

UNIVERSITY of HOUSTON

CENTER FOR STUDENT MEDIA



Program Questionnaire for FY 2020 - 2021

- 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 media services for campus departments and student organizations. CSM completed its second year under new direction.

The past year provided some challenges, new opportunities, and more enriching involvement for students. In comparison to FY18, revenues held steady in FY19. In mid-March, the Center for Student Media agreed to a contract that outsources all advertising and marketing management efforts to MediaMate, which is a college media firm that has worked with several student media entities across the nation. This provides us with the best chance to maximize our generated revenue efforts. This partnership with MediaMate has also allowed CSM to establish an Advertising & Marketing internship, which follows a curriculum. The internship is open to all students and provides valuable experience in Marketing and Advertising in media and course credit, if applicable.

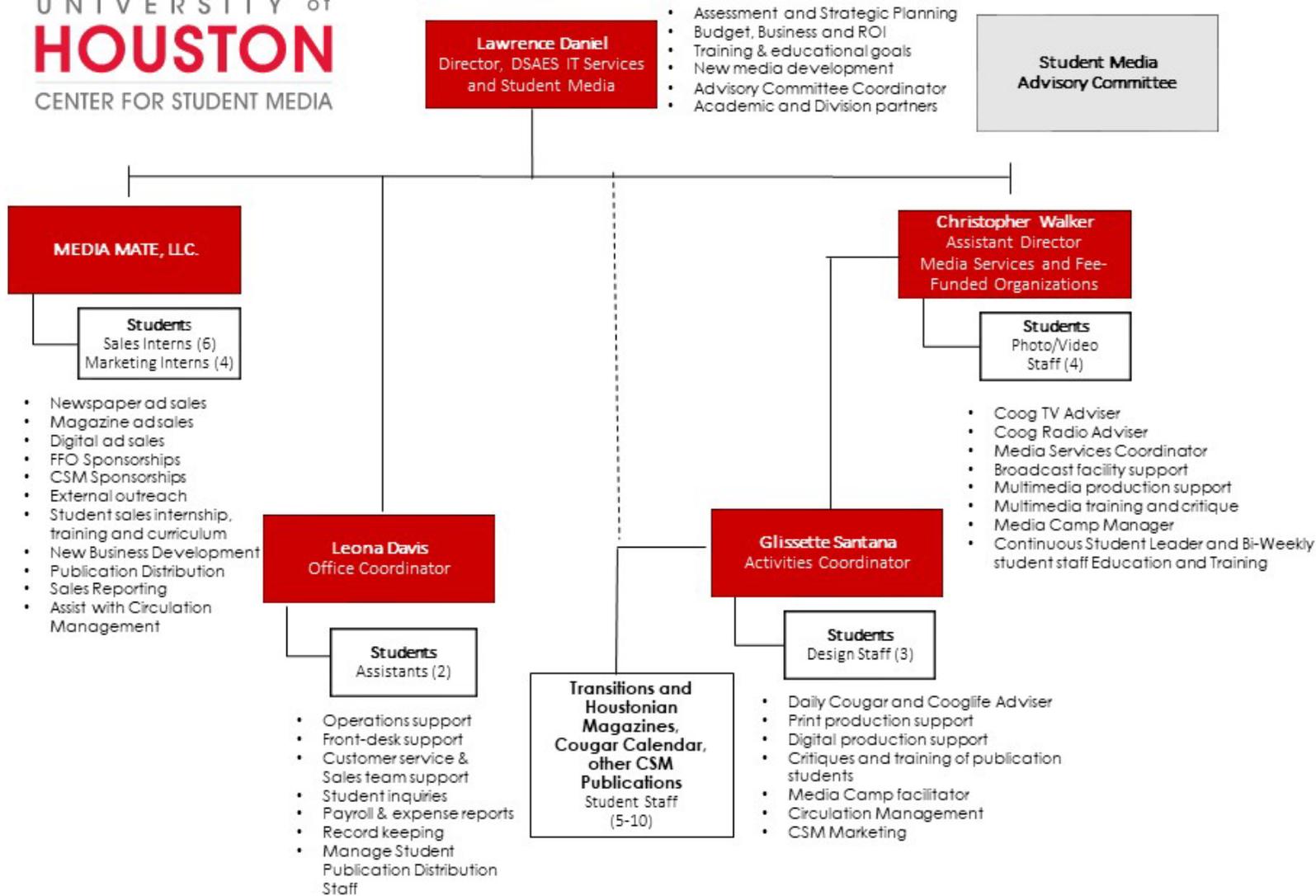
CSM is taking these changes in stride while still focusing on the center's mission. CSM continues to focus our efforts on maximizing the student experience. Media camp has transitioned to include three separate phases to training. Students now have more time to learn about their responsibilities, priorities, and purpose while also learning from professionals in the media industry. Furthermore, we have hired an operations and distribution team, who are responsible for delivering all media publications to racks, keeping pick-up rate data, and servicing advertising poster racks. These new experiences are now available through college work-study at the Center for Student media. These experiences will continue to evolve as we move into this year and beyond. The media industry is an evolving landscape that will continue to push for more support for our students while remaining aware the continued media 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 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 fulfill the supporting role.
- The empowering role is facilitated by the center's focus on education and training on journalism, media production, advertising sales, marketing, and leadership skills, as delivered by programs such as Media Camp, Internships, 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 2018-2019 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.

DSAES Plan: (http://www.uh.edu/dsaes/about/strategic_plan.html)

UH Goals: (<http://www.uh.edu/about/mission/>)

1. Student Leader Development

Strategic Initiative: Utilize internal and external media resources to enhance annual student leader transition and training.(SS 1&4) (UH2)

Action Step: Partner with the UH Public Relations and the Valenti School of Communications to create a student leader transition orientation. (SS1) (UH2)

- Steps were made to establish a formal transition orientation with each of the executive leaders. There were some delays to the hiring of both our Executive leaders for both CoogTV and Coog Radio. This forced us to focus more on internal transitions. We are now planning separate opportunities for our leaders to meet with UH Public Relations and the Valenti School of Communications partners.

Action Step: Develop an end of the year exit assessment and interview for all CSM student leaders. (R2) (SS1&4) (UH2)

- There were some delays to the hiring of both our Executive leaders for both CoogTV and Coog Radio. This forced us to introduce this assessment in FY 20

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. (SS2 & P5) (UH2)

- This action step will be moved to FY20 as part of our development and fundraising initiatives.

2. Student Advertising Sales Internship

Strategic Initiative: Enhance/Create a student sales internship experience at the Center for Student Media. (SS1) (UH2)

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.

- **Completed.** Through our new partnership with MediaMate, we were able to work with both UH Career Services and Bauer the School of Business to establish a new internship focusing on advertising and marketing in the Center for Student Media

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. (SS1) (UH2)

- **On-Going.** This initiative is being established through the new CSM/Mediamate internship

Action Plan: Recruit and place 2-4 interns in the office to support sales activity each semester and/or annually.

- **Completed.** Eight new student interns were hired in August 2019 to assist with media sales and marketing.

3. Equipment Management

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. (SS1) (UH2)

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.

- **In progress.** This was created using SharePoint 365 but is not ready for launch. We are doing some more testing and should have it completed before the end of the Fall 2019

Action Plan: Create an annual service schedule and maintenance log for media equipment, which will keep a record of all service, repairs, and issues related to the equipment.

- **Completed.** This was created and is being monitored by our Assistant Director.

4. Revenue

Strategic Initiative: Increase total generated revenues by 10% through increased local sales outreach and retention, expansion of media services. (SS1 & P1) (UH2)

Action Step: Leverage Cooglif to attract and retain local and campus advertising, reaching \$100,000 in total revenue by close of FY 19.

- **Changed.** In June, we transitioned and began the outsourcing of our advertising to MediaMate. This transition was made to maximize revenue potential for the Center for Student media. We were able to cut our expenses and raise our revenue to leverage a 5.4% increase over last year's expenses and revenue.

Action Step: Increase the amount of department-sponsored inserts in the Daily Cougar by 50% in by the close of FY 19. (SS1 & P1) (UH2)

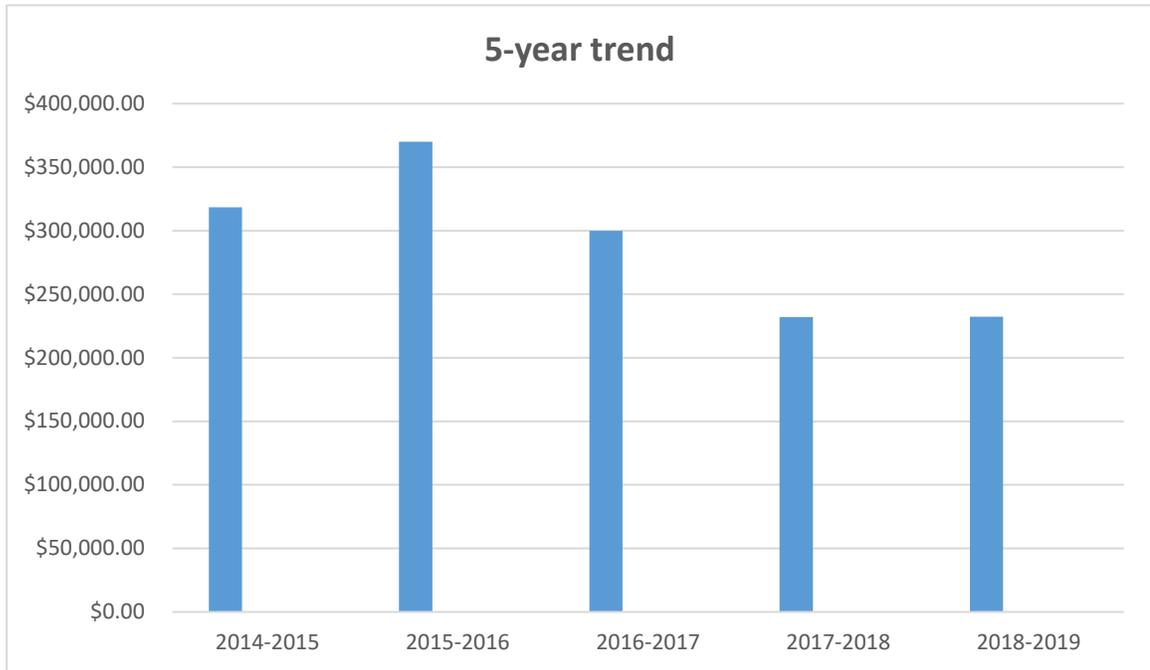
- **Changed.** Department-Sponsored inserts have not been used by on-campus departments this year. Department budget priorities have shifted, which has led to cuts in print advertising.

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)

- **On-going.** We saw a small decrease in revenue for Media at -3.32%.

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 and/or unique students 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:



Breakdown by Category:

	FY 2015	FY 2016	FY2017	FY2018	FY2019
Local	\$148,911.70	\$168,220.25	\$178,458.00	\$150,905.70	\$152,137.34
Campus	\$137,376.30	\$149,313.03	\$108,088.97	\$66,788.50	\$65,456.65
National	\$20,821.37	\$38,435.97	\$11,733.37	\$12,576.01	\$12,934.96
Classified	\$10,791.07	\$13,998.75	\$1,560.00	\$1,684.20	\$1,863.05
Total	\$317,900.44	\$369,968.63	\$299,840.34	\$231,954.41	\$232,392.00

Audience metrics, Sept. 1-Aug. 31	2015-16 Total	2016-17 Total	Change FY16 to FY17	2017-18 Total	Change FY17 to FY18	2018-19 Total	Change FY18 to FY19
Average pickup rate, The Cougar newspaper	74.8%	69.4%	-5.4%	67.5%	-2.7%	62.5%	-5%
Total page views, thedailycougar.com	948,319	721,745	-23.8%	577,848	-19.9%	486,350	-15.83%
Total unique users, thedailycougar.com	500,004	438,459	-12.3%	341,221	-22.1%	306,650	-10.13%
Total email subscribers, The Cougar	4,398	4,268	-2.9%	4,345	+1.8%	4,273	-1.6%
Total unique listeners, Coog Radio stream	7,635	33,172	+334.5%	32,665	-1.53%	33,458	+2.42%
Total video views (SVN + CoogTV YouTube)	47,321	65,342	+38.1%	67,802	+3.7%	69,685	+2.8%
Revenue metrics, Sept. 1-Aug. 31	2015-16 Total	2016-17 Total	Change FY16 to FY17	2017-18 Total	Change FY17 to FY18	2018-19 Total	Change FY18 to FY19
Total revenue, The Cougar	\$171,159	\$103,182*	-40.0%	\$90,190	-12.6%	\$92,327.25	+3.61%
Total revenue, thedailycougar.com	\$27,344	\$24,858	-9%	\$10,539	-57.6%	\$14,941.97	+41.77%
Total revenue, Cooglif e	\$89,972	\$82,985**	-7.8%	\$63,453	-23.5%	\$55,315.00	-12.82%
Total revenue, CoogTV	\$6,000	\$7,950	+33%	\$6,901	-13.1%	\$5,270.75	-23.62%
Total revenue, Coog Radio	\$4,500	\$18,885	+320%	\$9,786	-48.2%	\$2,825.00	-71.13%
Total revenue, CSM Publications/Other	\$53,025	\$52,785	-0.5%	\$41,775	-20.8%	\$52,712.50	+26.18%
Total revenue, CSM Media Services	\$17,968	\$9,195	-49%	\$9,309	+1.2%	\$9,000.00	-3.32%
Donations/giving	\$165	\$0	-100%	\$0	-	-	-
Total generated revenue	\$370,133	\$299,840	-19%	\$231,954	-22.6%	\$232,392	+0.66%

*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.

Utilizations Reports:

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. These evaluation results included high scores in content areas but the need for improvement in show organization and flow. Additionally, improvement was needed 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 nine reoccurring shows and eight pilots. Video projects were entertaining and the producers scored high in show technical proficiency. Improvement points included scheduling and the expansion of unique content. Monthly workshops were created to increase technical skills and improve video productivity. Additionally, shows that were similar in nature, were vetted further before approved as pilots.

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	+0.66%	-4.8 %	+5.4%
University of Texas	+12%	+9.6%	+2.4%
Texas Tech	-13%	+7%	-20%
University of Oklahoma	+2.3%	-6.9%	+9.2%
University of Arizona	-4.4%	-5.7%	-1.3%

5. **Please discuss any budget or organizational changes experienced since your last (FY2020) 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 FY19 projected revenue goals. However, the total generated revenue increased from FY18 by 0.66%. CSM used Fund 3 income from previous years to cover additional expenses.

Personnel Updates: Callista Brown - Assistant Director, Business Development & Advertising – Departed CSM in April of 2019.

On June 1, 2019, the Center for Student Media, through a contract, outsourced all advertising and marketing management efforts to MediaMate, which is a college media firm that has worked with several student media entities across the nation. This provides us with the best chance to maximize our generated revenue efforts. This partnership with MediaMate has also allowed CSM to establish an Advertising & Marketing internship, which follows a curriculum. The internship is open to all students and provides valuable experience in Marketing and Advertising in media and course credit, if applicable.

Glissette Santana - Activities Coordinator – Departed in August of 2019

- 6. If your unit concluded FY2019 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 19, the Center for Student Media returned \$5,456.00 to SFAC

\$5,164.00 in salary and wages (vacant Activities Coordinator)

\$291.00 in Maintenance and Operations

7. Please list your 2020-2021 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 Initiative: Support student engagement through learning, engagement and discovery in student media. (SS1,2 & P1) (UH2)

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

Strategic Initiative: Implement new Non-Tradition Revenue (NTR) opportunities to underwrite the Center for Student Media operations, as well as additional programs and services to the UH community.(SS1 & P1) (UH2)

- **Action Step:** Benchmark best practices in Non-Tradition Revenue (NTR) at institutions that have been success with these ventures.
- **Action Step:** Develop programmatic events that have CSM service components tied to sponsorship for local, national and on-campus clients.

Strategic Initiative: Review CSM business operations to ensure we are operating efficiently, and provide an effective customer/client experience. (SS1 & R1) (UH2)

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

Strategic Initiative: Develop enhanced relationships with the Valenti School of Communication, the College of Business and the Digital Media program. (SS1 & P2) (UH2)

- **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.
- **Action Step:** Continue to develop and enhance collaboration opportunities with Faculty Center for Student Media members and their classes within the Valenti School of Communication that have a direct tie to the various student media platforms offered through CSM.
- **Action Step:** Develop a stronger tie with the Digital Media program (UHSL) to recruit student staff in the CSM production support area.

Strategic Initiative: Continue to grow and market the Media Services program. (SS1 & P1) (UH2)

- **Action Step:** Revenue goal for Media Services will be an increase by 20% from (FY21 –FY23).
- **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).

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. (SS1 & P1) (UH2)

- **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 FY2021 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 FY2021 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 **\$10,181.60**.

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 for **\$10,181.60**. This would cause potential other reductions in the Center for Student Media budget based on advertising ad sponsorships sales for FY21.

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 2018-2019 the majority of revenue continued to come from print and online advertising associated with publishing the newspaper, special sections, and magazines.

The following revenue streams also continued in FY 2019:

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