ISSUES
(STUDENT COMMUNICATIONS DTF)

The Communications Disappearing Task Force (DTF) on KAOS and Cooper Point Journal Management and Advisory Issues (also known as the Student Communications DTF), was convened on November 4, 1982. The charge to the DTF from President Evans was "one of reviewing the facts as they have now been gathered and 1) to make a recommendation that the college discontinue or continue to operate KAOS and, if so, 2) to recommend ways to improve the effective management of the station and the newspaper."

The DTF consisted of three students, six staff members, and three faculty members. We met once a week for ten weeks. In the first weeks, we invited numerous resource people to address the DTF. Opinions and advice were offered by professional print journalists, radio broadcasters, former and current staff members of KAOS and the Cooper Point Journal (CPJ) and interested members of the community-at-large. Information and opinion was gathered through oral and written presentations and printed background material. Individually and as a group, DTF members studied Evergreen Administrative Code sections pertinent to KAOS and CPJ; the recent KAOS audit conducted by Vander, Wegen and Kincaid, Inc.; the Report on Communications at Evergreen compiled and written by Academic Dean William Winden in 1977; the Five Year Growth Plan for The Evergreen State College (August, 1980); the October, 1979 Evaluation Committee Report to the Northwest Association of Schools and Colleges and the Commission on Colleges pertinent to Evergreen's accreditation; and various sections of the KAOS grant proposal to the National Telecommunications and Information Administration (NTIA) concerning expansion of the broadcast signal area into Grays Harbor County.

Discussion and deliberation focused first on KAOS and later on issues concerning the Cooper Point Journal. In the later weeks, we arrived at the set of recommendations presented in this report. We believe we have answered all the questions raised on the second page of the DTF charge (see Appendix).

HISTORICAL BACKGROUND AND CURRENT STATUS OF KAOS AND CPJ

Radio Station KAOS

KAOS is a campus radio station of The Evergreen State College with community programming and involvement. It has operated since January, 1973 under a Federal Communications Commission license held by the Board of Trustees. It was conceived as a student activity.

The objectives of the KAOS Program Policy are:

- (a) To broadcast programs of an educational, informational, cultural or entertaining nature. Special attention will be given to programs originating on the college campus and to communication or information about college affairs.
- (b) To provide an additional alternative communications source sincerely dedicated to the needs and interests of the community.

- (c) To open previously closed airwaves to as many people as possible, making real community involvement in programming of the utmost importance. (EAC 174-163-220)

KAOS first went on the air on New Year's Day of 1973, as a 10 watt FM (Frequency Modulation) station serving the Evergreen campus and a limited Olympia audience. In 1976, transmitting power was increased to 250 watts and the listening audience was expanded to include most of the Olympia/Tumwater/Lacey area and other locations within Thurston County. Then in October of 1980 transmitting power was again increased, this time to 1500 Watts. The KAOS broadcast signal now reaches a potential listening audience of approximately 70,000 residents in parts of Thurston, Mason, Pierce and Lewis counties.

Funding for the station has always been a combination of Services and Activities (S&A) activity fees, and community support through subscriptions and fundraising events, and grants. The current budget breaks down to 75% S&A fees and 25% community support.

Station management staff has generally consisted of student and volunteer employees (station manager, operations manager, business manager, fundraising coordinator, technical director, production manager, music director, news director, public service director, program guide editor, etc.). Due to the severe competition for student activity funds, and the limited supply of those funds, KAOS operations have depended almost exclusively on unpaid or minimally compensated labor.

Academic credit has been generated at the station for management and technical positions since the first days of KAOS. There are currently seven students receiving some academic credit (four to eight Quarter Credit Hours) through participation in station activities, including engineering, production and management.

In addition to paid and internship staff, KAOS also has approximately 130 volunteers. The volunteers include students, staff, and a large number of community members.

The problems faced by students earning academic credit at KAOS have included lack of adequate and appropriate field supervision of their internship activities and lack of consistent faculty support.

According to guidelines established at the Office of Cooperative Education, students cannot provide field supervision for other students. Field supervision should come from professionals. Makeshift arrangements have been established from year to year at KAOS, but professional field supervision for interns other than station managers has been available to students only during the two time periods--September 1974 to March 1976, and October 1981 to present--in which the station staff has included paid professionals.

Through the history of KAOS, there have been several Evergreen faculty members with the background and inclination to work with students earning academic credit at the station. In addition to faculty members with academic or experiential background in professional broadcasting, faculty and staff members with backgrounds in business administration, marketing, fundraising, journalism, and the technical equipment fields have been in demand with student interns.

Inconsistent academic support seems to be a result of a lack of faculty members with sufficient time, background and interest in teaching the various aspects of broadcasting. Those faculty members who have worked with student interns at KAOS have invariably found their time and energy overtaxed and have soon withdrawn from involvement with the station.

In spite of these limitations, much of the education achieved through internship activities at KAOS is valuable to students in later life. Some have gone on to develop careers in communications. It remains difficult, however, to create consistent educational opportunities when there is minimal field supervision and scant faculty support.

Work at KAOS by paid staff members, interns and volunteers provides a valuable source of references for future job applications.

The KAOS Advisory Committee was established when the station first went on the air. Members of that committee are appointed by the president for three year terms. The Evergreen Administrative Code lists the responsibilities of the Advisory Committee as providing "general guidance, counseling, and assistance to the Station Manager and staff of KAOS regarding the operation of the station" (EAC 174-163-211). So the Committee has no policy making responsibilities. It does, however, "appoint and, if and when necessary, terminate" the Station Manager.

Information provided to the DTF indicates that the vague responsibilities and lack of policy authority has led to a situation where the Advisory Committee serves little function beyond the station manager selection. Many meetings of the committee draw fewer than the five members necessary to constitute a quorum.

The Cooper Point Journal

The Cooper Point Journal is an Evergreen student newspaper which covers both campus and community issues. It was first published as "The Paper" in December, 1971. The objectives of The Cooper Point Journal are to "provide a channel for campus information, serve as a forum of ideas and opinions in the college community, and educate interested students in the processes of communication (including those students whose primary concern is not oriented toward journalism per se)" (EAC 174-163-010).

Funding for the CPJ has come from a combination of student activity fees, advertising and subscription revenue. The ratio has varied from year to year. For the current budget year, this ratio has been about 54 percent advertising and subscription revenue and 46 percent S&A fee allocation.

Management positions at the Cooper Point Journal have always been filled by students. Those positions include: Editor, Managing Editor, Associate Editor(s), Production Manager, Advertising Manager and Business Manager. Most are volunteer positions, although some are paid internships. There are currently five students receiving academic credit at the Cooper Point Journal.

Students seeking internships with the CPJ face some of the same problems as the students working with KAOS. Because the position of Editor is consistently filled by students, there are no opportunities for students to receive professional field supervision. The sporadic faculty support for the Cooper

Point Journal has been similar to the situation at KAOS. A few interested and qualified faculty and staff members have given great amounts of their time and energy to students involved in putting out the paper, but those involved usually get burned out in short order. There have been several attempts at establishing group and cluster contracts and journalism modules have been offered on an occasional basis, but there has been no consistent, high quality academic support.

As is the case with KAOS, some students exploring career options have gone on to become professionals in the field of communications, but a majority of students conducting internships at the CPJ move on to other areas of interest.

The Cooper Point Journal answers to the Publications Board. Members of the Board are selected by the president to serve one-year terms. Duties of the Board are to "assume responsibility for formulating and administering general policies governing publication of the Journal. 'General policies' include such matters as frequency and date of publication, ratio of advertising to news space, and staff size, but do not extend to matters of day-to-day administration of the Journal nor to such editorial judgments as would normally be made by the editor or editor-in-chief of a commercially operated daily or weekly newspaper" (EAC 174-163).

The Publications Board also has the power to hire and fire the Student Editor and Business Manager.

Historically, the Publications Board has been more active in providing policy direction and editorial oversight to the Cooper Point Journal than the KAOS Advisory Committee has to the radio station.

ORGANIZATION AND MANAGEMENT ALTERNATIVES

Within a public college context, student newspapers and radio stations perform two major roles similar to their commercial counterparts. They provide news, commentary, educational information and offer entertainment. The news, commentary, and educational roles provide members of the campus community with an awareness of issues and activities that affect their lives. This, in turn, allows that community to participate in the self-governing process, both on and off campus. The entertainment role allows students and others to expand their cultural awareness and understanding through exposure to a wide variety of artistic expression.

In providing news coverage, student media have the protection of the First Amendment. The theory is that, if student editors, reporters and writers have the freedom to pursue the facts about issues and activities, no matter how controversial, the resulting information will allow readers and listeners to seek self-determined "truth." The resulting determination of truth will then allow the individual to participate fully in the campus governance process and in the larger democratic society as well.

There is extensive educational value in broadcasting and publishing news, information, commentary and educational material. Students learn to research the facts, to weigh various viewpoints and interpretations, and to present information in both balanced and persuasive ways. As part of this learning

process, students require the freedom to explore, to interpret facts, and even make mistakes in providing the resulting information to their readers and listeners.

With these principles in mind, we studied various organizational and management alternatives for the operation of both radio station KAOS-fm and the Cooper Point Journal student newspaper. Three alternative organizational structures were explored:

- Administration Controlled
- Independent Operation
- Shared Responsibility

Administration Controlled Alternative

In the Administration Controlled alternative, college administrators or faculty members responsible to the college administration have full responsibility for on-campus student newspapers and radio stations. In this case the student media are funded with college funds or student activity fees. Even if funded by student fees, the real control of content remains in administration hands. An administrator or faculty member serves as advisor to the newspaper or radio station and reviews articles and scripts before they are published or broadcast. In actuality, such student media are not operating in the free press traditions of American society but are simply closely controlled voices of the administration.

After consideration of this structure as a model for KAOS and the Cooper Point Journal, the Administration Controlled alternative was rejected. The members of the DTF said that both the college's institutional and educational needs required that a less restrictive option be selected. If not, then both the radio station and the newspaper would become little more than outlets for the College's public relations program.

Independent Operation Alternative

A second organization and management alternative studied was at the opposite end of the control spectrum, the Independent Operation option. Truly independent student media are the result of following this alternative.

Independent newspapers and radio stations rely on subscriptions and advertising revenue, other publishing income, and little if any grant support. As a result, although these media are designed for and circulated mainly to a student audience, their policies, practices and content are controlled by outside investors and not by the college administration. Such a newspaper or radio station would not receive any subsidy directly or indirectly from the college: it would not receive free office space, higher subscription prices for college-paid subscriptions, or increased advertising charges for printing official notices.

The advantages of independent student media are full freedom to report and comment, and placement of full legal and professional responsibility for content on the students who are operating the newspaper or radio station.

Although a possible future option, we believed that the selection of an Independent Operation alternative for KAOS and the CPJ was inappropriate and

financially infeasible at the present time. The college, after only a decade of existence, continues to need strong, campus-centered media voices to help facilitate communication among individuals, groups, and the community-at-large.

Shared Responsibility Alternative

A third and final organizational and management alternative is the Shared Responsibility option. In this model, the student media are responsible to a communications governing board and ultimately the Board of Trustees. The Communications Board is comprised of students, faculty, staff and sometimes members of the community-at-large. As a result, operating and management responsibility for the campus newspaper and radio station is shared so that no one group can fully dominate the policy and decision making process. In actuality, students are given major responsibility for day to day operations and content decisions.

Traditionally, funding for the student media outlets has been provided through a combination of student activities fees, advertising revenue (newspaper only), subscription income, and fundraising activity. Occasionally, state budgeted funds have been used to provide minimal financial assistance for KAOS or the Cooper Point Journal (e.g. current Program Assistant advisor position at KAOS).

The advantage of this system is that student editors and news directors are offered enough revenue to make up the difference between publishing or operating costs and revenues. In return, the college can still exercise some control over the content of student media through final budgetary allocation approval.

As to the question of legal liability, a student communications board is a part of the college governance and administrative structure. This means that the real publisher and broadcast license holder, in law as well as in fact, is the College Board of Trustees.

It appears that most court cases have determined that as long as student media are funded by state tax dollars or student activity fees collected by the college, the college then becomes responsible for content in spite of any disclaimers to the contrary.

Regardless of these limitations, this management and organizational structure provides both financial stability and continuity, and a fairly extensive measure of editorial freedom. The staff or faculty advisor may be asked his or her legal, ethical and journalistic advice about printing or broadcasting a particular item; however, this person ordinarily has no pre-publication or pre-broadcast control over the content. Students learn the lessons of legal responsibility through researching the facts, presenting fair and balanced information and sometimes confronting serious questions of appropriate content.

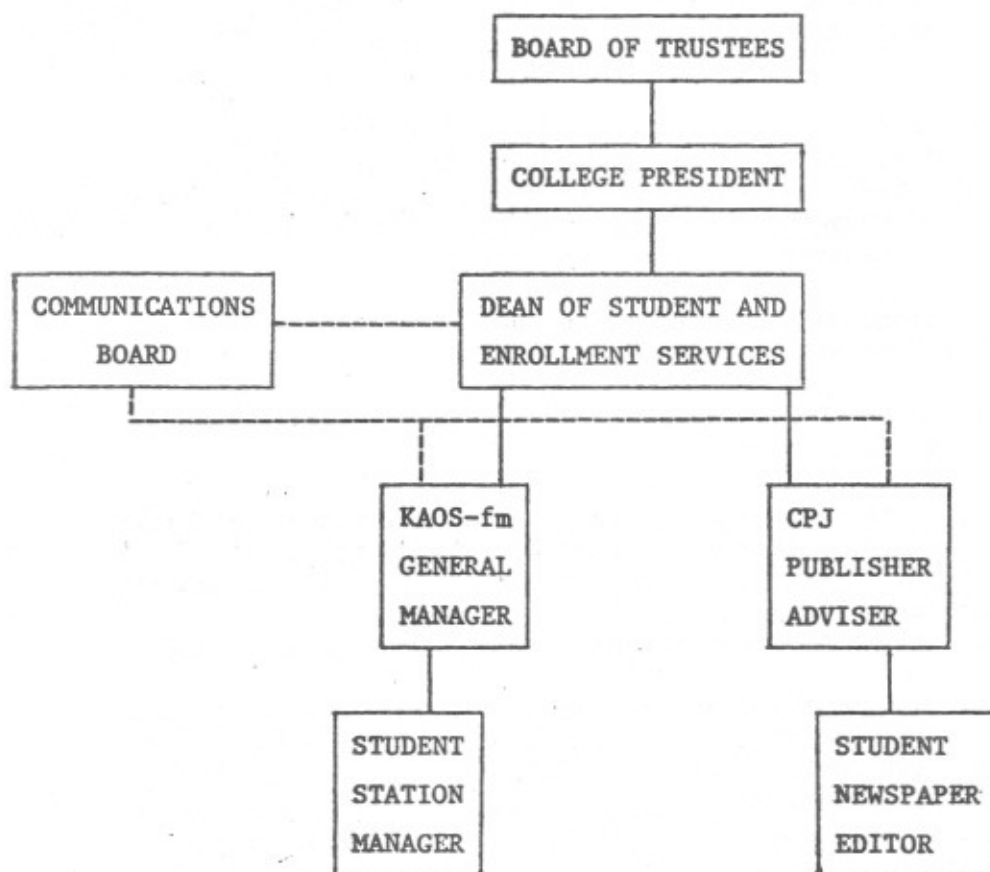
RECOMMENDED MANAGEMENT AND ORGANIZATIONAL STRUCTURE

For the basic reasons stated and because the educational, social, and professional benefits outweigh the disadvantages, the members of the Student Communications DTF recommend that the Shared Responsibility Model be adopted as

ORGANIZATIONAL MODEL

RECOMMENDED BY COMMUNICATIONS DISAPPEARING TASK FORCE

FOR KAOS-fm AND COOPER POINT JOURNAL



NOTE - KAOS-fm General Manager and Cooper Point Journal Publisher/Adviser under the direction of Dean of Student and Enrollment Services in matters of day-to-day operation and under the direction of the Communications Board in policy matters

— Solid line indicates direct reporting responsibilities

--- Broken line indicates policy and coordination guidance

the preferred management and organizational structure for both KAOS-fm and the Cooper Point Journal. (See Organizational Model Chart next page.)

Essentially, this model is currently utilized by the college in the oversight operations of the Cooper Point Journal. The current Publications Board sets policy for the newspaper, approves the operating budget, hires and fires the Editor and Business Manager, and evaluates the Editor. In a much more limited way KAOS also operates under a similar structure. The KAOS Advisory Committee does not exercise policy control over the student radio station, but it does hire the Station Manager and reviews the budget. Operating policy for the station is currently set by student station management with assistance by the Advisory Committee.

The adoption of this model for both KAOS and the CPJ would require that a new Communications Board be established, replacing both the Publications Board and the KAOS Advisory Committee. New policies and operating procedures would need to be written, and once they have been approved by the president and the Board of Trustees, new board members would need to be appointed.

The Student Communications DTF strongly recommends that this be accomplished at the earliest possible date.

As discussed and determined by the members of the DTF, the duties of the proposed Communications Board are:

- (a) Define and set general operating policies for KAOS-fm and the Cooper Point Journal, including budget and personnel matters;
- (b) Assure necessary and sufficient academic support for KAOS-fm and the Cooper Point Journal;
- (c) Review and evaluate station and newspaper operations on a regular basis.
- (d) Make recommendations to the Dean of Student and Enrollment Services regarding the hiring and firing of the KAOS-fm General Manager and the Cooper Point Journal Publisher-Advisor, as well as hire and fire the KAOS-fm student Station Manager and the Cooper Point Journal Editor;
- (e) Approve and monitor KAOS-fm and Cooper Point Journal budgets; and
- (f) Mediate grievances or complaints from either staff members or KAOS listeners and CPJ readers not resolved by student and staff managers responsible, and develop a specific process whereby an open grievance procedure is conducted.

The recommended voting membership of the Communications Board is eleven, which consists of:

- 1) A Representative of the President
- 2) An Academic Dean
- 3) A Broadcast Professional
- 4) A Newspaper Professional
- 5) A Services & Activities Board Student Representative
- 6) Two Members of the Community-at-Large
- 7) Two Students
- 8) One Member of the Faculty
- 9) One Staff Member

In addition, ex-officio, non-voting members of the Board would be the Dean of Student and Enrollment Services, Director of College Relations, the KAOS-fm General Manager and Student Station Manager, the Cooper Point Journal Publisher-Advisor and the Student Editor.

In order to be representative of the campus community, the Evergreen affiliated Board members should include an appropriate number of Third World, women, part-time, and older student appointees. Community-at-Large members of the Board should include staff of community volunteer organizations, and KAOS and CPJ subscribers. Vacancies on the Board should be filled by the president, with the assistance of the Dean of Student and Enrollment Services, within 30 days.

With regard to legal authority and responsibility, the DTF strongly recommends that the legal liability of those individuals involved in the operation of KAOS-fm and the Cooper Point Journal be clarified and that the procedure for requesting legal assistance be stated in the Evergreen Administrative Code (EAC).

In addition, the Communications Board should establish procedures within the Evergreen Administrative Code (EAC) whereby the Board of Trustees would decide by open hearing process whether or not to defend an employee or agent of the college in legal matters, including those individuals affiliated with the Communications Board and the operation of KAOS-fm and the Cooper Point Journal.

RECOMMENDATIONS CONCERNING KAOS-fm

In response to the first half of the DTF charge, members of the DTF are unanimous in a recommendation that the college should continue to operate KAOS-fm as a campus station with community programming and involvement. No one supported the idea that KAOS broadcast operations be terminated.

We feel, however, that it is very important to have a clearer understanding of the size, composition, and programming interests of the KAOS listening audience. To that end we recommend that a survey and analysis of that listening audience be conducted at the earliest possible time. Director of Institutional Research Steve Hunter has agreed to assist with that baseline listener survey, and the DTF discussed the possibility that an Evergreen academic program which is studying market analysis might also assist with that survey. The survey would be made available to the Communications Board for their use in assessing campus and community programming needs and evaluating station performance.

To assure stronger management of the station, the DTF strongly recommends that a full-time General Manager be hired for KAOS-fm, preferably at the Program Assistant or higher level. Such a position could provide consistency and continuity in station operating procedures and assist in providing ongoing and predictable educational opportunities for students conducting internships at KAOS.

The duties and responsibilities of the proposed General Manager position are:

- (a) Supervise all business and management procedures as a Budget Unit Head;

- (b) Develop and implement an ongoing training program for volunteer staff members not involved with KAOS for credit;
- (c) Provide for field supervision of all student interns receiving academic credit at the station, including the Station Manager;
- (d) Coordinate program development and outreach; and
- (e) Provide academic liaison with faculty and deans to allow better integration of KAOS-fm with the academic functions of the college; and
- (f) Supervise fundraising efforts.

In the event that it is impossible to hire a fulltime General Manager, the DTF finds it minimally acceptable to hire a halftime General Manager. An individual filling such a halftime position would have the same duties and responsibilities as the fulltime General Manager described above, however, the responsibilities of Academic Liaison would be delegated and the Field Supervision provided for student interns would necessarily be minimal rather than optimal.

The DTF strongly urges the implementation of a fulltime General Manager position for KAOS rather than a halftime position.

The DTF agrees that the hiring of no General Manager is an unsatisfactory response to the station's management problem. The position is necessary to the successful achievement of the objectives of the station and necessary to the accomplishment of consistent high quality educational opportunities for Evergreen students working at KAOS. We recommend that the General Manager position be filled by July 1, 1982.

The position of student Station Manager would have duties and responsibilities that include:

- (a) Supervision of program scheduling and operations;
- (b) Assess on-the-air programming;
- (c) Work with technicians on engineering matters;
- (d) Conduct periodic staff meetings; and
- (e) Hire and dismiss staff members.

Considerable discussion revolved around the National Telecommunications and Information Administration (NTIA) grant application to expand the KAOS-fm broadcast signal into Grays Harbor County.

The DTF strongly supports the concept of expansion of KAOS into Grays Harbor County if procedures can be set up to assure high quality programming, operating and management standards.

Based upon our information-gathering process, we believe that it is financially practical to expand the KAOS-fm broadcast signal into Grays Harbor County. The ten year site leases for the four signal repeater equipment sites provide tax deductions for the land owners, so no rental fee has been required for those sites. The only cost to the college is estimated to be approximately \$2,000 per year for equipment maintenance. We believe that KAOS-fm fundraising efforts in Grays Harbor County could bring the project close to, if not beyond, financial self-sufficiency.

The extension of the KAOS signal into Grays Harbor County could provide several benefits to both the area and the College. Among these advantages would be to offer: 1) public radio service in an area now served by only two local over-the-air commercial radio stations; 2) closer contact with state capitol political, business and cultural activities; 3) expanded educational programming opportunities for both the College and county residents; and 4) greater open radio broadcast access and programming options.

The DTF recommends that the advantages of KAOS service extension into Grays Harbor County be reviewed and considered as part of the College's future marketing and public relations plans and educational outreach program.

The College has accepted the \$26,994 grant offer from the National Telecommunications and Information Administration and the \$6195 matching grant from the Haas Foundation. The NTIA money was accepted under the understanding that it will not be spent until the President and the Board of Trustees are satisfied that an organizational structure for KAOS is implemented that will assure ongoing quality programming, operation and management.

The Student Communications DTF urges that our recommendations be implemented at the earliest possible time so those assurances are provided and work can proceed on the Grays Harbor Project.

RECOMMENDATIONS CONCERNING THE COOPER POINT JOURNAL

The campus newspaper provides needed communications links among members of the campus community, and to a lesser extent, the campus community and the Olympia-Tumwater-Lacey area. If changes are to be made, then we recommend that a renewed effort should be made to improve the quality of management and content of the CPJ. We developed several steps in this improvement process.

First, similar to the KAOS proposal, the College and the CPJ staff also need to know more about the readership audience of the newspaper. As with KAOS, the DTF gathered much qualitative and anecdotal information concerning the perceived level of news, editorial and entertainment quality provided by the newspaper. However, after listening to various viewpoints, it became apparent that no one has any "hard data" to support statements of either good or poor quality content.

As a result, we recommend that the CPJ be included in the audience survey previously discussed with regard to KAOS. More precise information about both the KAOS and CPJ audiences, and about the service offered by both student media outlets, is required before future policy and operating decisions can be made.

Concerning the management of CPJ, the DTF recommended that the position of Publisher-Adviser be established for the CPJ.

For various philosophical and pragmatic reasons, faculty advisers have rarely been appointed to provide support for the CPJ. This has not been done even though the EAC provides for such a position. As a result, management continuity has been virtually impossible to achieve as "informal" faculty and staff advisors changed almost as rapidly as student editors.

To help solve this problem, the staff position of CPJ Publisher-Adviser would:

- (a) Supervise all business and management procedures as a Budget Unit Head;
- (b) Develop and implement an on-going training program for staff members, integrating academic credit and on-the-job learning experiences;
- (c) Provide field supervision for all students receiving internship credit, including the Student Editor;
- (d) Coordinate editorial policy, evaluation, and campus-community outreach;
- (e) Provide academic liaison with deans and the faculty to allow better integration of the CPJ with the College's academic function; and
- (f) Supervise fundraising efforts.

The DTF recommends that this Publisher-Adviser position, preferably at the Program Assistant level, should be a half-time role. There was some discussion that the KAOS General Manager and CPJ Publisher-Adviser roles might be combined into one full time position. This idea needs further study by College personnel specialists. While many of the business, management and journalistic qualifications required by the separate roles might be found in one individual, the technical knowledge required of radio and newspaper operation may make separate positions necessary.

The duties and responsibilities of the Student Editor position would be similar to those listed in the EAC and would include:

- (a) Supervise the day-to-day news and editorial function;
- (b) Conduct periodic staff meetings;
- (c) Implement editorial policy;
- (d) Hire and dismiss staff members with the exception of the Business Manager; and
- (e) Consult with the Publisher-Adviser concerning other matters having editorial, legal or business policy and operation implications.

The members of the DTF believe that the establishment of the staff Publisher-Adviser position is vital to improving the journalistic quality and management continuity of the Cooper Point Journal. We recommend that this position be created at the earliest possible time, and no later than July 1, 1982.

FUNDING APPROACH RECOMMENDATIONS

The question of funding for KAOS and the CPJ was a difficult issue. All budgets are currently stretched to the breaking point, so the members of the DTF realize that it will be no easy task to establish and fund a full-time general manager position for KAOS and a half-time publisher position for the CPJ.

The DTF believes that funding for student media should continue to come from a combination of sources. The student managers of both media have often stated that it is their ultimate goal that KAOS and the CPJ become financially self-sufficient at some future time. For the next several years, however, it is important that funding continue to come from a variety of sources, including

S & A fees. Neither the radio station nor the newspaper has the ability to operate without funding assistance from S & A fees and/or state allocated funds at this time.

The members of the DTF agreed that although state allocated funds have rarely been used to help fund KAOS or the CPJ, the use of such funding sources in the future should be considered as a possibility.

The DTF also believes that College faculty and staff advisory resources in fundraising and related activities should be provided for KAOS and the CPJ.

In addition, because the proposed KAOS General Manager and CPJ Publisher-Adviser roles include duties directed toward increasing non-S & A, non-state allocated revenue, the College administration should have an extra rationale for establishing these positions.

ACADEMIC SUPPORT RECOMMENDATIONS

The DTF agrees that the academic support goals in regard to KAOS-fm and the Cooper Point Journal can be separated into short term and long range goals.

The short term goals are to see ongoing and predictable modules or courses set up to teach communications theory and specific skills and techniques that might be applied to KAOS and the CPJ. One Academic Dean should work with the station and the newspaper as a desk assignment.

Concerning long range goals, we recommend that the President ask the Long Range Curriculum DTF to explore the desirability of establishing a Communications Specialty Area. We suggest the examination of a broadly conceived Communications Specialty Area, not to be construed as pertinent only to KAOS-fm and the Cooper Point Journal. In studying the feasibility of this specialty area recommendations, the curriculum DTF should consider the coordinated and organized use of all qualified faculty and staff and adjunct faculty resources available on-campus and in the local area.

CONCLUSION AND SUMMARY

The Student Communications Disappearing Task Force was created because of long standing questions and more recent concerns about: 1) the operation and management of the college's student radio station (KAOS) and the student newspaper (Cooper Point Journal), and 2) the relationship of these student communications media to the college academic program.

Because of these questions and concerns, the DTF gathered a wide range of information from varied sources during more than three months of study, discussion and decision making.

One of the threshold determinations made by the DTF concerned the role of student media within the college environment. The answer to this general question then helped us decide how KAOS and the Cooper Point Journal should be organized, staffed, managed, funded and evaluated.

Historically, Evergreen's newspaper and radio media have provided both benefits and detriments to the College and the community-at-large. On one hand, KAOS and the CPJ have provided vital information, opinion and entertainment content designed to supplement and enhance the total educational experience. On the other hand, those same media have offered controversial and sometimes ethically and legally questionable material which has subjected the College to criticism and embarrassment.

KAOS and the CPJ have also provided learning laboratories for educational opportunities available to Evergreen students. Hundreds of students have conducted internships with those media, but many of the interns have discovered that while Evergreen has excellent media facilities, there is a clear lack of consistent faculty support and professional field supervision.

As a result of these dichotomies, student communications media are praised and damned by their administrators, their student staff members, and their audiences — sometimes in the same breath. In this sense, student editors and broadcasters are fulfilling their broad informational and commentary responsibility under the First Amendment. Although this protection is not absolute, it does allow the opportunity for considerable freedom of expression on the part of student editors and broadcasters. However, with this opportunity for freedom of expression comes a corresponding obligation for responsibility in expression as well.

The DTF determined that both KAOS and the CPJ are and should remain primarily student activities. We decided that they were not integral parts of either the college's executive administration (College Relations) or academic structures. As student activities, it then seemed appropriate to designate the Dean of Student and Enrollment Services as the college administrative manager for these functions.

Once this decision was made, the DTF reviewed three organizational and management alternatives for the operation of the radio station and the newspaper. These options were: Administrative Control, Independent Operation, and Shared Responsibility. The Shared Responsibility model, combining the best aspects of the Administrative and Independent options, was selected as the best alternative.

The Shared Responsibility alternative places ultimate authority and responsibility for the overall operation of student media on the college Board of Trustees. However, the overall operating policy and management responsibility is delegated to a Communication Board appointed by the college President. This organization is similar to the Publications Board structure adopted at Evergreen and in use at many other colleges throughout the nation. The Communications Board represents various constituencies of the college, professional journalism and broadcasting, and the local community.

With this organizational structure design, the DTF then made the following specific recommendations:

1. Communications Board: The President should establish a new policy-making Communications Board to replace the present Publications Board and KAOS Advisory Committee, direct that new policies and procedures be written to govern both Board actions and the operation

of KAOS and the Cooper Point Journal, and appoint new members to the Board.

2. Legal Liability: The President should direct the college's assistant attorney general to clarify the legal liability of those individuals involved in the operation of KAOS and CPJ, including Communications Board members, and should require that the procedure for requesting legal indemnification and assistance be stated as part of the Evergreen Administrative Code (EAC). In addition, the President should direct the Communication Board to establish procedures within the EAC whereby the Board of Trustees would decide by open hearing process whether or not to defend an employee or agent of the college in legal matters, including those individuals affiliated with the Communication Board and the operation of KAOS and the CPJ.
3. KAOS:
 - a. Continued Operation: The operation of KAOS should be continued for it serves important student, campus and community information purposes and also, education and entertainment needs.
 - b. Audience Survey: The Director of Institutional Research, working in cooperation with selected DTF, Communications Board, and station staff members, should conduct an audience survey to determine size and composition of the current listening audience and public attitudes and opinion concerning community programming needs and KAOS performance.
 - c. General Manager: The President should consider and, if financially possible, direct that a full-time General Manager be hired at least at the Program Assistant or above level for KAOS. If budgetary constraints prohibit the hiring of a full-time General Manager, and a half-time position would be minimally acceptable. This person, who would provide broadcast operations, legal, business and management oversight, should be hired by July 1, 1982.
 - d. Grays Harbor Expansion: The President should ask the Vice President for Academic Affairs, Vice President for Business and the Director of College Relations to consider expansion of KAOS into the Grays Harbor area as part of the college's academic growth, educational outreach and marketing plans. From information gathered by the DTF, such development appears financially feasible. However, expansion should proceed only if procedures and funding can be established to assure the on-going advancement of high quality programming, operating and management standards.
4. Cooper Point Journal:
 - a. Audience Survey: The Director of Institutional Research, working in cooperation with selected DTF, Publications Board, and CPJ staff members, should conduct an audience survey to determine size and composition of the current readership, and public

attitudes and opinion concerning reader interests and CPJ journalistic performance. This survey would be combined with the KAOS audience survey previously described.

- b. Publisher-Adviser: The President should consider, and if financially feasible, direct that a Publisher-Adviser be hired half-time at the Program Assistant or above level by July 1, 1982 to provide newspaper operations, legal, business and management oversight for the CPJ.

5. Funding Approach:

- a. Revenue Mix: The President should continue to support the current funding approach of S & A fees and community support, and the effort of both KAOS and the CPJ to become more financially self-sufficient through the generation of additional subscriber, advertising (CPJ only), and other fundraising activity revenue. Although state budgeted funds have rarely been used to help fund student media in the past that possibility should be considered in the future. This support may include the use of College faculty and staff with expertise in areas such as fundraising as resource people and advisors.
- b. Revenue Development: In addition, because the proposed KAOS General Manager and CPJ Publisher-Adviser roles include duties directed at increasing non-S & A, non-state revenue, the President should support the establishment of these positions.

6. Academic Support:

- a. Short Term: The President should ask the Vice President for Academic Affairs and the Academic Deans to assure that, beginning with the 1982-83 academic years, appropriate on-going and predictable courses-modules are offered annually in communications theory and policy, and journalistic practice to provide systematic communications studies opportunities for all students and to help support and strengthen the quality of KAOS and CPJ performance.
- b. Long Range: The President should request, through the Vice President for Academic Affairs, that the Long Range Curriculum DTF explore the desirability of establishing a broadly conceived Communication studies specialty area which would include offering internship and other learning opportunities at KAOS and CPJ. As part of their study, the Curriculum DTF and the Academic Deans should consider the coordinated and organized use of all qualified faculty, staff and adjunct faculty resources available on campus and in the local area.

The members of the DTF believe, that with the adoption of these recommendations, the organization, management, staffing, funding and overall operation of student communications at Evergreen will be greatly improved. Implementation of these ideas will not prevent all future operational and performance problems at KAOS and CPJ. However, we are confident that the

student activities, academic program and administrative structure recommendations will provide significant benefits to the college, students, faculty, staff and listeners and readers in surrounding communities. To that end, we urge that these recommendations be implemented at the earliest possible date.

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