



UNIVERSITY of
HOUSTON
CENTER FOR STUDENT MEDIA

CENTER FOR STUDENT MEDIA

Program Questionnaire for FY 2019 – 2020

STUDENT FEES ADVISORY COMMITTEE (SFAC)
FY2020 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, Coog Deals, a coupon book featuring local businesses and the Cougar Calendar, which highlights campus events scheduled throughout the year. CSM also provides media services for campus departments and student organizations.

CSM completed its first year under new direction. The Director, Assistant Director, and Activities coordinator were all new to CSM. This provided great opportunity for fresh ideas and also provided its share of challenges. Revenues continued to fall in FY18. On-campus and local business revenues were lower than in years past. We believe some of the loss locally had a lot to do with recovery from Harvey, and from tight budgets across campus.

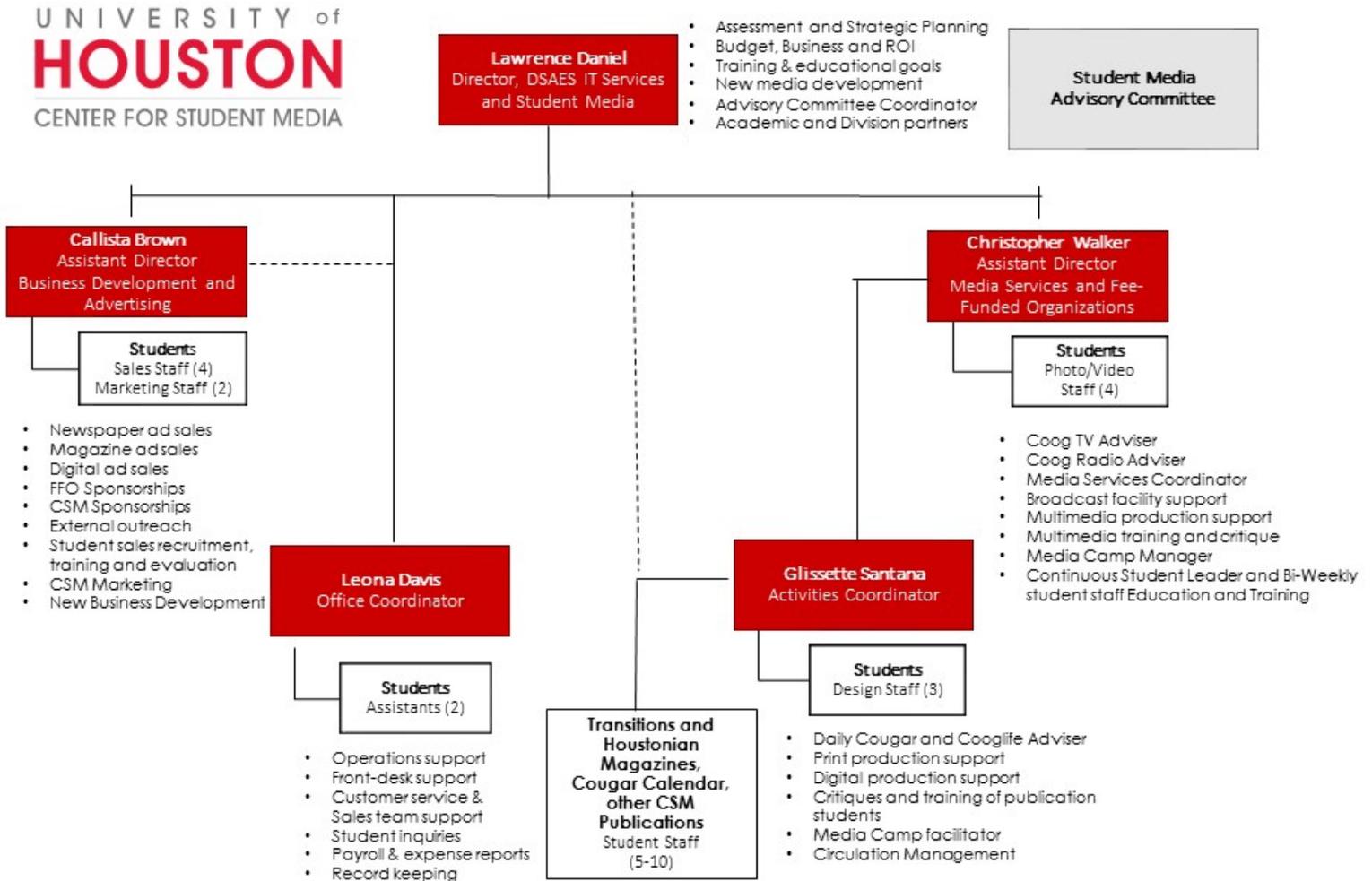
CSM is taking these changes in stride while still focusing on the center's mission. CSM focused our efforts in revamping the student experience. Media camp was transitioned to include three separate phases to training. Students now will have more time to learn about their responsibilities, priorities, and purpose, while also learning from professionals in the media industry. These experiences will continue as we move into this year and beyond. The media industry is an evolving landscape that will continue to push our center to provide more support for our students, while staying in tune with this evolution and to our mission of empowering students.

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: Support student engagement through learning, engagement and discovery in student media.

Action Step: Continue to develop training and education workshops for all members of the student media organizations and student staff around cross platform experiential training.

DSAES Value: Empowerment

- **Partially accomplished** – Spring Media Camp took place in early January 2018 and included 2 days of focused trainings related to each organization's needs. Additionally, this was an opportunity for CoogTV, Coog Radio and The Cougar to finalize training schedules for the spring.

Action Step: Work with the Center for Diversity and Inclusion, as well as other resources and services on-campus, to provide diversity, inclusion and sensitivity training for all students engaged with the Center for Student media. **DSAES Value: Diversity**

- **Deferred** – These trainings will be included in the 2019 media camp series, which include three separate sessions. There will be one in January, May, and July of 2019.

Action Step: Support students with their growth and development in submitting nominations for Awards of Excellence within the professional student media environment.

DSAES Value: Empowerment

- **Completed** – The Cougar Nominations were completed in April 2018 and the Cougar's Harvey issue has been named a finalist for a 2018 Pacemaker.

Action Step: Support conference attendance for professional staff and student leaders to ensure the CSM team is maintaining cutting-edge services, programs and student-centered opportunities. **DSAES Value: Empowerment**

- **Completed** – Two full-time staff members traveled with CSM student leaders to the Associated Collegiate Press/College Media Association Media Convention in Dallas, Texas in October 2017.

Strategic Initiative: Explore/implement Non-Tradition Revenue (NTR) opportunities to underwrite the Center for Student Media operations, as well as additional programs and services to the UH community.

Action Step: Benchmark best practices in Non-Tradition Revenue (NTR) at institutions that have been success with these ventures. **DSAES Value: Accountability**

- **Partially accomplished** – We contacted The University of Texas and UTSA. They both shared their current practices, which centered on providing advertising customers and sponsors opportunities to table campus

as added value to ad purchases. CSM has established an event planning committee that will help plan four events each year.

Action Step: Develop programmatic events that have CSM service components tied to sponsorship for local, national and on-campus clients. **DSAES Value: Collaboration**

- **Complete-** CSM created an events planning committee, which includes CSM Student leaders representing the Cougar, Coog Radio, and CoogTV. Their first planned event was Welcome to Houston, which was planned as part of UH Weeks of Welcome 2018.

Strategic Initiative: Review CSM business operations to ensure we are operating efficiently, and provide an effective customer/client experience.

Action Step: Review the CSM office configuration to ensure maximum efficiency for student organizations, service centers and professional staff. **DSAES Value: Innovation**

- **In progress-** The evaluation has started with the review of current practices related to advertising, training, Media Services, and budgets in relation to expenditure and revenue reporting.

Action Step: Review client relations manager (CRM) software to evaluate what is the best system on the market to meet the needs of CSM, the CSM student organizations, as well as the students who we are recruiting to provide advertising support. **DSAES Value: Collaboration**

- **Complete-** Smart Publisher was reviewed and currently serves as the most efficient option for CSM. Smart Publisher provided a free system upgrade over the summer. All CSM staff will be trained on the new offerings by end of Fall 2018.

Strategic Initiative: Develop enhanced relationships with the Valenti School of Communication, the College of Business and the Digital Media program.

Action Step: Work with the Valenti School of Communication to establish internship credit for stipend student leader position in The Cougar, CoogTV and Coog Radio. **DSAES Value: Empowerment and Collaboration**

- **Partially complete-** the CSM staff was formally introduced/re-introduced to Valenti School leadership. Topics related to possible future collaborations were shared and a follow-up meeting will occur this fall.

Action Step: Continue to develop and enhance collaboration opportunities with Faculty members and their classes within the Valenti School of Communication that have a direct tie to the various student media platforms offered through CSM. **DSAES Value: Collaboration**

- **On-Going-** New opportunities and ideas for continued partnerships were shared at the initial meeting in April 2018. One of the major discussion points involved the transfer of used equipment in good condition from Valenti to CSM. Another meeting will be set this fall.

Action Step: Develop a relationship with the Program for Excellence and Selling in the College of Business. **DSAES Value: Collaboration**

- **Moved to FY19-** A meeting will be set to formally introduce/re-introduce members of the CSM staff. Topics related to possible future collaborations will be shared, which will include internship credit, advertising collaboration opportunities, etc.

Action Step: Develop a stronger tie with the Digital Media program to recruit student staff in the CSM production support area. **DSAES Value: Collaboration**

- **Moved to FY19-** A meeting will be set to formally introduce/re-introduce members of the CSM staff. Topics related to possible future collaborations will be shared, which will include internship credit, advertising collaboration opportunities, etc.

Strategic Initiative: Continue to grow and market the Media Services program.

Action Step: Revenue goal for Media Services will be an increase by 30% (FY16 to FY18). **DSAES Value: Accountability and Innovation**

- **In progress-** Media Services was relaunched by the new CSM Assistant Director in Spring 2018. Revenue numbers are reflective of Spring 2018 numbers. A full year of revenue will be available in the FY19 report.

Action Step: Provide training and guidance for the student staff in the Media Services area to ensure the highest quality of service is provided (timeliness, deadline management and product satisfaction). **DSAES Value: Accountability**

- **On-Going** - New student staff were hired and assisted with several new project including the introduction of Podcast recording services.

Strategic Initiative: In conjunction with The Cougar, CoogTV and Coog Radio enhance collaboration opportunities and awareness of the services and programs available at the Center for Student Media.

Action Step: Enhance collaborative opportunities with Registered Student Organizations; and build upon the positive relationships that have been built with the Fee-Funded student organizations. **DSAES Value: Collaboration**

- **On-Going** - Many of the collaboration opportunities have included CoogTV and Coog Radio in the form of video, photobooth services, and DJ support at events. Other opportunities have included involvement with Frontier Fiesta and the Student Program Board.

Action Step: Enhance collaborative opportunities with the campus community; specifically focusing on relationships with University Marketing, Media and Communication, Houston Public Broadcasting and departments within the Division of Student Affairs and Enrollment Services. **DSAES Value: Collaboration**

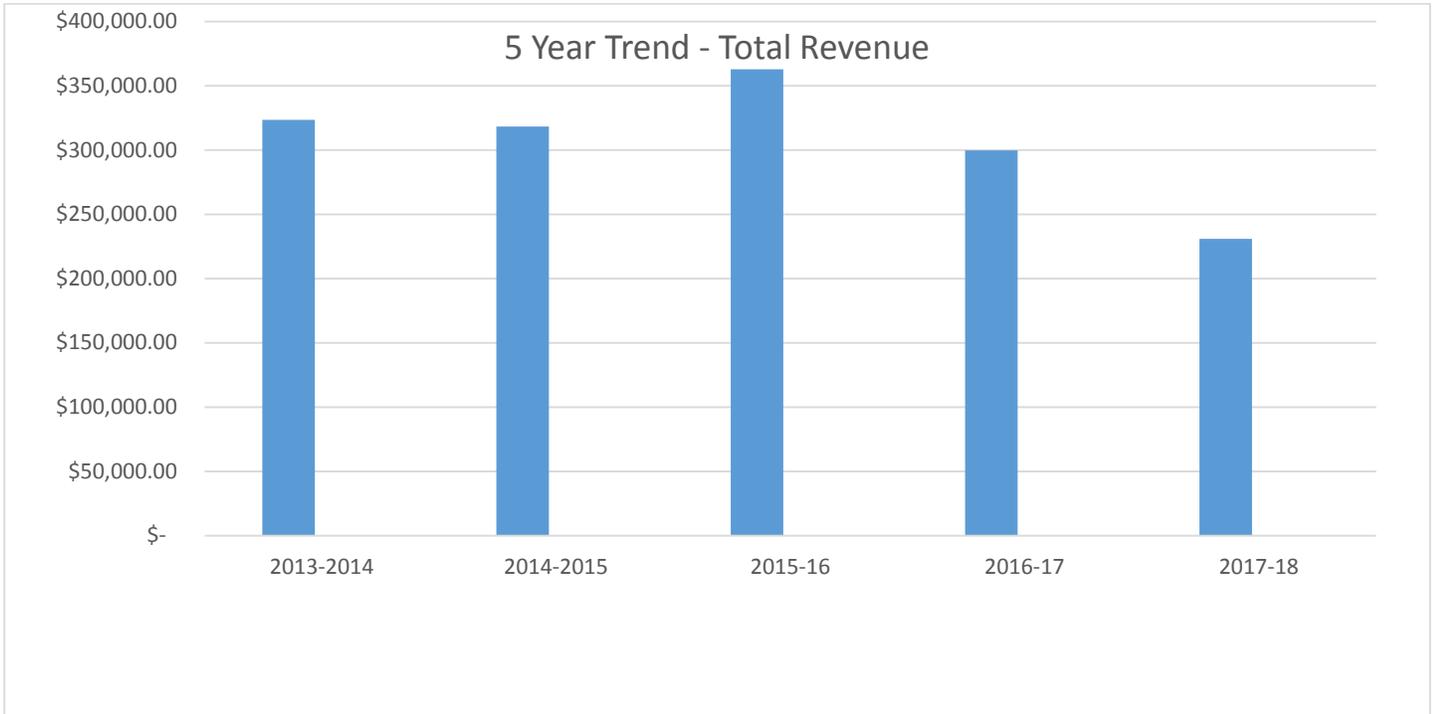
- **On-Going** - The Center for Student Media continues to collaborate with DSAES departments. CSM co-sponsored Stress Free Final events and continues to participate in the UH Sugarland (UHSL) programming efforts, which has included Grab and Go events and culminated with the annual UHSL Spring Fling event in April.

Action Step: Explore collaborative opportunities with media outlets in the Greater Houston area; focusing on training and education for CSM students, but also future employment opportunities for students when they graduate. **DSAES Value: Empowerment and Collaboration**

- **Complete.** Coog Radio took a staff field trip to a local Radio Station and several members worked were invited to different music festivals throughout the year. Members of the Cougar staff held internships at the Chronicle. Additionally, several members of CoogTV worked on local professional film projects throughout the year.

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. If available, please provide program benchmarking data from comparable institutions.

Revenue Breakdown by year (5 year trend):



2013-2014	2014-15	2015-16	2016-17	2017-18
\$ 323,572.00	\$ 318,301.00	\$ 362,968.63	\$ 299,840.34	\$ 231,954.41

Breakdown by Category:

	FY 2014	FY 2015	FY 2016	FY2017	FY2018
Local	\$106,663.25	\$148,911.07	\$168,220.25	\$178,458.00	\$150,905.70
Campus	\$166,754.32	\$137,776.30	\$145,148.66	\$108,088.97	\$66,788.50
National	\$32,073.48	\$20,822.85	\$36,600.97	\$11,733.37	\$12,576.01
Classified	\$17,387.95	\$10,791.07	\$13,998.75	\$1,560.00	\$1,684.20
Total	\$322,879.00	\$318,301.29	\$362,968.63	\$299,840.34	\$231,954.41

Utilizations Reports:

Audience metrics, Sept. 1-Aug. 31	2014-15 Total	2015-16 Total	Change FY15 to FY16	2016-17 Total	Change FY16 to FY17	2017-18 Total	Change FY17 to FY18
Average pickup rate, The Cougar newspaper	78.3%	74.8%	-3.5%	69.4%	-5.4%	67.5%	-2.7%
Total page views, thedailycougar.com	961,346	948,319	-1.4%	721,745	-23.8%	577,848	-19.9%
Total unique users, thedailycougar.com	443,178	500,004	+12.8%	438,459	-12.3%	341,221	-22.1%
Total email subscribers, The Cougar	3,561	4,398	+23.4%	4,268	-2.9%	4,345	+1.8%
Total unique listeners, Coog Radio stream	2,995	7,635	+154.9%	33,172	+334.5%	32,665	-1.53%
Total video views (SVN + CoogTV YouTube)	30,737	47,321	+54%	65,342	+38.1%	67,802	+3.7%
Revenue metrics, Sept. 1-Aug. 31	2014-15 Total	2015-16 Total	Change FY14 to FY15	2016-17 Total	Change FY16 to FY17	2017-18 Total	Change FY17 to FY18
Total revenue, The Cougar	\$191,082.64	\$171,159	-10.4%	\$103,182*	-40.0%	\$90,190	-12.6%
Total revenue, thedailycougar.com	\$31,767.00	\$27,344	-13.9%	\$24,858	-9%	\$10,539	-57.6%
Total revenue, Cooglif e	\$ 9,920.00	\$89,972	+807.0%	\$80,620**	-10.4%	\$63,453	-21.3%
Total revenue, CoogTV	\$6,000.00	\$6,000	--	\$7,950	+33%	\$6,901	-13.1%
Total revenue, Coog Radio	\$5,800.00	\$4,500	-22.4%	\$18,885	+320%	\$9,786	-48.2%
Total revenue, CSM Publications/Other	\$64,538.00	\$53,025	-17.8%	\$52,785	-0.5%	\$41,775	-20.8%
Total revenue, CSM Media Services	\$8,793.00	\$17,968	+104.3%	\$9,195.00	-49%	\$9,309	+1.2%
Donations/giving	\$500.00	\$165	-67.0%	\$0	-100%	\$0	-
Total generated revenue	\$318,400.64	\$370,133	+16.2%	\$297,475	-20%	\$230,874.04	-22.3%

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

** Cooglif e 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)

- a. **The Cougar and Cooglif e - Editorial Quality and Leadership:** The Cougar, along with its subsidiary Cooglif e, made strides toward increasing their understanding of editorial quality and leadership. Critiques were given each week for the print edition of The Cougar, each monthly print edition of Cooglif e and a selection of online content from both publications by the adviser. The critiques included a rubric that provided a letter grade by the adviser. The results from these critiques resulted in adding trainings to Media Camp, and workshops held throughout the year. These trainings focused on improving fundamental writing, editing and reporting skills. Additionally, an on-boarding and training program for new hires was implemented to teach basic reporting, editing, and photojournalism.
- b. **Coog Radio and CoogTV - Production Quality and Leadership:** Coog Radio and CoogTV Executive leaders were evaluated for their leadership of day-to-day station management, production training for new members, and show selection.
 - i. **Coog Radio:** As part of the semester evaluation the advisor used a rubrics that provided insight into the performance of individual components of Coog Radio shows. The results of the evaluations included high scores in show organization and flow, but a need for production consistency across the board. Break transitions frequency were also found to be inconsistent.
 - ii. **CoogTV:** As part of the semester evaluation the advisor used a rubrics provided insight into the performance of individual components of CoogTV. The executive board members scored high with development of new members. The station was organized to handle 9 reoccurring shows and 13 pilots. Video projects were entertaining and the producers scored high in show technical proficiency. . Improvement points included scheduling and providing members with a list and summary of the current shows to limit show duplication and promote uniquely creative production. Improving opportunities for training, which has resulted in the creation of bi-monthly workshops to increase technical skills and improve video productivity.

Benchmarking Data –WAUPM

The Center for Student Media at the University of Houston is one of thirty-five members of Western Association of University Publications Managers (WAUPM). We are part of Region II, which includes the University of Texas, Texas Tech, University of Oklahoma to name a few. All members produce a variety of student media ranging from newspapers to magazines, from yearbooks to websites and from radio to television stations. WAUPM serves the professionals who manage the training, facilities and equipment for the students producing student media at their universities. CSM's benchmarking data and comparisons for rates, staffing, expenses, revenue, pick-up rates, and listenership, etc. is shared amongst WAUPM schools as part of an annual data exchange.

Below is a sample of the type of data we benchmark throughout the year. We have instant access to data. In the chart below we compare operating revenue versus operating expenses for the past year.

School	Percentage Total Operating Revenue	Percentage of total Operating Expenses	Difference Revenue to Expense
University of Houston	-20%	-14.6%	-5.4%
University of Texas	+15%	+12.6%	+2.4%
Texas Tech	-13%	+17%	-30%
University of Oklahoma	+5.3%	-15.9%	+21.2%
University of Arizona	-15.4%	-16.7%	+1.3%

- 5. Please discuss any budget or organizational changes experienced since your last (FY2019) 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.**

The Center for Student Media generated revenues fell short of FY18 projected revenue goals. CSM used Fund 3 income from previous years to cover additional expenses.

The Center for Student Media hired a new Assistant Director who started in January 2018.
Personnel Updates

- iii. Christopher Walker, Assistant Director: was hired in December to advise Coog Radio and CoogTV. Additionally, he leads Media Services, and all training programs on behalf of CSM.

- 6. If your unit concluded FY2018 with a Fund 3 addition to Fund Equity 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 18, the Center for Student Media did not return any SFAC in excess of \$5,000.

7. Please list your 2019-2020 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services 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.

Strategic Initiatives 2019-2020:

Strategic Initiative: Utilize internal and external media resources to enhance annual student leader transition and training. (DSAES: SS1-5, P2 &5) (UH 2)

- **Action Step:** Partner with the UH Public Relations and the Valenti School of Communications to participate in student leader transition orientations and media camps throughout the year
- **Action Step:** In conjunction with the Cougar, Coog Radio, and CoogTV Executive leadership to develop onboarding training that includes the incoming and outgoing board members for each student organization.
- **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: Increase media services revenues by 10% over the last fiscal year by expanding awareness of service offerings to campus departments and businesses. (DSAES R3) (UH 2)

- **Action Step:** Work with the Assistant Director, Student Media and Fee –Funded Organizations to develop a work flow process that prioritizes all media services requests to help increase response rates and improve scheduling
- **Action Step:** Create an annual communication plan targeted at departments that allows for all service options to be highlighted.
- **Action Step:** 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: SS1-5 & P2) (UH 2)

- **Action Step:** 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 Step:** Partner with Valenti School of Communication, Program for Excellence in Selling (PES), and local media sales entities to review internship mission and goals.
- **Action Step:** Recruit and place 2-4 interns in the office to support sales activity each semester and/or annually.

Strategic Initiative: Increase total generated revenues by 10% through increased campus engagement, local business sales outreach, retention, and expansion of media services. (DSAES P1&5) (UH 5)

- **Action Step:** Leverage Coogliflife to attract and retain local and campus advertising, reaching \$100,000 in total revenue by close of FY 20.
- **Action Step:** Increase the amount of department ads in the Cougar and Coogliflife by 10% by the close of FY 20.
- **Action Step:** Increase the amount of local ads in the Cougar and Coogliflife by 15% in by the close of FY 20.

Strategic Initiative: In conjunction with The Cougar, CoogTV and Coog Radio enhance collaboration opportunities and awareness of the services and programs available at the Center for Student Media. (SS 1-5) (UH 2)

- **Action Step:** Enhance collaborative opportunities with Registered Student Organizations; and build upon the positive relationships that have been built with the Fee-Funded student organizations.
- **Action Step:** Enhance collaborative opportunities with the campus community; specifically focusing on relationships with University Marketing, Media and Communication, Houston Public Broadcasting and departments within the Division of Student Affairs and Enrollment Services.
- **Action Step:** Explore collaborative opportunities with media outlets in the Greater Houston area; focusing on training and education for CSM students, but also future employment opportunities for students when they graduate.

8. **Recognizing that the potential to generate additional Student Service Fee income for FY2020 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total FY2020 base Student Service Fee budget request 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 **\$10,040.80**.

To provide context to the Center for Student Media budget, SFAC dollars are budgeted to fund three staff positions. To get to the 5% reduction of SFAC funding CSM would have to cut a portion of a staff salary.

The salary portion would need to be funded from the CSM Fund 3 Income account in the amount of **\$10,040.80**. This would cause potential other reductions in the Center for Student Media budget based on advertising ad sponsorships sales for FY19.

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 2017-2018 the majority of revenue continues to come from print and online advertising associated with publishing the newspaper, special sections, calendar and magazines.

The following revenue streams were continued in FY 2018:

- News rack posters
- Media services
- CoogTV sponsorship
- Coog Radio sponsorship
- Cooglife publication
- Sponsored Events
- CSM Publications
 - Coog Deals
 - Houstonian
 - Transitions

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.