

CENTER FOR STUDENT MEDIA



Student Fees Advisory Committee (SFAC)
PROGRAM QUESTIONNAIRE
FY16-17

- 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 well on its way to becoming a cutting-edge multi-platform laboratory that prepares collaborative, innovative and creative students for real-world media practice and leadership.

In 2014, the CSM opened its doors in the Student Center North, ushering in a new era of collaboration between student media organizations. From the outset, CSM embarked on a major strategy shift for the student newspaper, became fully staffed and adopted the university's Redline mobile application initiative.

By the end of the 2014-15 fiscal year, CSM had launched a major new student publication, Cooglif, substantially increased local (off-campus) revenue over last year, reached 11,000 mobile app users and kick-started a student media services team providing video and photo services to campus departments.

With a revamped newspaper model and a renewed approach to advertising, local revenues were increased by 40 percent, but declines from campus-based accounts contributed to an overall decline of 2.2 percent, showing that the revenue decline experienced in previous years is still occurring, but has slowed significantly.

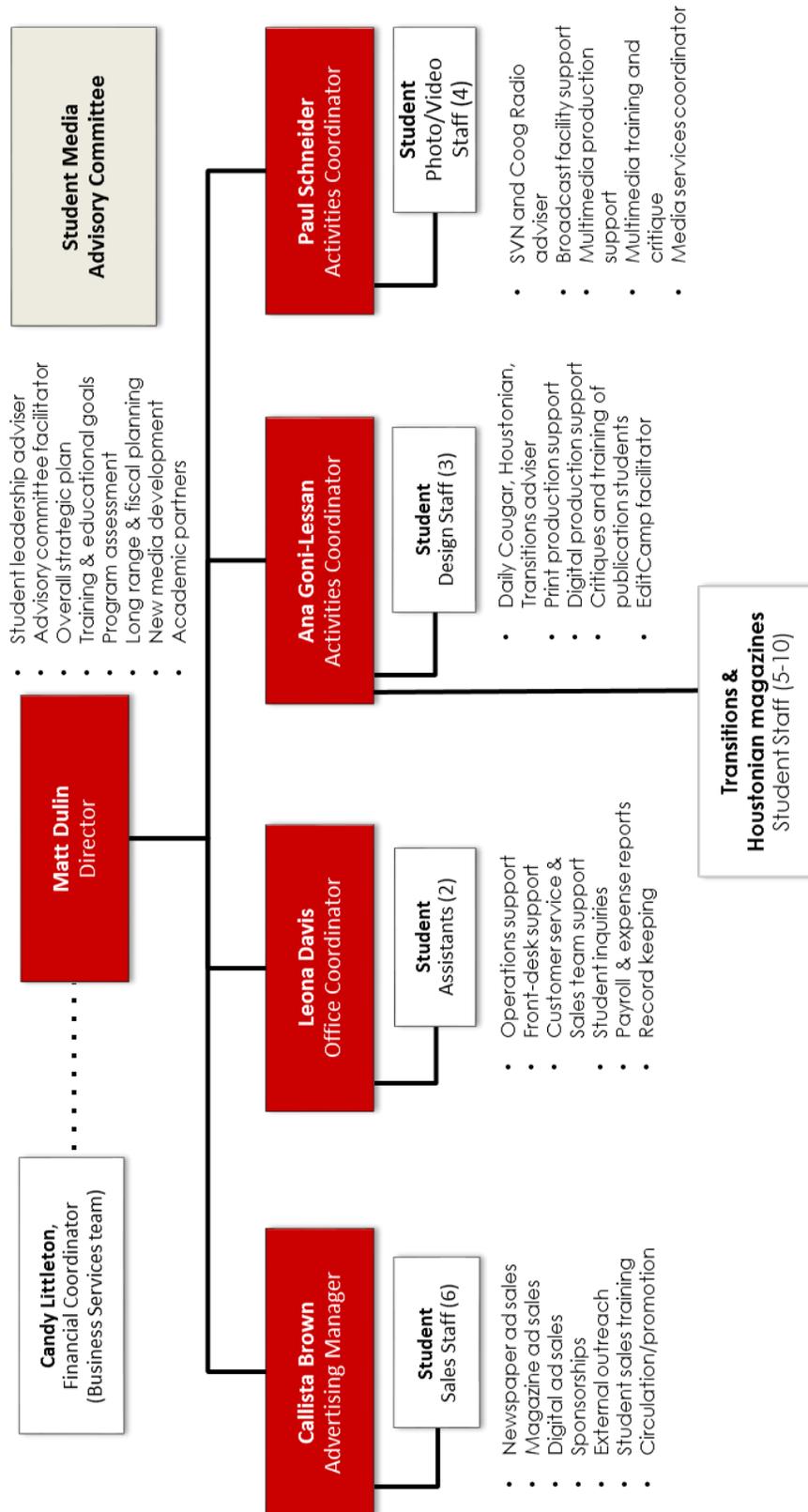
The department review process resulted in positive feedback from national evaluators and identified opportunities to refine the work of the center and move toward a sustainable model of high-impact educational practices alongside effective revenue-generating business ventures.

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.

Student Service Fee funding contributes directly to the CSM's mission to provide an unparalleled student experience and foster a vibrant portfolio of community-focused media that inform, guide and engage students, faculty and staff. The funding provided by SFAC also allows the center to direct proper attention to education as well as invest toward revenue-generating activities, two priorities that can come into conflict.

In the meantime, fiscal management of generated revenues and cost efficiencies over the last three years has resulted in fund reserves that are being used to balance the budget while new strategies are implemented. The CSM looks forward to continued SFAC support of the unit, its student organizations and their collective efforts to serve the UH community.

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 2014-2015 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.**
1. Adapt The Cougar for a digital-first publishing strategy. Implement distribution and digital recommendations of the Daily Cougar Business Model Task Force. (2.b.)
 - i. Achieved: The CSM transitioned The Cougar to a weekly print model while also maintaining daily online production. The newspaper staff is producing a daily email edition in addition to a large weekly print edition. The CSM guided the implementation of new print and digital production workflows.
 - ii. Achieved: CSM established new strategic partnerships with UH Printing & Postal and secured a newsrack vendor to overhaul the distribution program and create new revenue opportunities.
 - iii. Achieved: The CSM leveraged The Cougar's new format to attract more revenues from campus and local accounts. Aggressive sales outreach to local businesses has yielded increases, however major campus accounts reduced expenditures.
 - iv. Achieved: CSM worked with students to create new digital editions, new web content formats and provide additional training to editors in web production, social media and related skills. Students launched an "Overtime" email edition for football games and added interactive features such as StoryMap to the online edition of the Cougar website.
 - v. Achieved: CSM took ownership of the Redline initiative, and made sure that Cougar headlines and Coog Radio streams are now available inside the app.
 2. Celebrate 80 years of publishing The Cougar and work with Advancement to attract donations for the student newspaper and student media at large. (2.d.)
 - i. Achieved: Re-engaged with alumni to attend student media reception and awards ceremony in April 2015. Director has collected alumni contacts interested in mentoring, providing training, and editing a Cougar history.
 - ii. Achieved: Formed a Daily Cougar alumni network with more than 400 members connected and receiving updates about the newspaper via social media. Alumni networks for Coog Radio and Student Video Network are also in place.
 3. Identify overlaps and areas for focused collaboration around promotion and marketing to maximize use of marketing funds; work toward a common identity to represent Student Media and its components. (5.c.)
 - i. Achieved: The CSM created a partnership with the Jack J. Valenti School of Communication in which an advertising class designed and hosted an event to market involvement in all three organizations. "Coog Media Day" was hosted at the School of Communication on Nov. 13. An estimated 280 students attended the event and learned about student media involvement opportunities.
 - ii. Achieved: Consolidated funds from all organizations to create second annual student media reception and showcase, solidifying a new tradition.
 - iii. Achieved: The CSM embarked on more outreach this year to help its groups attain higher awareness on campus. The CSM launched its first street team in collaboration with The Cougar, leveraging Cougar SFAC funds for that purpose

- to promote newspaper distribution. The street team distributed 3,000 copies per week on average, representing almost half of each week's readership.
- iv. Achieved: CSM and Cougar staff collaborated in the launch of Coogs Choose, an open ballot-driven promotion where the UH community nominated local and campus businesses, departments and individuals for recognition. A total of 962 ballots were received and the resulting publication generated \$10,525 in revenue. The excitement and interaction from this project inspired the formation of Coogliflife, poised for a significant roll-out in FY 16 with topical editions designed to attract advertisers and readers.
 - v. In progress, rolling over to FY 16: Establish a CSM marketing team composed of each organization's promotional team leaders, CSM advertising and production, to formulate cross-promotion strategies and facilitate resource sharing. This collaborative group will use "Student Media Wednesdays," Coogliflife events and other opportunities to raise awareness of student media.
4. Implement a Student Media Progress Card to track long-term metrics for Student Media's contributions to student success and efforts to achieve financial growth. (4.c.)
 - i. Achieved: The CSM created a Progress Card as part of a broader division initiative to require all departments to do so. The CSM progress card tracks student media organization participation, audience and reach, revenue and academic performance of student leaders.
 5. Identify and develop new revenue streams through creative services that offer new student learning opportunities and activate a new pool of resources for program expansion. (2.b.)
 - i. Achieved: This was initiated in FY 14 and carried over into FY 15, when CSM successfully generated \$8,793 in media services activities, providing students with real-world client experience producing videos and photos for: Center for Student Involvement, Center for Fraternity & Sorority Life, Metropolitan Volunteer Program, Student Life Orientation, Center for Diversity & Inclusion, Homecoming, and TDECU. The CSM was able to effectively create this service center with no additional burden on student fees by combining resources from SVN (including equipment and student assistants) and hiring College Work Study students to earn while they learn.
 6. Release new version of Redline to increase usability and accessibility of features. (2.b.)
 - i. Achieved: The CSM took oversight of the Redline development project. A steering committee was used as a sounding board for ideas. CSM designers were used to create graphics and advertising for the app. The CSM leveraged its print and online platforms to spread awareness. The new version was released in April 2015, and by August, had gained more than 11,000 active users. New tracking data became available that was not included in the first version of the app, giving UH the first-ever true data on usage.
 7. Equip professional learning environments for Student Video Network and Coog Radio. (2.b.)
 - i. Achieved: The CSM completed the outfitting of the studio for television production. This high-tech project involved setting up 3 high-definition cameras, 2 teleprompters, sound dampening materials, specialized floor covering, wireless microphone system, an all-digital touch-screen switcher system, a broadcast-grade audio board, and a specialized graphics computer. With student training and development, the studio supported production of two broadcast-news format shows - @UH and In The Game.

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.

Year-over-Year Utilization

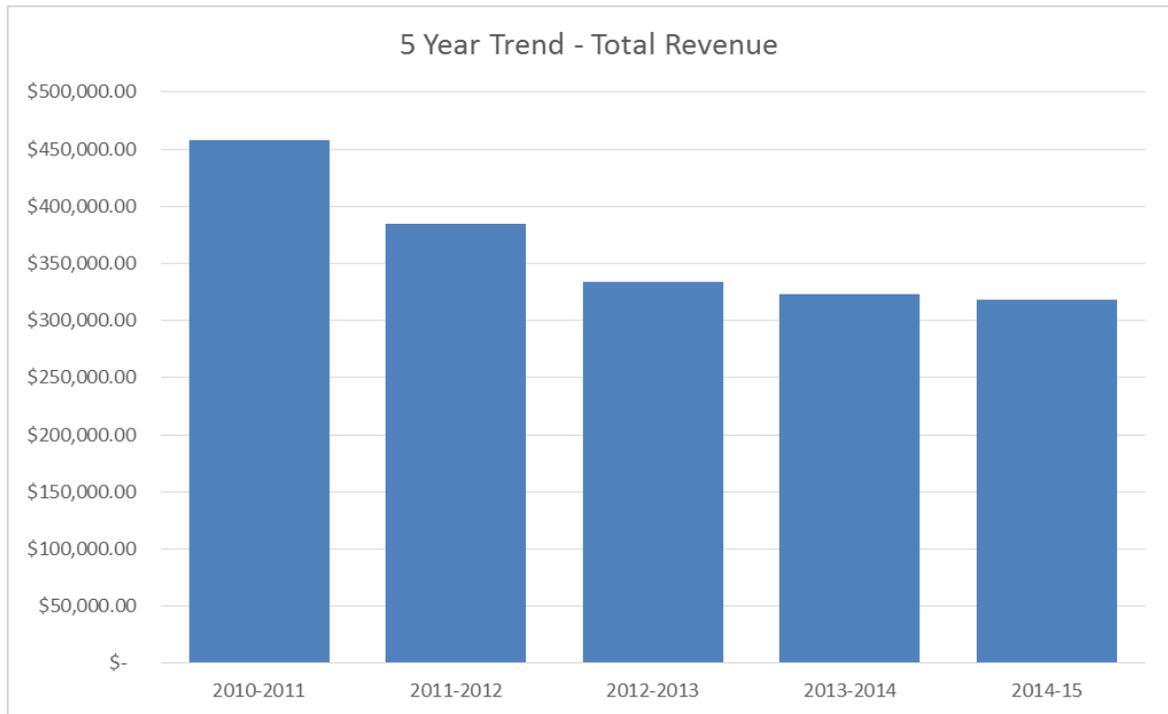
Both audience and revenue are significant measures of success for student media at large.

| Media advancement, audience, engagement | 2013-14 | 2014-15 |
|--|----------------|----------------|
| <i>Total impressions</i> | | |
| coogradio.com | 73,384 | 132,947 |
| coogtv.com | 0 | 11,608 |
| thedailycougar.com | 894,264 | 961,346 |
| <i>Total users (unique visitors)</i> | | |
| coogradio.com | 18,352 | 63,979 |
| coogtv.com | 0 | 5,364 |
| thedailycougar.com | 399,102 | 442,982 |
| Cougar - average print pickup rate (% of total distribution) | 81.90% | 77.0% |
| Cougar - digital subscribers | 3,246 | 3,565 |
| CoogTV - YouTube Channel Views | 299 | 23,221 |
| CoogTV - SVN Channel Views (retired channel) | 32,422 | 7,516 |
| Coog Radio - Unique Listeners | 5,698 | 2,881 |
| Coog Radio - Sessions (1-15 minutes) | n/a | 2,994 |
| Coog Radio - Qualified Sessions (15 minutes) | n/a | 2,964 |
| Redline - Application registered users | n/a | 11,086 |
| Redline - Dashboard pageviews | n/a | 161,251 |

| Resources | 2013-14 | 2014-15 |
|---------------------------------------|----------------|----------------|
| Student fees (Center + Student Orgs.) | \$ 433,843.00 | \$ 451,360.00 |
| Total revenue, The Cougar | \$ 224,477.64 | \$ 191,082.64 |
| Total revenue, thedailycougar.com | \$ 29,393.17 | \$ 31,767.00 |
| Total revenue, Cooglife | \$ - | \$ 9,920.00 |
| Total revenue, CoogTV | \$ - | \$ 6,000.00 |
| Total revenue, Coog Radio | \$ - | \$ 5,800.00 |
| Total revenue, CSM Publications/Other | \$ 69,701.19 | \$ 64,538.00 |
| Total revenue, CSM Media Services | \$ - | \$ 8,793.00 |
| Donations/giving | \$ 2,075.00 | \$ 500.00 |

Revenue Trends

This charts represents CSM aggregate performance by merging all revenues from The Cougar, Transitions, Houstonian and any other CSM project, compared to the previous four years. Note that prior to FY 13, CSM operated as Student Publications.



Revenue by Classification

| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 | 5-year change | |
|-------------------|--------------|--------------|--------------|--------------|--------------|----------------|------|
| Local | \$132,231.39 | \$86,863.18 | \$80,393.78 | \$106,663.25 | \$148,911.07 | \$16,679.68 | 13% |
| Campus | \$198,368.53 | \$173,183.09 | \$191,492.56 | \$166,754.32 | \$137,776.30 | \$(60,592.23) | -31% |
| National | \$85,742.46 | \$91,244.01 | \$40,459.59 | \$32,073.48 | \$20,822.85 | \$(64,919.61) | -76% |
| Classified | \$40,596.71 | \$28,422.84 | \$21,482.52 | \$17,387.95 | \$10,791.07 | \$(29,805.64) | -73% |
| Total | \$456,939.09 | \$379,713.12 | \$333,828.45 | \$322,879.00 | \$318,301.29 | \$(138,637.80) | -30% |

Campus Advertising Assessment

In FY 15, the CSM absorbed a significant reduction in campus-based advertising. A spending report has been attached showing that despite CSM increasing revenue from 46 different areas, the reductions by 44 programs resulted in an overall decline of almost \$30,000. If CSM had been able to retain all campus business from FY 14, it would have been able to report a double-digit revenue increase for the first time in 7 years.

44 campus accounts **decreased** advertising/media services

SFAC ACCOUNTS IN RED

| Account | FY 14 | FY 15 | Change \$ |
|---|--------------|---------------|-----------------------|
| LEARNING & ASSESSMENT SERVICES | \$ 17,430.00 | | \$ (17,430.00) |
| UNIVERSITY CAREER SERVICES | \$ 8,260.46 | \$ 3,111.00 | \$ (5,149.46) |
| HEALTH CENTER | \$ 4,503.50 | \$ 425.00 | \$ (4,078.50) |
| COLLEGE OF LIBERAL ARTS | \$ 4,370.00 | \$ 770.00 | \$ (3,600.00) |
| WOMEN'S RESOURCE CENTER | \$ 5,636.00 | \$ 2,462.00 | \$ (3,174.00) |
| OPTOMETRY DEPT.☐ | \$ 4,120.00 | \$ 1,585.00 | \$ (2,535.00) |
| COLLEGE OF TECHNOLOGY | \$ 2,774.00 | \$ 425.00 | \$ (2,349.00) |
| CULLEN OAKS | \$ 2,639.00 | \$ 354.00 | \$ (2,285.00) |
| STUDENT CENTERS ADMIN | \$ 26,383.00 | \$ 24,132.00 | \$ (2,251.00) |
| PRESIDENT'S - MARKETING | \$ 4,030.00 | \$ 2,000.00 | \$ (2,030.00) |
| OPT CONTACT LENS STUDIES | \$ 1,562.50 | | \$ (1,562.50) |
| ELECTION COMMITTEE (SGA) | \$ 1,550.00 | | \$ (1,550.00) |
| UH DENTAL OFFICE | \$ 2,564.00 | \$ 1,142.00 | \$ (1,422.00) |
| UH - VICTORIA (MARKETING) | \$ 1,268.50 | | \$ (1,268.50) |
| IT SECURITY COMPLIANCE | \$ 1,915.00 | \$ 816.00 | \$ (1,099.00) |
| MEXICAN AMERICAN STUDIES (CMAS) | \$ 2,240.00 | \$ 1,200.00 | \$ (1,040.00) |
| OFFICE OF STUDENT COMMUNICATIONS AND MARKETING | \$ 900.00 | | \$ (900.00) |
| COUNSELING & PSYCHOLOG. SERVICES | \$ 1,909.50 | \$ 1,050.00 | \$ (859.50) |
| CAMBRIDGE OAKS | \$ 850.00 | | \$ (850.00) |
| COLLEGIATE RECOVERY COMMUNITY | \$ 818.19 | | \$ (818.19) |
| OFFICE OF ADMISSIONS | \$ 1,131.25 | \$ 315.00 | \$ (816.25) |
| COLLEGE OF ENGINEERING | \$ 800.00 | | \$ (800.00) |
| HOUSTON HILLEL | \$ 746.25 | | \$ (746.25) |
| PI KAPPA PHI FRATERNITY | \$ 700.00 | | \$ (700.00) |
| THE HONORS COLLEGE | \$ 1,215.00 | \$ 531.00 | \$ (684.00) |
| CENTER FOR STUDENT INVOLVEMENT (CSI) | \$ 7,596.92 | \$ 6,914.00 | \$ (682.92) |
| AIRFORCE ROTC | \$ 650.00 | | \$ (650.00) |
| HISTORY DEPARTMENT | \$ 863.00 | \$ 231.00 | \$ (632.00) |
| INTERNATIONAL STUDENT & SCHOLAR SERVICES | \$ 525.00 | | \$ (525.00) |
| BAUER COLLEGE OF BUSINESS/UBP | \$ 500.00 | | \$ (500.00) |
| CENTER FOR ENTREPRENEURSHIP | \$ 337.50 | | \$ (337.50) |
| COUGAR CONCEPTS | \$ 300.00 | | \$ (300.00) |
| STAFF COUNCIL | \$ 300.00 | | \$ (300.00) |
| TEXAS EYE RESEARCH & TECHNOLOGY CENTER (COLLEGE OF OPTOMETR | \$ 300.00 | | \$ (300.00) |
| UNDERGRADUATE SCHOLARS DEPARTMENT | \$ 300.00 | | \$ (300.00) |
| UH-SUGAR LAND | \$ 288.00 | | \$ (288.00) |
| UH-ATHLETIC DEPARTMENT | \$ 500.00 | \$ 250.00 | \$ (250.00) |
| MD ANDERSON LIBRARY | \$ 368.00 | \$ 135.00 | \$ (233.00) |
| AFRICAN AMERICAN STUDIES/P.BEARD | \$ 550.00 | \$ 350.00 | \$ (200.00) |
| HOUSTON LUTHERAN CAMPUS MINISTRY | \$ 200.00 | | \$ (200.00) |
| INTERNATIONAL STUDIES AND PROGRAMS | \$ 200.00 | | \$ (200.00) |
| UC LEISURE SERVICES | \$ 1,593.75 | \$ 1,422.00 | \$ (171.75) |
| CENTER FOR STUDENTS WITH DISABILITIES | \$ 160.00 | | \$ (160.00) |
| DEAN OF STUDENTS | \$ 4,987.36 | \$ 4,968.00 | \$ (19.36) |
| | | IMPACT | \$ (66,247.68) |

46 campus accounts increased or maintained advertising/media services

SFAC ACCOUNTS IN RED

| Account | FY 14 | FY 15 | Change \$ |
|---|-------------|---------------|---------------------|
| FRATERNITY & SORORITY LIFE | \$ 300.00 | \$ 5,375.00 | \$ 5,075.00 |
| DIVISION OF STUDENT AFFAIRS & ENROLLMENT SERVICES | \$ 6,474.50 | \$ 10,466.00 | \$ 3,991.50 |
| FRONTIER FIESTA | \$ 4,195.00 | \$ 8,068.30 | \$ 3,873.30 |
| CT BAUER COLLEGE | | \$ 3,725.00 | \$ 3,725.00 |
| STUDENT PROGRAM BOARD | \$ 725.00 | \$ 3,217.00 | \$ 2,492.00 |
| UH WELLNESS CENTER | \$ 437.50 | \$ 2,740.00 | \$ 2,302.50 |
| UH SPORTS AND ENTERTAINMENT | | \$ 2,100.00 | \$ 2,100.00 |
| BLAFFER GALLERY | | \$ 1,798.00 | \$ 1,798.00 |
| CENTER FOR DIVERSITY & INCLUSION | | \$ 1,496.00 | \$ 1,496.00 |
| AD BRUCE RELIGION CENTER | \$ 1,600.00 | \$ 2,785.00 | \$ 1,185.00 |
| COUNCIL OF ETHNIC ORGANIZATIONS/CEO | \$ 425.00 | \$ 1,550.00 | \$ 1,125.00 |
| LGBT RESOURCE CENTER | \$ 1,762.50 | \$ 2,750.00 | \$ 987.50 |
| THE CHRISTIAN SCIENCE ORGANIZATION | | \$ 924.00 | \$ 924.00 |
| CLINTON GLOBAL INITIATIVE | | \$ 800.00 | \$ 800.00 |
| HOMECOMING BOARD | \$ 1,297.00 | \$ 2,000.00 | \$ 703.00 |
| PROGRAM FOR MASTERY IN ENGINEERING STUDIES (PROMES) | | \$ 650.00 | \$ 650.00 |
| URBAN EXPERIENCE PROGRAM | \$ 200.00 | \$ 850.00 | \$ 650.00 |
| HOUSTON COLLEGIATE PANHELLENIC ASSOCIATION | | \$ 640.00 | \$ 640.00 |
| CAMPUS RECREATION | \$ 8,308.00 | \$ 8,946.00 | \$ 638.00 |
| OFFICE OF EQUAL OPPORTUNITY SERVICES | | \$ 625.00 | \$ 625.00 |
| UH CONTINUING EDUCATION DEPT. | | \$ 585.00 | \$ 585.00 |
| COUGAR CARD | \$ 850.00 | \$ 1,400.00 | \$ 550.00 |
| OFFICE OF ANNUAL GIVING | | \$ 550.00 | \$ 550.00 |
| IGNITE LEADERSHIP PROGRAM | | \$ 500.00 | \$ 500.00 |
| METROPOLITAN VOLUNTEER PROGRAM | | \$ 480.00 | \$ 480.00 |
| UH ENERGY | | \$ 460.00 | \$ 460.00 |
| STUDENT GOVERNMENT ASSOCIATION | \$ 1,000.00 | \$ 1,400.00 | \$ 400.00 |
| MASTERS OF PUBLIC ADMINISTRATION | | \$ 375.00 | \$ 375.00 |
| VETERANS SERVICE OFFICE | | \$ 350.00 | \$ 350.00 |
| ACTIVITIES FUNDING BOARD | \$ 200.00 | \$ 528.00 | \$ 328.00 |
| HAM CYCLES | | \$ 275.00 | \$ 275.00 |
| MISSION 24 | | \$ 231.00 | \$ 231.00 |
| THE BRIDGE - UH WESLEY FOUNDATION | | \$ 231.00 | \$ 231.00 |
| INFORMATION TECHNOLOGY SERVICES & SUPPORT | | \$ 200.00 | \$ 200.00 |
| SMART COUGARS | | \$ 195.00 | \$ 195.00 |
| AMERICAN HUMANICS | | \$ 175.00 | \$ 175.00 |
| OFFICE OF UNIVERSITY MARKETING | | \$ 150.00 | \$ 150.00 |
| UNIVERSITY BOOKSTORE | \$ 4,585.00 | \$ 4,717.00 | \$ 132.00 |
| DEPARTMENT OF SOCIOLOGY | | \$ 120.00 | \$ 120.00 |
| YOUNG AMERICANS FOR LIBERTY | | \$ 100.00 | \$ 100.00 |
| CHILDREN'S LEARNING CENTER | \$ 300.00 | \$ 350.00 | \$ 50.00 |
| COUGAR BYTE/HiEd @ UH | \$ 132.00 | \$ 165.00 | \$ 33.00 |
| CATHOLIC NEWMAN ASSOC. | \$ 279.00 | \$ 308.00 | \$ 29.00 |
| MOORES SCHOOL OF MUSIC | \$ 300.00 | \$ 300.00 | \$ - |
| PARKING & TRANSPORTATION | \$ 1,400.00 | \$ 1,400.00 | \$ - |
| WEB TECHNOLOGIES | \$ 2,690.00 | \$ 2,690.00 | \$ - |
| | | IMPACT | \$ 42,279.80 |

Assessment Projects

1. Newspaper Quality Assessment

- ii. Results: Five reviewers submitted critiques on three issues of the Cougar and three weeks' worth of web/social media content. On a 3-point scale with 3.0 being a "nationally competitive" ranking, the Cougar averaged a score of 2.16, with its highest score coming in for "Layout & Design" and its lowest scores in "Editing" and "Social Media Presence & Engagement."

2. Photography services

- iii. Results: The survey obtained 94 responses, a 4.70% response rate. Of the sample, 54.26% indicated they were likely to hire a senior portrait photographer. Of this sub-set, about half indicated a preferred range for sitting fees between \$50-\$99 and a photo-print price of \$50-\$99, suggesting that roughly 1 in 4 of our survey population would be willing to spend \$200 or less on photography. When prompted to respond to a concept of having UH student photographers provide services through CSM, 38 responses were received, and all were supportive.

3. Student Media Awareness/Usage

- iv. Results: A total of 300 responses were received, a response rate of 4.63%. The study showed that more students are accessing student media overall: 80% of the student body access the Cougar print edition and 67% accessed the online edition in 2015, compared to 77% and 63% respectively in 2012. Coog Radio and SVN remained about the same with 30% indicating they have accessed those platforms. Comparing the results to the 2012 study shows a shift in audience awareness. The Cougar print version lost 10 percentage points but the online edition gained 20 percentage points. Coog Radio gained 10 percentage points. The study also identified that Facebook was by far the most significant social media platform for UH students with 71% reporting they use it more than once per day. Making up the rest of the top 5 most utilized platforms were Snapchat (40%), Twitter (25%), LinkedIn (21%) and Instagram (14%). Other media usage noted in the study: 43% of students listen to AM/FM radio more than once per day, compared to 28% using on-demand streams more than once per day. About 1/3 of students said they do not watch TV broadcast or cable channels. More than 2/3 however say they watch Netflix/Hulu or similar video services at least once per week. An even bigger share - 88 percent - watch YouTube at least once per week. When it comes to devices, 100% of students reported owning at least one kind of mobile device (ranging from laptop to "other mobile device", which could be a phone of any kind). 90% of students own a laptop, 59% own an iPhone, 38% own an iPad, 37% own an Android phone and 15% own an Android tablet.

5. **Please discuss any budget or organizational changes experienced since your last (FY2016) 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 addition, if your unit concluded FY2015 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.**

At the close of FY 15, remaining funds were moved to a new 3056 reserve cost center, so that they can be properly budgeted and accounted for.

In addition, a projected \$61,004 in generated revenue carryover was budgeted for CSM; this amount in reality was transferred to the Cougar account. When budgets were reconciled at the close of FY 15, the costs were allocated to the correct cost center (CSM).

Cost savings areas

CSM reduced its student worker budget in FY 15 primarily due to reduced advertising student payroll. As students were in training mode most of the year, few earned commissions, reducing the overall payroll. CSM should anticipate this payroll increasing as ad sales students learn and earn more.

Overall M&O expenses show as lower in the actual column from projected, as some of these expenses were charged to the Cougar's revenue account.

6. Please list your 2016-2017 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

1. 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.)
 - a. Leverage Cooglife to attract and retain local and campus advertising, reaching \$100,000 in total revenue by close of FY 17.
 - b. Double media services billable activity to \$15,000 by the close of FY 17.
 - c. 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.
 - d. Maintain or increase campus-based revenues by emphasizing department-wide annual advertising contracts.
 - e. Support audience-growth strategies undertaken by The Cougar, Student Video Network and Coog Radio.
2. 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.)
 - a. 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.
 - b. 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.
3. 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.)
 - a. Investigate cost effectiveness of new customer-relationship management (CRM) tools that allow for more accurate logging and reporting of sales activity.
 - b. Convert billing to digital tearsheets and reduce postal expenses related to billing.
 - c. Develop ability to collect credit card payments through an online portal.
4. Request, solicit or allocate resources to launch student-run media productions designed to enhance the multicultural dialogue on campus. (DSAES Initiative 3.b.)
 - a. 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.
 - b. Collaborate with the Center for Diversity & Inclusion and Jack J. Valenti School of Communication in all phases of the project.
5. 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.)
 - a. 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.
 - b. Implement module as part of comprehensive student media training for leaders as well as a recurring CSM Workshop topic.

6. Address remaining recommendations of the internal/external program review process.
 - a. Assign a subcommittee of the Student Media Advisory Committee to discuss feasibility and implications of a Student Media Subscription Fee.
 - b. Implement shared equipment management process to unify media technology resources across all organizations, gather accurate usage data and ensure adequate inventory is maintained.

7. Assess Transitions magazine effectiveness among first-year students and transfers; benchmark best practices for first-year/orientation publications and evaluate its continued role in preparing FTIC and transfer students. (DSAES Initiative 1.a.)

- 7. 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 2014-2015 the majority of revenue continued to come from print and online advertising associated with publishing the newspaper, special sections, calendar and magazines. The department also continues to raise funds from donors to build a development account to support student success.

The following new revenue streams were activated in FY 2015:

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

- 8. 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.