

**Part II, Standard 7. Resources, Facilities and Equipment**

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**Executive summary:**

Budget projections and estimates for the school are drawn up each year in a democratic, transparent fashion that includes wide consultation with department chairs and faculty. Budget decisions and allocations fall in line with the SJMC priorities and strategic plan, and those are also decided based on open discussions between the faculty and the leadership team.

Resource allocation is weighed against the school's first and foremost commitment, which is to its students and their education. As chief financial officer for the school, the dean often makes budget decisions by finding the best ways to minimize negative impact on the students and the quality of the education we provide.

Despite statewide cuts in support for public higher education, the SJMC has been able to keep its promise to deliver a high-quality education to its student population of almost 2,000 in any given year. In fact, the school's budget has grown to \$5.19 million in the 2013-2014 academic year from \$4.18 million in the 2011-2012, a 24.48 percent increase in two years.

That increase in the annual budget is due to three main factors: SJMC being able to secure university resources to add four new administrative and academic positions between 2012-2014; a concerted fundraising effort to attract new donations and endowments; and an entrepreneurial drive reflected in new self-sustaining and market rate programs.

SJMC is proactively looking for new funding opportunities, as long as those are aligned with its mission. Those include:

- Partnerships with private and nonprofit organizations
- Establishing self-sustaining and market rate graduate programs
- Cultivating relationships with donors and potential donors, such as alumni, foundations, private companies and community members
- Seeking new contracts and grant opportunities to fund academic programs

That multi-pronged strategy has paid out in ways that are detailed throughout the sections below.

It is worth noting that the school's permanent endowment has seen a 158 percent growth to \$3 million in August 2014 from \$1.16 million in August 2011. That increase has allowed the school to:

- Offer additional and improved scholarships to students
- Establish new programs in innovation and entrepreneurship, which includes the Knight Innovator in Residence.
- Offer new activities to alumni, students and outside professionals, such as the Digital Media Workshops in spring and fall 2014
- Offer additional guest lectures and special events to students and the professionals
- Establish the Media Innovation Incubator Lab
- Convert two new multimedia laboratories, with additional lab hours and equipment being available for students
- Hire a full-time director for the South Florida News Service
- Develop a stronger writing program, including new online grammar workshops
- Publish a new alumni magazine, Bayview, starting in 2012
- Establish the Knight Innovator in Residence program in 2014
- Produce the Hispanic Communication Conference in 2012 and 2013

Besides growing programs, partnerships, and philanthropic contributions, the school's short-term budget needs and plans include expanding the SJMC staff by adding new five positions in the next couple of years, and fundraising for a new building, the Media Innovations Complex.

**1. Complete and attach here Table 11, "Budget."**

<b>Budget Item</b>	<b>2011 - 2012</b>	<b>2012 - 2013</b>	<b>2013 - 2014</b> (Self-study year)
Administrative salaries	\$963,544	\$851,469	\$1,275,569
Teaching salaries (full time)	1,894,586	1,956,887	2,281,173
Teaching salaries (part time/adjunct)	106,743	163,531	211,647
Teaching assistants	51,835	\$52,073	58,825
Clerical/technical salaries	577,450	583,017	611,314
Equipment	80,450	75,835	149,454
Equipment maintenance	932	15,438	489
Supplies	32,661	41,220	42,798
Library resources	0	0	0
Databases, online information services	0	25,340	22,292
Travel	113,245	90,539	118,280
Research	297,099	284,923	332,104
<b>Other</b>			
Telephones	\$28,107	20,053	27,601
Advertising	23,425	12,022	62,421
Memberships	3,470	4,200	3,150
Postage/Freight	2,071	1,671	1,095

<b>TOTAL SJMC BUDGET</b>	<b>\$4,175,618</b>	<b>\$4,178,218</b>	<b>\$5,198,212</b>
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2. **Describe the process through which the unit develops its budget**, including preparation of the budget request and spending plan, review and approval, and the role of faculty in the process.

SJMC participates in the state funding process for all public universities in Florida. FIU requires schools and departments to submit their budget projections in March of the preceding fiscal year, which begins July 1.

The dean is the chief fiscal officer of the school. He or she drafts the budget based in part on conferences with the associate dean and chairs. Prior to adoption of the SJMC strategic plan in fall 2013, the annual budget was based on those discussions, estimates of state funding, faculty and student enrollment and other factors. Now, the budget is aligned with the school's long-range plan, as described in section 3.

The chairs consult ahead of the meetings with faculty regarding travel, research and other anticipated expenses. They formulate budget projections in March as the school plans for the new fiscal year. The chairs submit a departmental travel budget to the school accountant by April 1 for the upcoming fiscal year, as per SJMC policy. The chairs also submit budgets for summer instruction; full-time faculty can be assigned no more than two courses unless the budget permits.

In addition, the dean convenes special SJMC faculty and staff meetings, usually in the spring, to discuss budget estimates for the upcoming fiscal year with the faculty and staff. At those meetings, the SJMC budget manager and the dean make presentations and give out handouts detailing how the budget has been spent during the current fiscal year up to that point. They ask for general recommendations from the faculty for the upcoming budget. The meeting also provides an opportunity for faculty and staff to ask questions and request clarifications.

The dean submits the SJMC budget to Academic Affairs and it is then forwarded to the university's Office of Financial Planning. The school's budget is subject to review and approval by governing bodies, including FIU administration and the State University System of Florida Board of Governors:

**BUDGET PROCESS**

*Preliminary Phase – Setting the Course*  
(July prior year through January-February current year)

**STATE PROCESS**

- Section 216.023(1) of the Florida Statutes requires that the Board of Governors (BOG) submits a Legislative Budget Request (LBR) for the whole university system
- The process for developing the LBR is defined in the LBR policy guidelines. The Board of Governors approves the LBR policy guidelines for the operating and fixed capital outlay budget each year approximately 12 months prior to the beginning of the fiscal year. The 2014-15 guidelines for the state university system outlined the following priorities for the operating budget:
  - (1) Continuing costs associated with existing programs, for example, plant operations and maintenance for new and existing buildings
  - (2) Shared System Resources: initiatives that allow for greater efficiencies through shared system resources

## (3) Continued funding for a priority initiative that received non-recurring funds

- Staff at the BOG review the budget requests for all of the Florida public universities and develop a budget recommendation for approval by the BOG. After approval, the request is submitted to the Governor and Florida Legislature before October 15 each year.
- The Governor / Office of Policy and Budget review the LBR submitted by all state agencies. The Governor develops budget recommendation based on state priorities and available revenue.
- The Governor's proposed budget is released typically in late January for the fiscal year beginning the following July.

**INTERNAL PROCESS AT FIU**

- The Office of Planning & Institutional Research in conjunction with the Office of Financial Planning (OFP) develops enrollment plans.
- Facilities Planning provides information regarding changes to current facilities and requests funding for operation of new facilities.
- Human Resources provides information regarding staffing for use by the state in determining funds for salary and benefit changes.
- The President and executive team meet to review and determine the primary strategic areas of concentration and refine the strategic direction of the institution.
- The executive team develops the Legislative Budget Requests that best align with the university's strategic plan as well as with the strategic goals of the Board of Governors.
- The Legislative Budget Requests are presented to the FIU Board of Trustees for approval.
- The Executive team makes state and tuition revenue assumptions, assesses core infrastructure needs and determines available funding for critical investments.
- OFP delivers a Budget Kick-off meeting to all budget managers, over 200 participants. This meeting is used to communicate the budgeting methodology, timeline and assumptions.
- If funding is available, Critical Investment guidelines are developed by OFP and presented to the Operations and Executive Committees.

*Development Phase*  
(February-April)**STATE PROCESS**

- The Governor presents the proposed budget to the legislature.
- The Legislature begins the budget review during committee meetings prior to the start of the legislative session.
- During the legislative session, the Florida House and Senate each pass a budget or appropriations bill.

**INTERNAL PROCESS**

- Budget training sessions are delivered by OFP to all members of the University community who are involved in the budgeting process.

- Current year forecasts and next year's operating plans are prepared by each area and presented to the CFO for review and adjustments.
- If funding is available, Critical Investment requests are developed by the units.

*Review Phase*  
(April – May)

**STATE PROCESS**

- House and Senate budget committees meet to reconcile differences and develop the General Appropriations Act. This bill is signed by the Speaker of the House and the President of the Senate and is presented to the Governor.

**INTERNAL PROCESS**

- Revenue assumptions are refined based on legislative session outcomes.
- If funding is available, a Critical Investment budget hearing is scheduled. This hearing is attended by all Vice Presidents, Deans, the Provost, CFO, and President and facilitates the opportunity for each area to present their requests and answer questions or provide additional information as requested. After each presentation the merits of the initiative are discussed and debated. The President along with the Provost and CFO prioritize each initiative as it relates to the strategic goals of the university and make the final determination on which Critical Investments will receive funding.
- OFP prepares budget summaries and variance explanations by fund for the FIU Board of Trustees.
- President, Provost and CFO make final adjustments and Critical Investment recommendations to finalize the operating budget for all funds.

*Final Approvals*  
(June)

**STATE PROCESS**

- Once the Governor has completed his line item vetoes, he signs the General Appropriations Act into law, establishing the statewide budget for the next fiscal year.

**INTERNAL PROCESS**

- The university presents the total operating budget, which includes both appropriated and non-appropriated funds, to the FIU Board of Trustees for approval.
- After approval by the FIU Board of Trustees, the total operating budget is submitted to the Florida Board of Governors for approval.
- The approved operating budget is loaded into the financials system in preparation for the start of the new fiscal year.

During the fiscal year, chairs receive periodic budget reports for their review. They heads are responsible for keeping within their budgets which is composed primarily of full-time salaries, adjuncts, travel and office supplies. The chairs meet quarterly with the accounting coordinator to review budget status and can hold ad-hoc meetings as needed.

**3. Describe how the allocation of resources is related to the unit's long-range, strategic plan.**

The goals and objectives listed in the SJMC's 2015-2020 Strategic Plan reflect the school's strategic areas of investment, which are:

CORNERSTONE	APPLICATION	RESOURCE ALLOCATIONS
<b>Innovation</b>	Teaching students the cutting-edge, multimedia skills they need to succeed in a rapidly changing media and communication environment.	<ul style="list-style-type: none"> <li>• Multimedia labs</li> <li>• New computer software and hardware</li> <li>• Digital equipment for video and audio recording</li> <li>• Digital TV studio</li> <li>• Faculty with multimedia, online and software programming expertise</li> </ul>
<b>Community and professional engagement</b>	Being a solutions center for community organizations and the media industry; helping chart the path and define the future of the industry.	<ul style="list-style-type: none"> <li>• Partnerships with traditional and new media organizations</li> <li>• Funding and production of conferences for academics professionals</li> </ul>
<b>Global leadership</b>	Educating students to become international leaders in their fields, reflecting the diversity of South Florida, the Americas and beyond.	<ul style="list-style-type: none"> <li>• Creation of global media and digital media degree programs</li> <li>• Addition of faculty who possess international perspectives</li> <li>• Funding and production of conferences for academics and professionals</li> </ul>
<b>Professional skills and ethical practices</b>	Employing the teaching-hospital model of hands-on training, which best serves the students and media partners; emphasizing excellence in writing, editing, and other essential communication skills	<ul style="list-style-type: none"> <li>• Support for writing courses that build communication skills</li> <li>• Support for digital media degree program</li> <li>• Creation and support of faculty-supervised, student-run news, PR and advertising agencies</li> </ul>
<b>Research</b>	Engaging in research and creative production that advances discovery and offers solutions and alternatives to real-life problems.	<ul style="list-style-type: none"> <li>• Increased hiring and support for research-oriented professors</li> <li>• Expansion of graduate degree programs</li> </ul>

As the leadership team pursues funding for those areas, it faces the challenge of operating within a public university that has experienced a sharp decrease in taxpayer funding. Resource allocation is weighed against the school's first and foremost commitment to its students and their education. Being a student-centered university and school has its advantages; it helps the dean make tough budget decisions often by finding the best ways to minimize negative impact on the students and the quality of the education we provide.

As part of that commitment, the school always seeks to protect programs, courses and sections, faculty positions, and laboratories and equipment from budget cuts as much as possible, trying to maintain open paths to graduation and the quality of the programs offered.

However, because FIU is a state-funded university, SJMC must follow budget recommendations mandated by the Governor and the Legislature. Beginning in 2007, Florida's state-funded universities began a series of unprecedented budget reductions. The total reduction to SJMC over this seven-year period was more than \$1 million, with \$662,623 of the cuts occurring between 2009 and 2014.

Between 2007 and 2009, SJMC reduced headcount (two faculty lines, development officer, and one receptionist) and contracted its curriculum (closing of the television production track, television management track and business journalism master's track).

At present, 92 percent of state funding received by SJMC is dedicated to personnel costs (faculty and staff salaries and benefits), with a very small percentage available for operating expenses.

### **Funding the strategic plan**

The school has adapted to budget constraints by aligning resource allocation with priorities and seeking new opportunities. The faculty and administrators worked from 2010 to 2012 to develop a new major in Digital Media Studies. It launched in fall 2012, and the following year the Broadcast Media program was brought back due to student demand.

The administration and faculty rallied behind those programs because they understood and recognized the dramatic changes that are going on in the communication industry and wanted SJMC to respond and anticipate those changes. The current dean garnered the provost's support for those programs, which resulted in five new positions between 2012 and 2014:

- New faculty line for the Digital Media Studies program
- Associate dean for graduate studies and research
- Advertising/public relations department chair
- Director of international programs
- Director of SJMC Online

As there is no foreseeable end to that trend, SJMC is following a university directive to become more entrepreneurial. In response, the school has:

- Established in 2014 a revenue-sharing program with Miami Ad School for the Global Strategic Communication master's degree program.
- Created in 2013 a faculty-managed, student-run public relations and advertising agency to provide students with hands-on experience working with clients.
- Offered for rent the SJMC television studio and provided videography services to internal and external customers.
- Offered workshops in 2012, 2013 and 2014 to the general public on trending topics such as digital content marketing and web analytics.

SJMC launched a fully online, market-rate Global Strategic Communications master's degree program in fall 2014, and anticipates offering post-baccalaureate courses and certificates in the near future. These revenue-generating projects have helped the school to offset some of the drastic cuts.

The school revised its language skills program to create an online Grammar Workshop (MMC 3021) course in fall 2013. The class is not subject to the 20-student cap that applies to each section of Writing Strategies (MMC 3104C). While student fees from Grammar Workshop are not used for the language skills program per se, they are deposited in an SJMC auxiliary account to support SJMC's online education efforts.

Prior to the faculty’s adoption of SJMC’s 2015-2020 Strategic Plan in fall 2013, the school apportioned resources based on its FIU allocation and on SJMC’s goals and objectives.

**4. Describe how the resources provided by the institution compare with similar units on your campus.**

As described in Section 2, all FIU units undergo the same process for state funding.

The School of Journalism and Mass Communication has the smallest budget of all colleges and schools at FIU. This is partially the result of having one of the smallest undergraduate headcounts and partially the result of the university’s strategic priorities, which have evolved over the past five years.

SJMC is the smallest freestanding college or school at FIU; it is slightly smaller than the College of Arts and Architecture (CARTA), which has eight departments that encompass architecture, art and art history, and the communication and performing arts. The Chaplin School of Hospitality and Tourism Management is the third smallest at the university.

Headcount	Undergraduate	Graduate	Total
SJMC	1,610	99	<b>1,709</b>
CARTA	1,502	334	<b>1,836</b>
Chaplin	2,115	380	<b>2,495</b>

CARTA: College of Architecture and The Arts  
 Chaplin: Chaplin School of Hospitality and Tourism Management  
 Source: FIU Office of Planning & Institutional Research, Fall 2013

While enrollments among the three schools and colleges are similar, base budget funding levels vary significantly. In total dollars, SJMC receives less than any another school.

	Millions (\$)	Total students	Per student (\$)
SJMC	3.906	1,709	<b>2,286</b>
CARTA	12.672	1,836	<b>6,902</b>
Chaplin	5.365	2,495	<b>2,150</b>

These figures reflect cuts in state funding. During the 2007 academic year, FIU assessed its schools, colleges and departments. The university ranked degree programs in tiers, with those at the bottom directed to find independent funding, restructure or face closure. The rankings measured operational costs against numbers of majors, potential cost savings, and alignment with the university’s goals. Funding was allocated accordingly.

SJMC was initially placed in the lowest level and then moved up to the third tier when the university determined that the savings from the closing the school would be small. However, a master’s program and two undergraduate tracks were eliminated to save money.

The university’s current president took office in 2009 and presented a strategic vision (See Standard 5.), which emphasizes research and service to the community. FIU also shifted

resources to the medical school, which enrolled its first students in 2009, and to STEM education in alignment with directives from the state.

More important, FIU's administration issued a directive to all schools and departments to seek more outside funding to fill state funding gaps. As noted above, the school has made efforts to create public-private partnerships and to generate revenues through education programs.

At the state level, the Board of Governors of the State University of Florida in 2012 adopted a strategic plan that emphasized performance indicators over enrollment in determining funding priorities. Universities are ranked on a 5-point scale on 10 metrics. Top-scoring universities receive a larger percentage of state funding and may receive priority for new degree programs. Units with the university are ranked based on the same metrics and their funding is assigned accordingly.

Universities were first measured in the 2012-2013 academic year and their funding adjusted the following year. For example, FIU ranked first in the median average wage of graduates and achieved a score of five for bachelor's degrees awarded to minorities. Other universities placed higher on retention and graduate rates.

**5. List the tuition (including fees) charged during the most recent academic year (two semesters or three quarters).** Please include undergraduate and graduate tuition, for both in-state and out-of-state students.

The university sets tuition and general fees. Most SJMC courses are for three credit hours and some have school-specific fees shown below. Here is the university undergraduate tuition and fee schedule for the 2013-2014 academic year based on 15 hours in each of the fall and spring semesters:

<b>Undergraduate</b>	<b>In-state</b>	<b>Out-of-state</b>
Per Credit	\$203.59	\$616.89
30 Credits	6,107.70	18,506.70
Athletic fees	20.00	20.00
Health fees	187.38	187.38
Parking fees	181.10	181.10
Panther ID card	10.00	10.00
<b>Total Matriculation for Fall &amp; Spring</b>	<b>\$6,506.18</b>	<b>\$18,905.18</b>

**SJMC student fees**

SJMC has separate fees related to its courses. Beginning in the spring semester of 2010, they were updated in direct response to state budget cuts and declining allocations. The fees enable the school to keep technology up to date, available and maintained for students that use services and equipment related to their courses. Here is the 2013-2014 fee schedule:

\$10	MMC 3003, MMC 4541
\$20	ADV 4101, JOU 3202, JOU 3117, JOU 3343L, JOU 4101, MMC 3104C, PUR 4100, PUR 4101, PUR 4106, RTV 2201 (E), RTV 3201 E, RTV 4101, VIC 5205

\$30 RTV 4206, RTV 4323, RTV 4324

\$40 RTV 3301

\$60 RTV 3200 (E), RTV 3207 (E), RTV 3260 (E), DIG 4293 (E), RTV 4202 (E), RTV 4320

Note: (E) = Equipment fee.

**6. Describe fund-raising goals and efforts undertaken by the unit.**

SJMC was able to hire a full-time director of development in December 2011 after having the position vacant for a year and with only a part-time person for several months leading up to that date. The restoration of this post has enabled the school to move ahead with a fundraising plan and an active timetable to achieve its goals.

SJMC welcomed a seasoned fundraiser to the team in May 2013. Haki Halisi has two degrees from Howard University in Washington in political science and psychology. He has over 15 years of development experience, primarily at Howard University as a development and alumni relations officer for Howard University Hospital, School of Education, College of Law and the College of Dentistry. He has experience in direct gifts, alumni and legacy giving, and major gifts solicitation, among others.

In Washington, Halisi also worked in major gifts solicitation for the College of Arts & Sciences and the Katzen Arts Center at American University.

Halisi was brought on to oversee the overall fundraising enterprise and to create the strategy which will guide SJMC’s capital campaign. With his arrival, the director of development’s fundraising yearly plan was updated to reflect a greater commitment to major gift fundraising (solicitations of \$50,000 and above) and an increased focus on creating partnerships with national philanthropic organizations. He is now working with the faculty and leadership team on fundraising opportunities to secure gifts, grants and scholarships.

In the past five (5) fiscal years, the school has enjoyed limited success attracting outside funds:

Fiscal Year	Target(\$)	Raised(\$)
2009-10	not applicable	29,870
2010-11	not applicable	337,879
2011-12	500,000	1,095,486
2012-13	500,000	355,752
2013-14	600,000	1,444,243

Note: 2013-2014 figure includes an endowment transfer of \$1,225,243 from another FIU school.

Since the last accreditation, the school won a number of significant grants and received sizeable gifts from various philanthropic partners:

- 1) Secured a \$250,000 commitment in October 2013 from the Scripps Howard Foundation to strengthen and expand the South Florida News Service, following a 2008-2009 grant for its launch with the Miami Herald, Sun-Sentinel and Palm Beach Post.
- 2) Was awarded \$35,000 grant in 2014 in a highly competitive Online News Association Challenge grant competition. The money enables four faculty members to combine

- technology and reporting skills to document rising sea levels in South Florida. A dedicated website, [Eyes on the Rise](#), was created to post articles and engage audiences.
- 3) Secured a \$1.25 million endowment in 2014 from the Knight Foundation as a transfer from another FIU unit, in addition to a \$150,000 grant to establish the Knight Innovator in Residence program at SJMC.
  - 4) Was awarded a \$90,935 FIU grant in 2013 to establish the Media Innovator Incubator Lab (MIL), both a physical space and a project-based initiative that allows students and faculty to work together on programs such as media app development, prototype development, hackathons, and start-ups. That was followed with a \$28,423 FIU grant in 2014 for additional hardware and software.
  - 5) Received a gift in October 2013 from Pamela Silva Conde '03, an Emmy-winning journalist of the Univision's weekday newsmagazine, "Primero Impacto," to establish a scholarship for first-generation college students majoring in journalism. With matching state funds, the Silva Conde scholarship fund has mushroomed to \$40,000 from an initial \$20,000.
  - 6) Received the first two payments of \$50,000 of a \$1.05 million planned gift originally pledged in 2011 and revised in 2012 to establish the Lillian Lodge Kopenhagen Center for the Advancement of Women in Communications. The center has developed programs and events on training and empowering women for leadership positions in the industry and in academia.
  - 7) Was awarded a \$42,600 FIU grant in 2010 for audio-visual equipment and software to build a multimedia website for the project, "The Face of the Immigrant Experience in South Florida."
  - 8) Was awarded a \$52,500 FIU grant in 2010 to purchase Adobe CSS software suite for multimedia labs to support video editing, audio editing, website development and other digital media.
  - 9) Was awarded a \$110,370 FIU grant in 2012 to build a digital media lab with hardware, software and infrastructure.
  - 10) Was awarded a first grant of \$898,237 in 2010 and a second grant of \$468,000 in 2012 from the Bureau of Western Hemisphere Affairs of the U.S. Department of State that funds the International Media Center

During planning for fiscal year 2013-2014, the dean and development director laid the groundwork for the school's participating in the upcoming FIU capital campaign and these fundraising activities:

- Identifying research prospects and develop appropriate solicitation strategies and timelines
- Developing SJMC regional case statement
- Developing an SJMC Opportunities for Partnership Brochure which will address annual programmatic initiatives and event sponsorship
- Developing a targeted fundraising plan for the Dean and the reformed "AAA" Dean's Advisory Board, described below
- Managing fundraising objectives and goals through established board and sub - committees. Board Members are tasked with identifying resources, key contacts and major gift possibilities
- Developed and maintain all relevant AAA Board documents in conjunction with the Office of University Advancement

### Development efforts

As part of the school's ongoing efforts to cultivate existing relationships and establish new ones, the dean and director of development initiated during fiscal year 2013 contact with existing and potential major gift donors assigned to SJMC by the FIU Office of University Advancement. They included:

- CBS Corporation
- Comcast Foundation
- Cox Media Group
- Discovery Communications
- Ethics & Excellence in Journalism Foundation
- Gannett Foundation
- Google Foundation
- The Hearst Foundation
- International Women's Media Foundation
- McClatchy Company Foundation
- McCormick Foundation
- Meredith Foundation
- Scripps Howard Foundation
- Sony Entertainment
- Telemundo
- Turkel Inc.
- Univision

As previously stated, the SJMC's primary objective within the campaign is to enlarge and improve the school by building the Media Innovations Complex. SJMC launched the silent phase of this capital campaign during the spring semester 2014 by:

- Setting a 2014 fund-raising goal of \$600,000.
- Revising the Dean's Advisory Board. The new board is governed under the Triple "A" model. A board with an AAA rating is one where every board member is motivated to be an Ambassador, Advocate and/or Asker. These boards thrive when there is a culture of philanthropy throughout the organization. Every board member is tasked with a specific give-get philanthropic goal and makes a personal financial investment in the school as a part of membership. Board members are responsible for identifying resources, key contacts and major gift possibilities
- Developing the school's regional case statement.
- Creating the SJMC Opportunities for Partnership brochure. It systematizes the way in which the school engages in annual programmatic initiatives and event sponsorships with outside entities.
- Continuing cultivation and solicitation of individual major gift donors, corporations and foundations including supporting the FIU annual giving campaigns, and the revitalization of the Dean's Excellence Society, which is described below.

To achieve these goals, the development director and dean work together to:

- Contact an average of 50 individuals per month to engage regarding personal philanthropy
- Increase contact with regional alumni regarding volunteer opportunities.
- Develop list of key alumni, volunteers, and other individuals with an inclination to give to SJMC.

- Develop regional alumni and corporate sponsor list to create meeting opportunities for the dean.
- Research top 100 Florida Funders to identify potential funders.
- Steward existing relationships and grant funders to SJMC, continue to update them most notably:
  - The Hearst Foundation
  - Knight Foundation
  - McCormick Foundation
  - Scripps Howard Foundation
  - Turkel Inc.

These efforts are focused on:

### **Board Development**

#### Activities and Key Measuring Points

- Develop short list of “AAA” board prospects for continual board growth.
- Work with the Office of University Advancement to create board documents and develop an effective structure reflective of the current phase of the FIU capital campaign
- Operationalize and administer Triple-A board survey

### **Public Relations and Community Engagement**

- Attend local advisory committee meetings/chamber of commerce meetings to facilitate opportunities for collaboration/partnerships with other universities, community leaders and politicians, and local businesses
- Invite major gift prospects to visit the SJMC for tours, student and faculty events, lectures and conferences.
- Develop donor-centered calendar of events
- Work with marketing communications/alumni relations to create SJMC holiday cards and thank-you note cards for donors and other community partners
- Recognition events for major gifts when appropriate, (i.e. check ceremonies, ribbon cutting etc.)

### **Fall 2013**

The director of development made a concerted effort to engage potential corporate and foundation partners that had not been previously contacted or solicited. Solicitations, grant request, letters of intent and/or letters of inquiry were submitted to the following organizations:

- American Society of Newspaper Editors Foundation
- Cobb Foundation
- Florida Blue Foundation
- The Gates Foundation
- International Women's Media Foundation
- The Jim Moran Foundation
- The Meredith Foundation
- Sedano's Supermarkets
- United Health Foundation

Discovery meetings were also initiated for the dean and the director of development for key individuals in the media industry as well as local city government officials and prominent alumni. They included:

- Anders Gyllenhaal, vice president of news and Washington editor of the McClatchy Company
- Adam Levy, vice president and general manager, CBS4
- Nick Wrenn, vice president of digital services for CNN International
- Pedro Zuazua Gil, head of communications at EL PAÍS
- Victoria Abbad Calvo '94, vice president of marketing, communications at El Sofá Verde
- Raúl de la Cruz Linacero, CEO and founder of Vivocom
- Pam Solomon, Public Information Officer City of North Miami

The objective of these meetings was to introduce the school and its leadership team to or strengthen existing relationships with community and corporate partners through philanthropic investments or direct academic partnerships.

Through these various meetings, the dean established international internship opportunities for SJMC students in Spain, recruited potential Dean's Advisory Board members (Board Membership requires a minimum \$1,500 gift) and laid the groundwork for funding of various academic projects.

### **Spring 2014**

The Officer of Development was primarily focused on board development during the spring. Having presented strategies and concepts related to the new board model during the last meeting of 2013, the dean invited Howard R. Lipman, CEO of the FIU Foundation Inc. and the Senior Vice President of University Advancement to the spring board meeting to present plans for the upcoming FIU campaign.

Following his presentation, the director of development initiated individual meetings which each Dean's Advisory Board member set philanthropic goals for the coming academic year and make solicitation plans for the upcoming SJMC capital campaign. Based on these interactions, the director of development has planned major gift solicitations for the following companies:

- Comcast
- Fresh del Monte
- HBO
- MasterCard Latin America
- SAP
- Sony
- Symantec
- Univision Radio

These efforts have a higher probability of success because they are being stewarded by individual board members who are directly affiliated with the targeted companies. For the first time since its creation, the Dean's Advisory Board received a formal board packet to document and an outline of the parameters of their participation; including but not limited to the overall mission of the board, the "give or get" financial requirement, and the meeting dates scheduled for the next three years.

Based on these efforts, SJMC collaborated on a major initiative with MasterCard LatinAmerica to create **dotMIA** through a philanthropic gift of \$10,000. Drawing on similar events already held in Dublin and New York by MasterCard, FIU hosted an event in October 2013 designed to challenge both employees and students to come up with breakthrough ideas for on a real-life challenge: marketing payment innovations to the youth segment.

The competition inserted two SJMC students into each team of MasterCard executives and asked the team members to collaborate. Students from the winning group received a tablet computer

and all ideas from the competition were considered as eligible solutions to be developed by MasterCard.

**Dean's Excellence Society: *Powering Innovation***  
(in development)

The Dean's Excellence Society draws on unrestricted gift revenue to provide the dean with the flexibility to fund innovation and to weather challenges in times of budget reductions.

Unrestricted gifts provide significant support to underwrite some of the most important projects at the school. A gift to the Dean's Excellence Society allows alumni and friends to support and invest in some of the following initiatives:

- Support for the school's key growth initiatives: new curriculum enhancement, research funding, community program endeavors, and state-of-the-art facilities and equipment
- Faculty recruitment, retention, and professional development
- Travel stipends to allow students and faculty to travel internationally and experience global business
- Competitive scholarships for promising undergraduate and graduate students

**RECOGNITION AND BENEFITS**

**First Amendment Society \$25,000+**

- Invitation to join the School of Journalism and Mass Communication Dean's Excellence Society
- Invitation to lunch with the Dean of the School of Journalism and Mass Communication
- Special feature in School of Journalism and Mass Communication publications and website
- All benefits listed below

**Dean's Council \$10,000-\$24,999**

- Invitation to lunch with the Dean of the School of Journalism and Mass Communication
- Exclusive invitation to the Dean's luncheon and reception for top donors
- All benefits listed below

**Fellows Circle \$5,000 - \$9,999**

- Invitation to lunch with the Dean of the School of Journalism and Mass Communication
- Personalized assistance in recruiting top students
- All benefits listed below

**Scholars Circle \$1,000 - \$4,999**

- Special invitations to Hearst Distinguished Lecture Series
- Select invitations to university events
- Individual or company display on FIU's School of Journalism and Mass Communication Donor Honor Roll webpage
- All benefits listed below

**SJMC Friends Circle - \$1 - \$999**

- Special invitation to the Dean's annual alumni reception
- Inclusion in SJMC website donor honor roll

With continuous growth within the fundraising enterprise and renewed efforts to engage all constituents toward giving, the school has positioned itself for an ambitious capital campaign slated for a public launch in 2015. It is part of a larger, university-wide campaign, though the school is responsible for raising its own funds.

The main objective of this campaign will be to seek a naming gift for a proposed Media Innovations Complex (see section 8) and several other major gifts to support faculty enhancement and academic programs to permanently sustain the groundbreaking academic work and research conducted at SJMC.

All of these adjustments served to prepare the SJMC development operation to take on the responsibility of raising the estimated \$20 million necessary to successfully complete the upcoming campaign for the Media Innovation Complex while also working to maintain and grow the major gifts in support of academic enhancements.

**7. Describe the unit's classrooms, offices, computer labs or other building spaces, as well as technology support services.** If the unit administers university media or student publications, include a description of equipment and facilities and devoted to those operations.

The School of Journalism and Mass Communication is located on the Biscayne Bay Campus of Florida International University, which is situated on 200 acres on a quiet stretch of Biscayne Bay. The campus is near the line separating Miami-Dade and Broward counties and to the intersection of three of the region's most traveled highways, making it easily accessible to South Florida's most populated areas.

SJMC occupies approximately 20,000 square feet in Academic Building II, and a lab and academic center in Academic Building I. Classrooms, labs and offices cover a good portion of the first and second floors of Academic II and most of its third floor. The school has seven computer labs, a shared lecture hall, and a television studio. All facilities are air-conditioned and feature computer access, including Wi-Fi.

The PC labs are capable of multimedia production with the Adobe Design suite, Soundslides, and Audacity. The Mac labs are designed primarily for multimedia production and have Final Cut Express and Adobe Premiere CC, as well as the software mentioned above. In room 255, the school has two installations of Final Cut Pro X and Avid.

The school has received a \$202,000 grant to upgrade or replace all computers and to upgrade software between 2014 and 2016.

The TV studio is now capable of high-definition broadcast. The school is also capable of broadcasting from a remote location using a Tricaster. SJMC just refreshed the studio cameras and now has four -- three for the studio and one for remote shoots. The school has expanded its "backpack" journalism efforts and now has 10 packages, each with a Mac laptop as an editor, for students to use.

### **Instructional and lab space**

SJMC has seven computer labs, all of which have an instructor's station, Internet access, and multimedia capabilities:

- Two 20-seat design labs with Mac and PC computers that have print and web design software (Academic II, rooms 255 and 258).
- One 20-seat writing lab with PC computers (Academic II, room 301)
- One 20-seat video editing lab with Mac computers (Academic II, room 129)
- One student resource center with 7 Mac computers (Academic II, room 303)
- The Scripps Howard Multimedia Lab with 22 Mac computers (Academic II, room 242)

- (Academic II, Room 208)
- One multimedia lab with 5 MacBook Pro laptops, 5 Windows laptops, 5 iPads, 5 Nexus Galaxy Tablets, and 1 smart TV (Academic I, room 210). That has been approved for a Polycom videoconferencing system

Three of the labs are Mac labs and three are PC labs. The seventh lab is the student resource center which has both. One PC lab is also the writing lab (room 301). The student resource center is also the newsroom for South Florida News Service (described in Standard 8), where the news director has an office and editors and staff meet and work. SJMC does not administer the student newspaper or radio station; they have offices in student centers.

### **TV studio for student use**

The SJMC television complex (Academic II, room 161) has a 25-foot-by-40-foot TV studio with floating floor and acoustical walls and ceiling for sound and vibration rejection. It is separately air conditioned from the building to reduce noise. The studio has a professional lighting grid with approximately 25 fixtures, dimmer control panel on separate electrical supply than the main building, AC outlets and house lighting.

The studio is equipped with three HD cameras with teleprompters on professional studio pedestals, two lit sets, we have one lighting grid with two control panels, two cycloramas, two Chroma key walls, 10-foot-by-12-foot screen, Final Cut training station, sound mixer, computer, speakers, Surround Sound system, projector, 25 tablet arm chairs, 50 stackable chairs, set chairs, tables, audio, communications, talk-back, IFB and wireless capability.

Adjoining that is a 20-foot-by-15-foot master control room that mirrors a professional studio with teleprompter station, clip/still store station, technical director station with 24-input 2 ½ ME video switcher, digital effects station, character generator station, director and assistant director station, monitor wall, and audio as well as IFB, headset communication at all stations.

Also in the studio complex are:

- 8-foot-by-12-foot audio booth equipped with full audio and video support and a 32-channel stereo audio console
- 8-foot-by-10-foot editing room equipped with Avid Express Pro HD with Mojo
- 8-foot-12-foot master equipment room equipped with three full-sized racks that house the electronics to support all the equipment in the studio facility.
- NewTek TriCaster (1)
- JVC GY-HM650 ProHD Camcorder (4)
- Varizoom JVC Zoom/Focus Control JVC GY-HM/GYHM (4)
- IKAN VK7-I-S 7" HDMI MNTR/Sony L Battery Plate (4)
- 10-foot-by-12-foot Chroma-GRN background support kit (3)
- Manfrotto 504HD Head W/546B tripod/bag system (4)
- Manfrotto Cine/Vid deluxe dolly F/Spiked FT (3)
- Kata CC-193 Pro-Light video case (4)
- Porta-Com PRO-540 4-Headset Prolink Sys W/H (1)
- Prompter Flex 15 Teleprompter - 15" (3)
- Prompter FLIP-Q Prompting software upgrade (1)
- Prompter wired scroll controller for PC and Mac (1)
- Miscellaneous accessories

The school uses a lecture hall (Academic II, room 115), classrooms in the adjoining Academic Center I, and a lecture hall in the Chaplin School of Hospitality & Tourism Management.

### **Audio-visual equipment for student use**

SJMC stocks audio-visual equipment for student use and dedicates an individual to free rental to students and maintenance (Academic II, room 144A). The equipment includes:

- 10 Canon HF M40 video cameras
- 5 Canon HF M52 video cameras
- 9 Sony CX-550V video cameras
- 5 Sony NEX VG-10 video cameras
- 8 Lowel light kits
- 20 Tascam audio recorders
- 10 Edirol/Roland audio recorders
- 10 Nikon D3200 digital SLR cameras
- 5 Sony Alpha SLT A55V digital SLR cameras
- 30 mini-lavaliere microphones
- 17 Sony ECM 44B lavaliere microphones
- 27 Rode microphones with adapters
- 12 hand microphones
- 10 Audio-Technica atr 8550 shotgun microphones
- 7 Sony shotgun microphones
- 40 Stellar Labs stereo headphones
- 9 Mac laptops

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- 40 Stellar Labs stereo headphones
- 9 Mac laptops

#### **Administrative and Technical Support Space**

The third floor consists of 27 faculty offices, plus offices for the dean, associate dean and associate dean for graduate studies; accountant; development director; and marketing coordinator. There are two reception areas on the third floor, one for the department secretaries and one for the dean's secretaries; and clerical space for other office support staff.

The dean's office suite has storage space, a file room and faculty-staff lounge, with kitchen facilities. The departments have offices for department chairs, faculty, a clerical support area, copy machines and a storage room.

The second floor consists of 8 offices for student records/student services; one conference room; records storage rooms; a copier room, and a faculty/staff lounge. The IT staff has an office from which it manages the school's computer network and websites and which it maintains computers.

In May 2013, FIU dedicated the Lillian Lodge Kopenhaver Center for the Advancement of Women in Communication (Academic II, room 251). A non-SJMC lab was converted into multi-purpose space that can be used for lectures, presentations, meetings and classes. An office and adjoining work space are used by the center and are available for visiting academics and professionals to meet with faculty and students.

SJMC houses the International Media Center in a suite of offices in Academic I. The space was once also the home of the Hispanic Media Futures program, which ended in December 2013.

The school has access to regular classrooms and lecture halls, plus space for faculty use, as needed, on the Modesto Maidique Campus.

### **SJMC Technology Staff**

The technology staff at SJMC, all full-time employees, consists of two multimedia support staff, an audio-visual equipment staff person, a computer support specialist and a network administrator. A faculty member supervises them.

### **Student-produced Media**

SJMC owns and operates the South Florida News Service and Bayview, the school's annual alumni magazine. The sfsonline.com website is hosted by GoDaddy and the news service operates in ACII, Room 303, where the adviser/news instructor has an office. Courses related to SFNS are taught in a multimedia lab. Bayview is written, editing, produced by students in the in Senior Multimedia Project (JOU 4341C) in a multimedia lab. Faculty and staff juried video documentaries are produced in Multimedia Production II (DIG4293), as well as other classes.

The school does not own or operate the student newspaper or radio station.

## **8. Describe the unit's most urgent needs for resources, if any, and the plan to address these needs.**

The school has human resources needs that relate to existing faculty and staff, academic research and professional support. SJMC also faces the continual lack of office and lab space, which will persist until the school has its own building or the university reallocates space among schools in Academic II.

There have been no state-funded pay raises for faculty and staff in most years since the last reaccreditation. In 2013, the Florida legislature approved a salary increase in 2013 of \$1,000 for faculty making more than \$40,000 and \$1,400 for faculty earning less than that. All faculty were given an opportunity for a \$600 bonus that a maximum of 35 percent of employees would receive. Professional staff received similar increases.

Higher salaries would help faculty and staff cope with the rising cost of living in South Florida, the most expensive region in the state. Larger paychecks would also reward and improve the morale of long-time faculty and staff for their loyalty during a difficult five-year period.

The school would benefit from having more than two or three graduate research assistants each semester. Those individuals would help more faculty pursue academic research in line with school and university goals. The assistantships would also improve SJMC's ability to recruit graduate students.

SJMC also needs professional staff to support initiatives and new academic programs at the graduate and undergraduate level. While the school recognizes that some staff positions may be funded by entrepreneurial initiatives, the leadership team wants the university to recognize the great work the school is doing by investing in personnel. In conversations with the new provost, the leadership team has emphasized the need for new staff and has given the provost a detailed description of new positions:

### **Senior Fiscal Assistant**

**Type of work:** Reviewing and/or performing specialized clerical-accounting transactions.

**Examples of work** (not all-inclusive):

- Reviews and signs fiscal documents.
- Balances and reconciles subsidiary accounting records.
- Collects data for budget projections and/or requests for release of funds.
- Assembles, researches, verifies, and corrects data.
- Coordinates the clerical-accounting workflow of an accounting section.
- Prepares non-routine fiscal reports.

**Justification:** SJMC is currently the only college or school with only one full-time employee assigned to manage its financial operations. Those responsibilities have increased significantly over the last decade to include: growing online course offerings and increased oversight of use of distance learning fees; a revenue-sharing graduate program which requires monitoring of student tuition payments and disbursement of fees to partner school; increased oversight of materials and supplies fees and equipment fees, as mandated by the February 2013 report from the Office of Internal Audit; and efforts to increase study-abroad offerings.

In fall 2014, SJMC launched a fully-online graduate program; accept and reconcile credit card payments for goods and services rendered; and debut a student-centered ad agency that will provide students hands-on learning opportunities. The increased number and variety of programs necessitates the addition of a full-time support position to ensure SJMC can properly manage its financial operations.

### **Marketing Specialist/Events Coordinator**

**Type of work:** Marketing goods and/or services offered through a university facility.

**Examples of work** (not all-inclusive):

- Contacts various organizations and individuals concerning services available for ceremonial functions and other special events.
- Assists in developing marketing/promotional programs and advertising media. Recommends changes in goods and services offered.
- Oversees bookings and negotiates arrangements and cost of activities at the facility.

### **Coordinator, career development services / Internship Coordinator**

**Types of work:** Responsible for coordinating activities in the effective implementation of a program of career development and/or placement services for undergraduate and graduate students at an institution in the State University System.

**Examples of work:**

- Responsible for student recruitment and advising, regarding the marketability of degrees, the use of occupational information materials, credential preparation, interviewing skills, employer contacts and information, and job search strategies.
- Assists in developing and maintaining effective contact with business, industrial, and governmental employers in the arrangement, continuance and improvement of job opportunities and work assignments.
- Establishes and maintains contact with academic administrators and faculty concerning the application and implementation of all functions of the career development and/or job placement programs.
- Serves as office liaison in gathering and disseminating career information for job openings and application procedures. Conducts follow-up studies and prepares statistical information and reports as directed.
- Performs related duties as required or deemed appropriate to the accomplishment of the responsibilities and functions of his/her area.

### **Coordinator of Outreach and Engagement**

**Type of work:**

- Designs and implements engagement programs.
- Maintains and cultivates contacts with community representatives, business leaders, public interest groups, employees, etc. to further assist with the implementation of Outreach and Engagement initiatives.
- Arranges and conducts activities and follow up to ensure continued contact and relationship between SJMC and these groups as appropriate.
- Provides leadership and support for school Outreach and Engagement programs.
- Develops and fosters strategic collaboration with the university-wide divisions and schools.

### **Media Innovations Complex**

In addition to higher salaries and more personnel, SJMC needs additional space. Despite adding three labs and the Lillian Lodge Kopenhaver Center for the Advancement of Women in Communication in the past two years, the leadership team is well aware that this deficiency from the last reaccreditation has not been fully corrected.

The greatest opportunity lies with a separate building, where SJMC would not be impinged by other schools and departments. The leadership team has requested and the university has reserved land on the Biscayne Bay Campus for a new facility as part of FIU's updated 2010-2020 Master Plan. The dean was a member of the steering committee that redesigned and updated the Master Plan in 2013-2014.

Plans call for the Media Innovations Complex, as the multi-story building would be known, to sit next to the SJMC's current location, and be built in the next decade. The leadership team envisions the building as a completely green, sustainable structure, fully integrated into the beautiful Biscayne Bay surroundings.

The center would be the physical embodiment of some of the innovative ideas that have guided the school's strategic vision, as well as the school's 2015-2020 Strategic Plan. The center would

house the South Florida News Service and an integrated, multimedia, social media-based newsroom that would allow the school to develop and implement fully the *teaching hospital* model.

The Media Innovations Complex would house BOLD, the newly founded, student-run, faculty-supervised strategic communications agency. The MIC would also be a hub for current and future partnerships with news organizations and communication agencies.

The building would consist of an auditorium, multimedia laboratories, multi-purpose event rooms, and classrooms dedicated to the innovative courses and partnerships that will redefine the SJMC for the next decade.

The SJMC worked with FIU's Department of Architecture and its Sustainability Studio to conceptualize and design the Media Innovations Complex. The school anticipates that the MIC will cost \$20 million, and is currently working with FIU's Office of Advancement on a case statement and other materials that will advance the SJMC's and FIU's Capital Campaign, which begins in 2015 and will end in 2020.