

CENTER FOR STUDENT MEDIA



Student Fees Advisory Committee (SFAC)
PROGRAM QUESTIONNAIRE FOR FY19

UNIVERSITY of
HOUSTON
CENTER FOR STUDENT MEDIA

STUDENT FEES ADVISORY COMMITTEE (SFAC)
FY2019 PROGRAM QUESTIONNAIRE

- 1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.**

The Center for Student Media (CSM) is a cutting-edge multi-platform laboratory that prepares collaborative, innovative and creative students for real-world media practice and leadership. The center accomplishes its mission by providing professional media advising and training, creating opportunities for students to learn about and create media, and by generating revenues to support these efforts. The CSM creates a framework for media production, distribution, audience measurement, and assessment.

CSM provides advice to The Cougar, CoogTV and Coog Radio. In addition, CSM produces Transitions Magazine for all new UH students, The Houstonian, a publication for all graduating students from UH, and the Cougar Calendar. CSM also provides media services for campus departments and student organizations, as well as manages the UH Redline app.

FY17 was a year of change for the Center of Student Media. The Director of the Center for Student Media departed in April of 2016, and two Activities Coordinators left during the summer of 2017. Although the transition has been challenging, the departures provided an opportunity to look at the organization of the department, as well as the funding model for CSM. Although CSM did increase revenue in FY16, primarily based on the development of Cooglife, revenues did decrease in FY17. In addition, the Student Fees Advisory Committee was clear during their FY17 review that the one-time funding provided, would not be able to continue, and that CSM needed to generate additional revenues or look at cutting services and/or programs.

In order to maintain the services and programs in the Center for Student Media, and to provide a positive environment for the students that work in The Cougar/Cooglife, CoogTV and Coog Radio, the department made some considerable organizational changes. The Director position was eliminated, and the department now reports to the Director of DSAESIT Services and Student Media. In addition, CSM reclassified two positions to be Assistant Directors to handle the 1) advertising and business development, and 2) overall student training, media services, and Fee-Funded student organizational support. The total savings in this organizational shift has saved the nearly \$45,000 annually for the Center for Student Media. These changes became effective August 1, 2017.

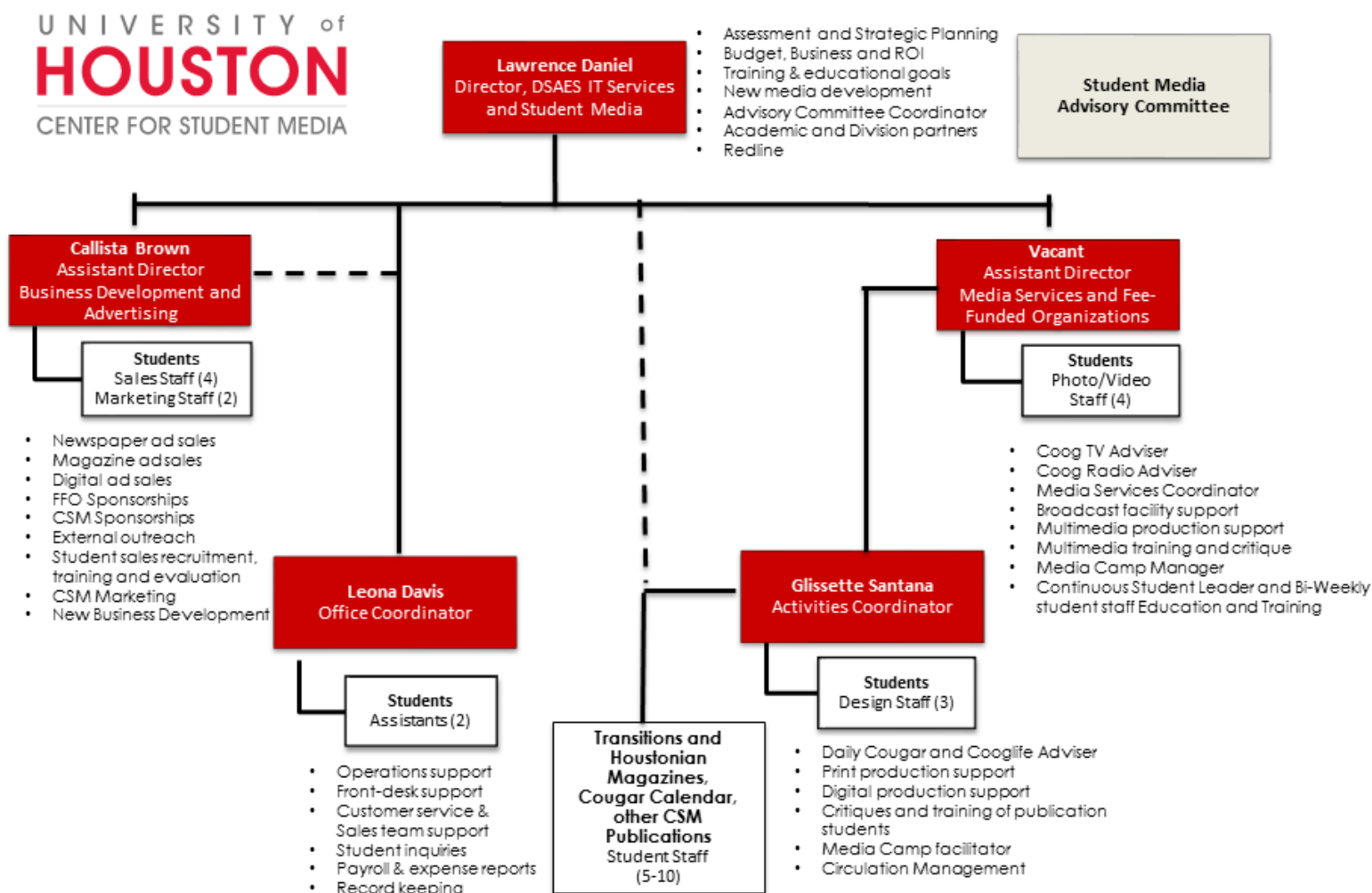
In addition, the department review process, conducted in May of 2015, which resulted in positive feedback from national evaluators and identified opportunities to refine the work of the center and move toward a sustainable model of high-impact educational practices, has been nearly implemented.

Department Mission

Grounded in professional ethics and best practices, the Center for Student Media supports and empowers student-driven expression, publishing and broadcasting.

- The supporting role is fulfilled by the CSM's management of revenue-generating activities, as well as other critical functions such as billing/invoicing, newspaper delivery and management of various university workflows and processes.
- The empowering role is facilitated by the center's focus on education and training on journalism, media production and leadership skills, as delivered by programs such as Media Camp, weekly workshops and ongoing critique and feedback.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.



3. List your unit's strategic initiatives and action steps identified for the 2016-2017 academic year and cite the specific Division of Student Affairs and Enrollment Services (DSAES) Strategic Initiatives and University of Houston Strategic Goals to which they relate (links below). Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

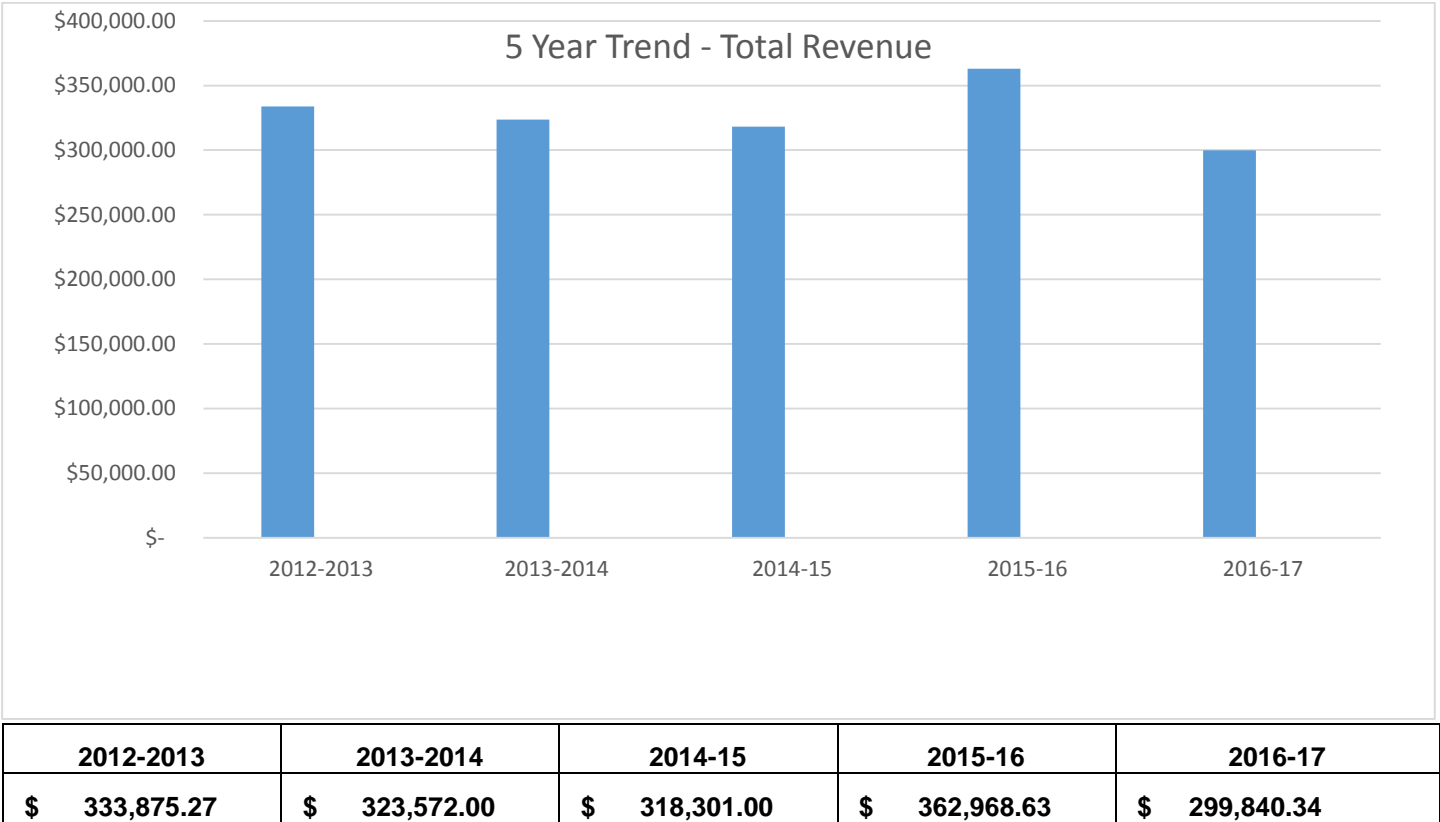
- **Strategic Initiative:** Increase total generated revenues by 10-12% through increased local sales outreach and retention, expansion of media services and mobile/digital growth. (DSAES Initiative 2.b.)
 - **Action Step:** Leverage Cooglife to attract and retain local and campus advertising, reaching \$100,000 in total revenue by close of FY 17.
 - **Challenging Area:** Cooglife has the potential to be a strong revenue producer although down slightly in FY17 (with one less issue). We finished the year with a revenue of \$80,620, which is a decrease from the previous year, but have put plans in place for FY18 to increase the revenue for this publication.
 - **Action Step:** Double media services billable activity to \$15,000 by the close of FY 17.
 - **Challenging Area:** Billable efficiency has become more streamlined by adding an online request form, which queues our team to respond accordingly. This allows these project requests to be assigned and managed efficiently. Revenues fell in FY17, primarily due to the departure of the full-time staff member who managed this program. This will be an on-going focus moving forward.
 - **Action Step:** Increase online advertising revenue by 10% to reach \$33,000 by adding new advertising inventory to thedailycougar.com, cooglife.com, coogradio.com or coogtv.com, or through new digital features.
 - **In-Progress/On-going:** CoogTV and Coog Radio websites have been redesigned to have advertiser banners incorporated and is being utilized as part of the new sponsorship packages for CoogRadio. We will work to extend this to other platforms within CSM by FY18.
 - **Action Step:** Maintain or increase campus-based revenues by emphasizing department-wide annual advertising contracts.
 - **In-Progress/Challenging Area:** We have faced challenges with regards to this goal with some departments opting for a month-to-month approach, while resources on campus has been a challenge, and social media continues to be viewed as a more economical advertising opportunity in our collegiate environment.
 - **Action Step:** Support audience-growth strategies undertaken by The Cougar, CoogTV and Coog Radio.
 - **Completed/On-Going:** The Cougar gained 1,275 likes in 9 months and received 721,745 views on the website. CSM has helped Coog Radio in marketing efforts through supporting 5 parties/events during the year. Through the sales of event sponsorships Coog Radio has been able to realize a revenue stream while at the same time promoting the station.

- **Strategic Initiative:** Expand co-curricular credit opportunities with the Jack J. Valenti School of Communication and C.T. Bauer College of Business and related programs. (DSAES Initiative 2.c.)
 - **Action Step:** Become a recognized sales internship partner with Program for Excellence in Selling (PES); recruit and place 2-4 interns in the office to support sales activity by summer 2017.
 - **No Progress/Deferred:** Due to staff shortage in FY17, no movement was realized on this goal in FY17. It will be revisited in FY18.
 - **Action Step:** Develop proposals for student media practicum credits in Communication, Art, Digital Media and Business wherein students can apply student media work toward partial or full grades in curricular programs.
 - **In-Progress:** We are working with the Department Chair in the Jack J. Valenti School of Communication to create a class in the course catalog that will provide our stipend student leaders an opportunity to earn class credit for their work in the Center for Student Media. Implementation date is scheduled for Fall of 2018.
- **Strategic Initiative:** Convert internal business workflow to all-digital order entry and billing. Ensure all orders have sufficient back-up filed with accounts. (DSAES Initiative 4.b.)
 - **Action Step:** Investigate cost effectiveness of new customer-relationship management (CRM) tools that allow for more accurate logging and reporting of sales activity.
 - **In-Progress:** We are in the process of conducting research and testing to determine what additional features are needed, and what programs will provide.
 - **Action Step:** Convert billing to digital tear sheets and reduce postal expenses related to billing.
 - **No Progress:** No progress has been made on this goal at this time.
 - **Action Step:** Develop ability to collect credit card payments through an online portal.
 - **Completed:** We have a new portal that has been created to accept credit card payments, and we are introducing this option to clients.
- **Strategic Initiative:** Request, solicit or allocate resources to launch student-run media productions designed to enhance the multicultural dialogue on campus. (DSAES Initiative 3.b.)
 - **Action Step:** Engage student media organizations to develop ideas for raising awareness of a diversity/inclusion topic, develop a campaign strategy and execute components of the strategy via existing student media platforms.
 - **No Progress:** Due to staff shortage, no progress has been made on this goal during FY17.
 - **Action Step:** Collaborate with the Center for Diversity & Inclusion and Jack J. Valenti School of Communication in all phases of the project.
 - **No Progress:** Due to staff shortage, no progress has been made on this goal during FY17.

- **Strategic Initiative:** Incorporate multicultural education in the training process for CSM student leaders and student journalists/producers. Emphasize role of media practices in creating open dialogue for discussing differences and tolerance. (DSAES Initiative 3.c.)
 - **Action Step:** Partner with the Center for Diversity & Inclusion to develop educational outcomes with the goal of raising awareness of inclusive practices in media content and leadership.
 - **Partially accomplished/On-going:** CDI provided a number of educational workshops and training sessions for Media Camp in Fall and Spring of FY17. In addition, CSM staff worked with students from Yates High School in teaching them about student media on a college campus. We are in discussion with Yates leadership to begin an internship with high school students and The Cougar.
 - **Action Step:** Implement module as part of comprehensive student media training for leaders as well as a recurring CSM Workshop topic.
 - **On-Going:** At our Fall and Summer Media camps, the Center for Diversity and Inclusion, LGBTQ Resource Center, CAPS, Women and Gender Resource Center, and UH Media Relations and OGC all did presentations for our student media leaders/groups.
- **Strategic Initiative:** Address remaining recommendations of the internal/external program review process.
 - **Action Step:** Assign a subcommittee of the Student Media Advisory Committee to discuss feasibility and implications of a Student Media Subscription Fee.
 - **Goal Removed:** This proposal was vetted through University leadership. Due to the sensitivity to student fees, this is not an option at this time.
 - **Action Step:** Implement shared equipment management process to unify media technology resources across all organizations, gather accurate usage data and ensure adequate inventory is maintained.
 - **Partially accomplished:** A centralized check out process was developed and implemented during the Fall 2016 semester. This was monitored throughout the remainder of FY17 and will be re-evaluated in FY18 with the hiring of the new CSM Director.

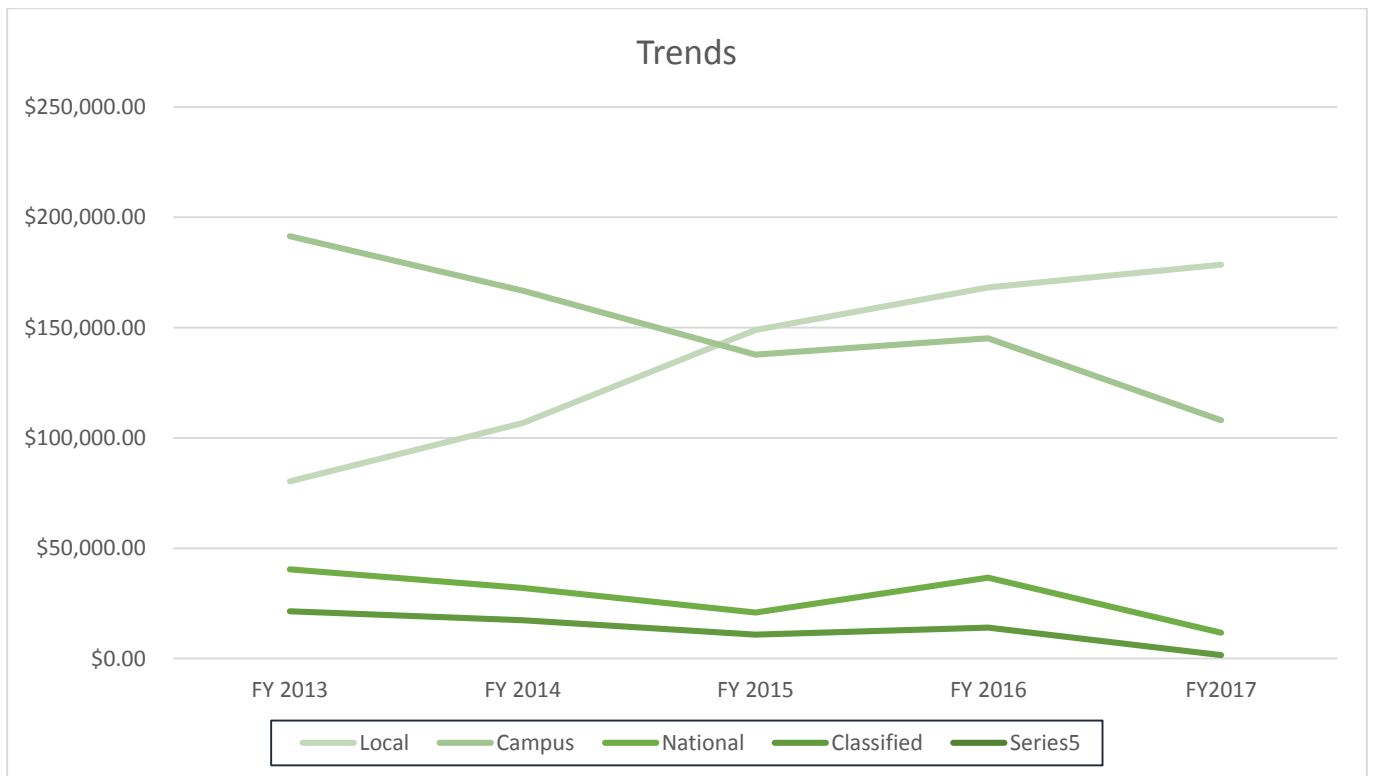
4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

Revenue Breakdown by year (5 year trend):



Breakdown by Category:

	FY 2013	FY 2014	FY 2015	FY 2016	FY2017
Local	\$80,393.78	\$106,663.25	\$148,911.07	\$168,220.25	\$178,458.00
Campus	\$191,492.56	\$166,754.32	\$137,776.30	\$145,148.66	\$108,088.97
National	\$40,459.59	\$32,073.48	\$20,822.85	\$36,600.97	\$11,733.37
Classified	\$21,482.52	\$17,387.95	\$10,791.07	\$13,998.75	\$1,560.00
Total	\$333,828.45	\$322,879.00	\$318,301.29	\$362,968.63	\$299,840.34



Utilizations Reports:

Audience metrics, Sept. 1-Aug. 31	2013-14 Total	2014-15 Total	Change FY14 to FY15	2015-16 Total	Change FY15 to FY16	2016-17 Total	Change FY16 to FY17
Average pickup rate, The Cougar newspaper	81.9%	78.3%	-3.6%	74.8%	-3.5%	69.4%	-5.4%
Total page views, thedailycougar.com	894,264	961,346	+7.5%	948,319	-1.4%	721,745	-23.8%
Total unique users, thedailycougar.com	399,102	443,178	+11.0%	500,004	+12.8%	438,459	-12.3%
Total email subscribers, The Cougar	3,246	3,561	+9.7%	4,398	+23.4%	4,268	-2.9%
Total unique listeners, Coog Radio stream	4,682	2,995	-36.0%	7,635	+154.9%	33,172	+334.5%
Total video views (SVN + CoogTV YouTube)	32,721	30,737	-6.0%	47,321	+54%	65,342	+38.1%
Redline, total registered users	0	11,086	100%	16,213	+46.3%	23,548	+45.2%
Revenue metrics, Sept. 1-Aug. 31	2013-14 Total	2014-15 Total	Change FY14 to FY15	2015-16 Total	Change FY15 to FY16	2016-17 Total	Change FY16 to FY17
Total revenue, The Cougar	\$224,477.64	\$191,082.64	-14.8%	\$171,159	-10.4%	\$103,182*	-40.0%
Total revenue, thedailycougar.com	\$29,393.17	\$31,767.00	+8.0%	\$27,344	-13.9%	\$24,858	-9%
Total revenue, Cooglife	0	\$ 9,920.00	100%	\$89,972	+807.0%	\$80,620**	-10.4%
Total revenue, CoogTV	0	\$6,000.00	100%	\$6,000	--	\$7,950	+33%
Total revenue, Coog Radio	0	\$5,800.00	100%	\$4,500	-22.4%	\$18,885	+320%
Total revenue, CSM Publications/Other	\$69,701.19	\$64,538.00	-7.4%	\$53,025	-17.8%	\$52,785	-0.5%
Total revenue, CSM Media Services	0	\$8,793.00	100%	\$17,968	+104.3%	\$9,195.00	-49%
Donations/giving	\$ 2,075.00	\$500.00	-75.0%	\$165	-67.0%	0	-100%
Total generated revenue	\$325,647.00	\$318,400.64	-2.2%	\$370,133	+16.2%	\$297,475	-20%

*The Cougar eliminated the Summer editions of the Cougar to reduce expenses; reducing total editions and advertising revenue by 3.

** Cooglife eliminated one issue of the magazine at the end of the Fall to reduce expenses; reducing total editions and advertising revenue by 1.

Assessment Projects (listed by project)

Radio DJ Training/Development

- i. The rubric was applied to six shows throughout FY17 during DJ training sessions. Each session covered an equipment, software and technique overview. The sessions also included DJ style and content. A follow-up session was completed with each of the six DJs to determine increased awareness of equipment, software and technique after one or two months from the initial session. Results showed that DJs tend to focus on the technique/style of the work of a DJ, and focus less on the content. This will be a training focus for all members of CoogTV during FY18.

The Cougar Writer Training/Development

- ii. The analysis showed that overall the newspaper lacked an advanced level of forethought, depth and presentation at the beginning writer stage. Use of visuals was another area for improvement identified through the rubric. A huge area lacking was editorial leadership at the section editor level: representing reader voices and taking on a public-service role in terms of investigations and story choices. The rubric approach will be used moving forward to guide newspaper evaluations.

Television program development

- iii. During FY17 there were four workshops done for training of new producers and crew members. Follow-up sessions were done with the same groups approximately one month after the initial workshop. Results showed that the producers had a very high understanding of the equipment, show production, direction and editing techniques. Crew member's results were not as highly rated. For FY18, we will focus on developing new crew members to the knowledge and skills around equipment, show production, direction and editing techniques, and look at opportunities to develop assist producers.

5. Please discuss any budget or organizational changes experienced since your last (FY2018) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections.

In order to maintain the services and programs in the Center for Student Media, and to provide a positive environment for the students that work in The Cougar/Cooglif, CoogTV and Coog Radio, the department made some considerable organizational changes. The Director position was eliminated, and the department now reports to the Director of DSAESIT Services and Student Media. In addition, CSM reclassified two positions to be Assistant Directors to handle the 1) advertising and business development, and 2) overall student training, media services, and Fee-Funded student organizational support. The total savings in this organizational shift has saved the Center nearly \$45,000 annually for the Center for Student Media. These changes became effective August 1, 2017.

In addition, the department review process, conducted in May of 2015, which resulted in positive feedback from national evaluators and identified opportunities to refine the work of the center and move toward a sustainable model of high-impact educational practices, has been nearly implemented.

Personnel Updates/Achievements

- Paul Schneider resigned in April 2017.
- Andrea Brown joined the CSM team in June of 2017 as an Interim-Activities Coordinator and served as interim advisor for Coog Radio and CoogTV. She departed in August 2017 to return to Yates High School.
- Ana Goni-Lessan resigned in August 2017.
- Glissette Santana joined the CSM team late July 2017 as an Activities Coordinator.
- Callista Brown was promoted to Assistant Director, Advertising and Business Development in August 2017.
- Lawrence Daniel was named Director for DSAES IT and CSM in August 2017 as a result of a reorganization within the DSAES Student Life team.

6. **If your unit concluded FY2017 with a Student Service Fee (SSF) Fund 3 addition to the SSF Reserve in excess of \$5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).**

At the close of FY 17, the Center for Student Media returned **\$41,952** to SFAC. The full value of the dollars is due to having a vacancy in the Director position during the FY17.

7. Please list your unit's 2018-2019 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Values and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each unit strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

Strategic Initiatives 2018-2019:

Strategic Initiative: Utilize internal and external media resources to enhance annual student leader transition and training. (DSAES Value 1 and 6) (UH 2)

- **Action Step:** Partner with the UH Public Relations and the Valenti School of Communications to create a student leader transition orientation
- **Action Step:** Develop an end of the year exit assessment and interview for all CSM student leaders.
- **Action Step:** Create a "Where are they Now?" series, that features CSM student leader alumni sharing their experiences with the Cougar, Coog Radio, CoogTV and the impact on their path success.

Strategic Initiative: Expand and develop Media Services to become an essential part of university department's plans for promoting or creating awareness of organization initiatives, resources, and programs. (DSAES Value 5) (UH 2)

- **Action Plan:** Work with the Assistant Director, Student Media and Fee –Funded Organizations to develop a work flow process that prioritizes all media services requests.
- **Action Plan:** Initiate a marketing plan that will highlight the many different services and value associated with the use of Media Services.
- **Action Plan:** Create a digital portfolio that highlights all Media Services offerings, which can be featured on the CSM website and social media.

Strategic Initiative: Enhance/Create a student sales internship experience at the Center for Student Media. (DSAES Value 5 and 6) (UH 2)

- **Action Plan:** Work with the Assistant Director, Business Development and Advertising to develop a structured internship program that encourages the growth and development in areas of advertising and sales, communication, account management, and initiative.
- **Action Plan:** Partner with Valenti School of Communication, Program for Excellence in Selling (PES), and local media sales entities to review internship mission and goals.
- **Action Plan:** Recruit and place 2-4 interns in the office to support sales activity each semester and/or annually.

Strategic Initiative Implement a shared equipment management process to unify media technology resources across all organizations, gather accurate usage data and ensure adequate inventory is maintained. (DSAES Value 3 and 5) (UH 2)

- **Action Plan:** Create a digital portfolio that highlights all Media Services offerings, which can be featured on the CSM website and social media.
- **Action Plan:** Work with DSAES IT Services to create a digital check in and check out process, which tracks the current inventory and tracks user data and usage numbers.
- **Action Plan:** Create an annual service schedule and maintenance log for media equipment, which will keep record of all service, repairs, and issues related to the equipment.

Strategic Initiative: Increase total generated revenues by 10% through increased local sales outreach and retention, expansion of media services. (DSAES Value 3 and 5) (UH 5)

- **Action Step:** Leverage Cooglif to attract and retain local and campus advertising, reaching \$100,000 in total revenue by close of FY 19.
- **Action Step:** Increase the amount of department sponsored inserts in the Daily Cougar by 50% in by the close of FY 19.
- **Action Step:** Research and launch a new Media Services offering that will increase total revenue by 5%, i.e. (Photo Shoots, Department Head Shots, Event Photography, Podcast)

8. Recognizing that the potential to generate additional Student Service Fee income for FY2019 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the FY2019 base budget augmentations and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total approved FY2018 base Student Service Fee budget and provide a line-item explanation of where budgetary cuts would be made.

A 5% reduction to the Center for Student Media's current budget would mean the reduction of **\$9,863.80**.

To provide context to the Center for Student Media budget, SFAC dollars are budgeted to fund three staff positions, and provide a portion of the department's travel budget such as:

Salaries, Fringe and Admin Fee for Assistant Director for FFO and Media Services, Activities Coordinator and Office Coordinator	\$194,263.97
Professional Development –Travel	<u>\$ 3,012.00</u>
SFAC Funding to CSM	\$197,276.00

Given that our SFAC funds are primarily used to fund staff positions, and a portion of the Travel budget, to get to the 5% reduction of SFAC funding we would need to do the following:

Cut the travel portion and return to SFAC	\$3,012.00
Cut a portion of the funding from one of the staff positions	<u>\$6,851.80</u>
Total 5% Reduction	\$9,863.80

The salary portion would need to be funded from the 3056 Income account in the amount of **\$6,851.80**. This would cause potential other reductions in the Center for Student Media budget based on advertising ad sponsorships sales for FY18.

9. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

In 2016-2017 the majority of revenue continues to come from print and online advertising associated with publishing the newspaper, special sections, calendar and magazines. The department, in conjunction with The Cougar launched Coog Deals in FY17 which resulted in some additional revenue.

The following revenue streams were continued in FY 2017:

- News rack posters
- Media services
- CoogTV sponsorship
- Coog Radio sponsorship
- Cooglife publication
- Sponsored Events

10. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

No overlap exists.