

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



*The Paul Miller Building*

Please respond to each of the following instructions:

**1. Complete and attach Table 10, “Budget.”**

**Table 10. Budget**

Show below the annual unit budget for each of the three years preceding the accreditation visit. “Annual budget” refers to funds directly under control of the unit for the entire year (12 months). Budget figures should not include expenditures for building maintenance, retirement allowances, scholarships, prizes or student aid. List student newspaper budget only if it is under control of unit and is used in instruction.

<b>Budget Item</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b> (Self-study year)
Administrative salaries	154,873	154,863	158,936
Teaching salaries (full time)	924,228	1,099,611	1,085,562
Teaching salaries (part time/adjunct)	60,000	60,000	75,000
Teaching assistants	73,530	88,236	117,648
Clerical salaries	86,021	87,566	94,476
Equipment	20,930	13,555	28,616
Equipment maintenance	10,768	17,261	9,872
Supplies	8,380	13,217	7,039
Library resources	14	N/A	N/A
Databases, online information services	N/A	757	527
Travel	53,399	51,030	54,770
Research	N/A	6,000	6,000
Other (please list)			
Staff - TV/Radio Engineer	50,004	51,204	35,005
Staff - Academic Advisers	127,956	130,448	136,764
Foundation Account	37,027	30,860	26,937
Professional Membership Fees	3,397	2,732	3,300
TOTAL ANNUAL JOURNALISM/ MASS COMMUNICATIONS BUDG	1,610,527	1,807,340	1,840,452

## **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.**

The Director, with advice from the faculty, prepares the budget request for the School of Media & Strategic Communications. Faculty feedback comes from, among others, the annual faculty retreat, where faculty members are provided with an annual budget report. At faculty retreats, the progress toward the SMSC strategic plan is reviewed and discussions about faculty, technology and infrastructure needs are held. Furthermore, faculty members express their views on budgetary needs at faculty meetings, during conferences with individuals, committee reports and discussions about classes and equipment needs.

Different budgetary sources are available to the School and the College, which provides the budget, and each of these follows a different path.

### **The SMSC maintenance budget:**

This budget has not changed during the past six years and is fixed at \$30,000. This continues to be a problem for the School because rates for various equipment and other commodities have increased considerably during the years and about \$20,000 is encumbered at the start of a new fiscal year.

### **The SMSC Outreach Budget:**

Under the guidance of the previous Dean, departments were provided with a return on the outreach courses taught through the School. Those include online courses. As a result, SMSC has doubled its maintenance budget during the past two years. This money provides for faculty travel and obligations to the School's professional organizations and its accrediting agency. However, it also is increasingly used to keep the School running in terms of day-to-day expenditures typically covered in the maintenance budget. Although it helps with the School's budget, sustaining and growing this income is problematic because it is based on faculty overload teaching.

### **Technology budgets:**

Different accounts are available to maintain technology in the School.

#### **➤ *Technology services and budget provided through the College of Arts & Sciences:***

The College upgrades the computer equipment in the student labs in the Paul Miller Building every three years and the software programs every year, if necessary. It also maintains the internet infrastructure in the building. The College houses a technology consultant in the Paul Miller Building. She is available at all times for maintenance and planning. The College also

replaces faculty computers every four years. The School is responsible for buying specialized software for faculty members and provides laptops or computers with special software for visiting assistant professors. The College also maintains the consumable products used in student labs, such as printers, papers, print cartridges and some specialized color printers. During the past six years, SMSC received about \$9,660 per year for this purpose.

➤ *SMSC Consumables Technology Fee:*

The School received \$56,000 annually from a fee students pay to maintain specialized technology. This money is allocated to SMSC for discretionary spending as long as the item pertains to consumables required to maintain equipment for direct student use. The technology committee, with five faculty members and the School’s on-site engineer, controls the purchasing decisions for this budget item. Nonetheless, all purchases must follow the School’s strict purchasing protocol.

➤ *College of Arts & Sciences Technology Fee Grants:*

Every fall and spring semester, the College invites departments to apply for big-item technology grants. This is a process SMSC always uses and is the way in which particularly camera and broadcast equipment is bought for the School. The following table provides details of the grants and grant amounts awarded to the School during the past five years. It shows SMSC has received technology fee grants of \$272,855. This also is a process faculty members control and the Director supports.

**Five-Year SMSC Technology Fee Grants Received**

<b>Project</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
Relocate KXZY Radio	\$7500					
Final Cut Pro Licenses (3 years)	\$36,351					
Camcorders & DSL Cameras		\$24,000				
Smart Boards		\$20,153				
Multimedia/Distance Learning Cart			\$17,000			
iMac Computers Replacement Cameras				\$21,788 \$6,649		

Camera Tripods			\$6,660		
Microphones			\$2,300		
Replacement Cameras			\$18,092		
iMac Computers				\$21,074	
Expansion of SMSC Class Server				\$3,640	
DSLR Tripods				\$2,880	
HD-SDI Monitors & Master Control				\$16,122	
Video Vector & Waveform Scope				\$4,904	
Microphone Additions to Camera Kits				\$3,933	
Light Meters				\$561	
Audio Recorders				\$2,395	
TV Studio Communication System					\$10,303
Abekas Tria Playout Server					\$24,800
TV Studio Telephone Integration System					\$3,388
Live Video Backpack System					\$15,000
TV Studio Lights & Battery System					\$3,360

<b>Annual Totals</b>	<b>\$43,851</b>	<b>\$44,153</b>	<b>\$17,000</b>	<b>\$55,489</b>	<b>\$55,511</b>	<b>\$56,851</b>
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**Faculty salaries and faculty lines:**

Faculty salaries and increases are managed as described in Standard 4.6. The College approves the salary range for new appointments before recruitment. For new faculty lines, the Dean instituted a competitive process to ensure equity among departments. In the spring semester, each department is invited to make requests for “new funding,” which includes new faculty lines. These requests are distributed among all department heads, who rank the requests according to importance. The Dean and his management team review these rankings and use them as a basis for a final ranking order. Decisions are finalized between the Dean and the Provost.

**Bridging funds:**

Also in fall semesters, the Dean invites application for bridging funds, i.e. temporary funds to ensure classes are efficiently staffed. During the past six years, SMSC has hired six to ten adjuncts per year. Adjuncts are paid \$5,000 per class, per semester.

**Infrastructure funding:**

During the spring of 2014, the school updated furniture in all faculty and staff offices. Total cost was \$93,204 and was financed with a grant from the college. The third floor lab (317) and equipment checkout area also underwent a renovation during the same semester. The cost for the renovation of the lab was \$29,000.

SMSC renovated the TV studio in the 2014-15 academic year. The cost of was \$402,505. We were able to upgrade technology in the control room, buy a new news set, build a talk show set and add green screen capabilities in the studio. We also purchased a new studio cameras for the set. SMSC also upgraded locks on all faculty and staff office doors to provide greater security. The cost for security enhancements was \$1,056.

The School invested in research infrastructure in the 2017-18 academic year. We renovated a storage room to create a focus group room. We converted an office into an eye-tracking lab. We also updated our library and a lab on the second floor (202 and 202A). Signage throughout the first and second floor was also updated. The cost of improvements exceeded \$35,000.

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

The strategic plan, which the faculty approved Sept. 20, 2013, highlights the need for taking SMSC to the next level, namely, to be a cutting-edge program with full multimedia equipment for ALL its students. (See Appendix 1-1)

## 2013 Strategic Plan Goals:

**Goal 1. To Instill** our students with cutting edge forward thinking and real world knowledge in the three primary fields of interest.

**Objective 1:** To improve graduating students' highest evaluation of their coursework and teaching to above national levels as measured in the Annual Survey of Journalism & Mass Communication Graduates.

### ***Tactics:***

1. Continue to recruit and retain the best and brightest faculty in our respective disciplines. **Accomplished. Hired six new faculty members.**
2. Provide faculty and staff with the training, support and mentoring they need to conduct research, publish, teach and stay ahead of industry developments. **Accomplished.**
3. Consistently review and revise syllabi and degree programs and make changes as often as needed. **Accomplished.**
4. Continue to pursue a Ph.D. program. **Not a priority.**
5. Continue focus on faculty research output and publication in high-impact journals. **Accomplished.**
6. Increase faculty grant applications. **Accomplished.**
7. Conduct a teaching colloquium each semester. **Accomplished.**
8. Invite observers into the classroom, including the Director. **Added mentor program.**
9. Create a clear flow chart and objectives for each course, leading to a matrix of final learning outcomes. **Continuing discussions.**
10. Director and graduate director meet monthly with TAs. **Not accomplished.**
11. Better orientation for instructors. **Accomplished.**
12. Monthly program meetings between program heads and faculty. **Meetings are scheduled every semester.**
13. Appoint an Assistant Director for Undergraduate Education. **Accomplished.**

**Objective 2.** To ensure early and efficient adoption of technological and software advancements in the professions and increase students' and professionals' evaluation to above national levels.

### ***Tactics:***

1. Create a Technology Committee to annually review technological and software advancements in the professions and make suggestions for adoption. **Accomplished.**
2. Form new alliances and partnerships with external corporations, other schools and colleges within the university to make use of and adopt their developments. **Accomplished.**
3. Create opportunities for sabbaticals spent at professional organizations. **Not accomplished.**
4. Improve attendance of ITLE training, particularly online. **Accomplished.**
5. Improve faculty skills with the use of technology. **Accomplished. Professors attended training.**

**Goal 2. Inspire** our students to succeed by providing the finest professional and academic educational experience possible.

**Objective 1.** Involve students to a greater extent in the school and its activities.

***Tactics:***

1. Create an SMSC Student Council. **Established ambassador group.**
2. Expand Networking Expo to a Career Prep Week that encourages students to attend university resume workshops. **Added resume review.**
3. Improve tracking students' employment. **Ongoing.**
4. Begin an SMSC week that highlights alumni, student and faculty achievements, faculty research and school accomplishments. **Not accomplished.**
5. Encourage freshmen involvement in student organizations. **Accomplished.**
6. Increase the profile of and participation in the Spring Banquet. **Accomplished.**
7. Encourage student participation in internships. **Accomplished.**
8. Involve honors students in faculty research. **Accomplished.**

**Objective 2.** Involve alumni to a greater extent in the school and its activities.

***Tactics.***

1. Invite alumni to teach every course in the school during SMSC week. **Not accomplished.**
2. Make an annual "Alum of the Year" award. **Accomplished.**
3. Make an annual "Oklahoma Communicator of the Year" award. **Not accomplished.**
4. Create more opportunities for Advisory Council involvement. **Not accomplished.**
5. Host regular alumni dinners in Tulsa and Oklahoma. **Accomplished.**
6. Host an alumni panel on the future of the communication industry once every semester. **Accomplished.**
7. Create position of Outreach Coordinator to manage social media, website, school events, information, alumni communication, etc. **Accomplished.**
8. Create an "Alumni Hall of Fame" for the school. **Accomplished.**

**Goal 3. Illuminate** students and constituents about the school's enlightened and innovative educational experience and its contribution to civil society.

**Objective 1.** Encourage a focus on social justice in the school.

***Tactics:***

1. Encourage inclusion of social justice topics in course work and curricula. **Not accomplished.**
2. Publish annual "Best Practices" publication on students' involvement in social justice issues. **Not accomplished.**
3. Create study abroad opportunities where students can firsthand experience issues of social disparities and how to communicate about those. **Not accomplished.**
4. Pursue scholarships to encourage a more diverse student population. **Not accomplished.**

**Objective 2.** Increase communication of faculty scholarship and achievements to colleagues, peers, and alumni.

***Tactics:***

1. Distribute a monthly e-newsletter about the school's achievements. **Not accomplished.**
2. Apply for grant for training of high school journalism teachers. **Accomplished.**
3. Make better use of SMSC Twitter account. **Accomplished.**
4. Make use of SMSC and A&S websites to publicize faculty research. **Accomplished.**
5. Continuously review and update SMSC website. **Accomplished.**
6. Create two Best Professor Awards: Teaching and Research. **Not accomplished.**
7. Offer community courses over summer in our areas of expertise. **Not accomplished.**
8. Offer online Master's programs and Graduate Certificates. **Accomplished.**

**Objective 3.** To increase fundraising efforts for the school toward a new building.

***Tactics:***

1. Create a Fundraising Council for the school. **Not accomplished.**
2. Identify more possible donors for Foundation contact. **Accomplished.**
3. Work with the Dean and President on identifying a potential donor for a building. **Not accomplished.**

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

It is difficult to make a direct budget comparison to other departments in the College. A number of issues determine budget, such as grant funding, whether the department has a doctoral program and the number of general education courses a department teaches, as in the case of English and Mathematics, respectively. Research funding research grants generated is included in the budget figures below and it is evident SMSC's lack of grant funding is hurting the School's budget. Nonetheless, the table also shows the School receives little credit for the number of students it enrolls and serves, particularly the number of Student Credit Hours (SCHs) the School generates through the 45 hours all SMSC students have to take in their respective programs. With the changes in accreditation standards, this number has increased to 53 in fall 2013. From this comparison, it is easy to understand why the School has to scramble every semester to teach the necessary courses because there are not enough permanent faculty members. The following table shows how the SMSC budget compares with other A&S Departments.

**Comparative Budget Analysis in OSU College of Art & Sciences**

<b>Department</b>	<b>Student Count Fall 18</b>	<b>Tenured/Tenure Track Faculty</b>	<b>Total Operating Budget</b>
Art, Graphic Design & Art History	260	18	\$1,556,135
Chemistry	159	22	\$3,119,199
Communication Science & Disorders	248	8	\$724,843
Computer Science	244	18	\$1,576,383
Economics	29		
English	189	32	\$5,043,102
Foreign Language & Literature	16	12	\$1,318,941
Geography	48	13	\$1,533,548
Geology	49	16	\$1,525,164
History	89	14	\$2,066,236
Integrative Biology	901	24	\$
Mathematics	99	36	\$4,168,425
<b>Media &amp; Strategic Communications</b>	<b>435</b>	<b>18</b>	<b>\$1,609,185</b>
Microbiology & Molecular Genetics	244	14	\$1,834,695
Music	200	34	\$2,034,875
Philosophy	36	11	\$970,700
Plant Biology, Ecology & Evolution	15	7	

Political Science	219	13	\$1,834,663
Psychology	556	25	\$2,736,742
Sociology	195	21	\$1,518,161
Statistics	23	9	\$1,059,515
Theatre	56	9	\$901,559

**5. Describe the unit’s classrooms, offices, computer labs or other building spaces. If the unit administers university media or student publications, include a description of equipment and facilities devoted to those operations.**

The School of Media & Strategic Communications is in the Paul Miller Journalism and Broadcasting Building. The building consists of 33,780 square feet of classroom, laboratory and office space. The building houses four general classrooms, a 104-seat auditorium, three conference rooms, four computer laboratories, 14 faculty offices, one graduate teaching assistant office, an administrative complex, the campus cable radio station, four digital audio-editing workstations, a small television studio and control room, two video editing suites containing 12 digital video-editing workstations, a newsroom with six computers capable of digital video editing and a student computer work area/reading room containing six Macs, all with internet access.

The following table provides details of how the different labs are outfitted in terms of hardware and software.

Lab	Number of Student Computers	Instructor Station	Computers Installed	Date of Install	Software Installed
JB 202a	20	1	iMac 20-inch 3.1 GHz Quad-core Intel Core i5, 16GB 1867MHz LPDDR3 SDRAM – 2x8GB, 3TB Fusion Drive	Spring 2017	Final Cut Pro, Adobe Creative Suite
JB 201	20	1	iMac 20-inch 3.1 GHz Quad-core Intel Core i5, 16GB 1867MHz LPDDR3 SDRAM – 2x8GB, 3TB Fusion Drive	Spring 2017	Final Cut Pro, Adobe Creative Suite

<b>JB 207</b>	20	1	iMac 20-inch 3.1 GHz Quad-core Intel Core i5, 16GB 1867MHz LPDDR3 SDRAM – 2x8GB, 3TB Fusion Drive	Spring 2017	Final Cut Pro, Adobe Creative Suite
<b>JB 205</b>	8	1	iMac 27-inch 4.0 GHz Quad-core Intel Core i7, 16GB 1867MHz LPDDR3 SDRAM – 2x8GB, 3TB Fusion Drive	Spring 2017	Final Cut Pro, Adobe Creative Suite
<b>JB 317</b>	12	0	iMac 27-inch 4.0 GHz Quad-core Intel Core i7, 16GB 1867MHz LPDDR3 SDRAM – 2x8GB, 3TB Fusion Drive	Spring 2017	Final Cut Pro, Adobe Creative Suite
<b>JB 105</b>	20	0	MacBook Pro, 2.5GHZ dual-core Intel Core i5, Turbo Boost up to 3.1GHZ, 4GB 1600 MHZ memory, 500GB HD, Intel HD Graphics 4000	Spring 2013	Final Cut Pro Adobe Creative Suite 6 Design Premium & Web MS Office 2011

The four general classrooms and the 104-seat auditorium are designated as University classrooms, consistent with the general University policy that part of each building assigned to a particular unit must be designated as general University classroom space. SMSC is given priority in the use of the classrooms and auditorium. Additionally, there are three conference rooms that may be used for faculty meetings or class activities. Student organizations may also use the conference rooms for meetings or special events.

The School exclusively uses the four computer laboratories on the second floor, though the School allows other campus entities to use the labs for training or workshops when requested. All lab computers are networked, and students can access Microsoft Office, the internet, OSU Libraries and email services. Each of the labs has a printer, and two labs have flatbed scanners.

As the School's need for multimedia training has increased, the labs are fully used, not only for graphic design and desktop publishing as in the past, but also for full multimedia training. As a result, the labs have never been used to the extent they are now. In addition to Microsoft office, three of the labs on the second floor and the laptop carts are equipped with Adobe Creative Suite, Final Cut Pro, Acrobat Pro and Soundslides. The fourth computer lab on the second floor is smaller and primarily used for video editing. This lab contains nine Macintosh G-5 computers, each with two internal hard drives capable of storing processed video. Each workstation is equipped for HD editing with Final Cut Pro. Three of the labs have multimedia presentation stations with computerized overhead projection systems, and the video-editing lab makes use of flat-panel, wall-mounted televisions to display work to the class.

The third floor has five Pro Tools digital audio-editing workstations, two video editing suites containing 12 digital video-editing workstations and a newsroom containing six computers capable of digital video editing. Another computer is used for video playback during student productions.

The School's TV studio is also on the third floor and contains a news set, interview set and green screen. It has three HD capable studio cameras. The three studio cameras have teleprompters. There is a fourth HD studio camera for the newsroom. In the control room, the video switcher was replaced in 2014 (as part of a complete upgrade of studio equipment) with a new Ross Carbonite switcher that supports HD broadcasts. Technology fees and grants from the college and president's office funded this upgrade. The School has 35 HD video field cameras. All field cameras record to SD cards. In addition, for advanced students seeking to build their portfolio material, there are four high-end HD field cameras that record to XD cards provided in the camera bags. Students have access to 24 DSLR cameras. For audio-field recording, students have access to five digital SD card audio player/recorders. In 2014, a \$605,000 proposal to equip the television studio with all new HD equipment was accepted and implemented. The switcher, remote video equipment and Inception News Software were bought and installed in 2014. The unit's technology committee secured financing through grant proposals to upgrade monitors in the studio to HD capability in 2017. In 2018, the technology committee was able to secure grant funding to obtain three live video remote backpack units that allow students to be able to report live from the field and transmit back to the studio. In that same year, the technology committee secured grant funds to install units in the studio and audio booths that allow phone calls to be patched in to live or taped broadcasts. In 2019, the technology committee secured grant funds to replace a failing video playback system in the television studio. A Tria News system was bought and installed in Spring 2019.

In 2017, the unit's full-time engineer, in conjunction with full-time faculty, identified a need to have a television channel to showcase student work. The unit secured a local channel from the university that Suddenlink distributed to Stillwater residents. It began broadcasting programming that year. Additionally, the school works with cable companies in Tulsa and Oklahoma City to broadcast live pre- and postgame shows for all OSU football games. The studio upgrade allowed this to happen.

The School also has two laptop carts that have 20 MacBook Pro laptops each and a printer. These carts can be moved to any classroom or lab to create a computer lab. The laptops are equipped with MS Office 11, Final Cut Pro, Adobe Creative Suite 6, and Design Premium and Web software.

Each faculty member has a private office with networked computers. Graduate teaching assistants share one office with networked computers.

The administrative complex on the second floor contains offices for staff, three faculty members and the Director. There is also a small workroom with photocopy equipment and mailboxes. Off the public area are several staff offices, a fax machine, a supply closet, administrative files and a small conference room, which was upgraded in 2017 to also serve as a focus group room with one-way glass for recording. The student advising center, consisting of a reception area with two

computers for student use and two offices, is also on the second floor. A small adjacent room is the office for the Arts & Sciences computer support staff member.

The unit maintains a small student reading room with six computers and a small collection of state newspapers, media-related journals and publications.

*The O'Colly*, an independent entity, occupies 4,743 square feet on the first floor of the building, and radio station KOSU, which is part of University Relations, occupies 3,705 square feet on the third floor.

The Paul Miller Journalism and Broadcasting Building consists of a front added to the original chemistry building used since 1918. Financing for the restoration and addition to the building was provided through a joint project of the Paul Miller family, the Gannett Foundation and the Oklahoma Press Association. The building was opened in 1978. The School uses every possible space, and the College has done a tremendous job in providing assistance with the unit's technology needs. However, a move to a new building that can better cope with new technology has become an urgent need.

**6. Describe the unit's most urgent needs for space or equipment, if any, and the plan to address these needs.**

The School made great progress in the past six years in addressing the most urgent of its needs. The major television studio upgrade brought its equipment and labs in line with the professional world. The addition of live broadcast backpacks has given students something that was identified as a major need by faculty. It has also, in the past six years, upgraded and maintained computer equipment to keep up with industry standards. It has also added high-end production equipment to allow students a chance to compete with quality portfolio material.

Finally, though a new building is the biggest need for the School, at this time it is most important to keep up with technology developments in the field. As shown above, the School has been able to do this admirably.