PART II, STANDARD 7. RESOURCES, FACILITIES AND EQUIPMENT

Part II, Standard 7. Resources, Facilities and Equipment

Executive Summary

The College of Communication, Architecture and the Arts (CARTA) operates under a zero-based budgeting scheme where, each year, the budget is renewed with salaries only and the Chairs must provide a rationale for funds to cover other expenses.

CARTA also sets aside funding for forward-thinking initiatives each year and rewards units based on performance, which includes a series of metrics that encompass student retention, on-time graduation, student employment and student credit hours earned. This budgeting process provides adequate funding to cover the operating expenses of each department. However, because the program learning outcomes in the SCJ are continuously modified and updated, the departments also have sought funding for resources and programs from a variety of sources.

Funding from the State of Florida to the University has decreased over the past six years. Student headcount in SCJ has fallen since 2019, due, in part, to the pandemic. The Department of Journalism + Media has seen a 17 percent decrease in headcount since 2017, while the Department of Communication's headcount grew from 917 in 2017-18 to 1,555 in 2019-20 - a 70 percent increase (this includes growth in all of the Department of Communication's programs, including Communication Arts which is not being reviewed by ACEJMC.

Headcount remained flat in 2020-21. The total budget for the SCJ has decreased from $8.4 million in 2018 to $7.4 million in 2020. However, due to funds raised through philanthropy, the SCJ has been able to invest in its infrastructure by building out the first floor of Academic Building 2 on the Biscayne Bay Campus, including improvements to the Atrium, an upgrade to the TV Studio, the creation of a conference space for the student-run public relations agency BOLD, the creation of a large Newsroom computer classroom, the creation of several new offices for faculty of both departments of the SCJ and a student writing lab. The iSTAR - Immersive Studio for Altered Reality - was also built with funds from philanthropy.

Despite statewide cuts in support for public higher education, the SCJ has been able to keep its promise to deliver a high-quality education to its student population of nearly 2,000 in any given year. Programs with national media organizations have allowed us to provide paid internships for students at Univision and through NBCU.

The SCJ is proactively looking for new funding opportunities that 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; and
● 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.

1. Complete and attach Table 10, "Budget." If necessary, provide a supplementary explanation.

Table 10, below and linked here, shows the operating budget and salaries (omitting benefits) for each of the past three years for both departments -- Communication and Journalism + Media -- in the School of Communication + Journalism.

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 the unit and is used in instruction.

Link to Budget by Department

Budget Item	2018-2019	2019-2020	2020-2021
Administrative salaries	$ 367,880.13	$ 467,413.48	$ 467,041.82
Teaching salaries (full time)	$ 4,847,585.46	$ 4,712,965.53	$ 4,438,177.07
Teaching salaries (part time/adjunct	$ 1,562,823.70	$ 1,131,971.02	$ 1,513,740.52
Teaching assistants	N/A	N/A	N/A

Clerical salaries	$ 337,164.72	$ 308,440.97	$ 245,065.51
Equipment	$ 167,900.00	$ 229,979.00	$ 40,600.00
Equipment maintenance	$ 6,564.00	$ 3,510.00	$ 2,623.00
Supplies	$ 23,215.00	$ 24,379.00	$ 32,684.00
Library resources	N/A	N/A	N/A
Databases, online information services	N/A	N/A	N/A
Travel	$ 108,715.00	$ 73,680.00	$ 45,480.00
Research	$ 58,201.00	$ 44,992.00	$ 19,992.00
Other (please list)	N/A	N/A	N/A
Miscellaneous	$ 96,095.00	$ 89,919.00	$ 126,212.00
Memberships	$ 144,508.00	$ 150,345.00	$ 137,315.00
Postage	$ 1,504.00	$ 5,038.00	$ 4,368.00
Cellphone & Miscellaneous Payroll Allowance	N/A	$ 12,783.00	$ 13,925.09
Shared Services Fee	$ 121,378.00	$ 135,557.00	$ 114,856.00
Rental of Buildings	$ 4,660.00	$ 2,100.00	$ 3,130.00
Overhead Fees	$ 169,827.00	$ 163,399.00	$ 176,818.00
Advertising & Promotion	$ 106,835.00	$ 122,028.00	$ 119,000.00
Professional Services	$ 270,421.00	$ 281,594.00	$ 163,000.00
Events	$ 4,085.00	$ 1,180.00	$ 5,806.00
TOTAL SCJ	$ 8,399,362.00	$ 7,961,274.00	$ 7,669,834.00

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 College operates under a zero-based budgeting scheme where, each year, the budget is renewed with salaries only and the Chairs must provide a rationale for funds to cover other expenses. The fiscal year for all public universities in Florida runs July – June. The budget request process for CARTA involves the Department Chair meeting with the Dean, Associate Dean, and the College's Finance Team in March to discuss their budget requests. To prepare for the meetings, the chairs consult with faculty regarding travel, research and other needs. The chairs also project the number of adjuncts needed for the coming academic year and submit requests for new faculty and staff positions. Budget requests are sent to the Dean's office for review in March. Each department receives a preliminary allocation by July 1.

During the fiscal year, the Finance Team provides financial information to the Department Chairs at the close of each month and holds quarterly meetings to review spending trends. Department Chairs are encouraged to be proactive in reaching out to the Dean and Finance Team at any time during the year to address possible financial shortfalls or funding needs.

3. Describe the adequacy of resources for the unit and the sources of revenue for those resources (university funds, fees, private funding, other). Describe how the unit will supplement its annual budget from other sources or reallocate resources to reach its strategic goals.

Resources are allocated to prioritize student success and experiential learning. SCJ and the College receive funding allocations from central administration based on student headcount and enrollment. SCJ has been strategically recruiting students throughout the state as well as offering courses to attract students to the SCJ programs to increase enrollment. These funds are used to offer additional required courses as well as developing new courses to meet industry demand.

Through funding sources, SCJ aims to increase the visibility of the program, faculty and students. Through advertisement of new facilities, highlighting of exceptional faculty and sharing student success stories, SCJ will become well known throughout the industry and other universities. Funds and partnerships with other organizations and industry professionals will provide students a state-of-the-art curriculum while creating an unmatched experiential learning experience, all to foster student success throughout SCJ programs and beyond graduation.

CARTA operates under a zero-based budgeting scheme where, each year, the budget is renewed with salaries only and the chairs must provide a rationale for funds to cover other expenses. CARTA also sets aside funding for forward-thinking initiatives in each year and rewards units based on performance, a series of metrics that include student retention, on-time graduation, student employment and student credit hours earned. This budgeting process provides adequate funding to cover the operating expenses of each department. However, because the program learning outcomes in the SCJ are continuously modified and updated, the departments have also sought funding for resources and programs from a variety of sources. A description of other sources of revenue is provided below.

Market-Rate Graduate Programs

Beginning in 2007, Florida's state-funded universities began a series of unprecedented budget reductions. Units were encouraged to cultivate market-rate programs which allowed tuition prices to be set in line with actual program costs.

In Fall 2014, the Global Strategic Communications fully online program was launched. Revenue tripled from Year 1 to Year 2 and the program averages revenue of about $1 million a year. The revenue has allowed for additional faculty support in terms of provision of research assistants, additional funds for faculty attendance at conferences and summer teaching assignments for faculty on nine-month contracts. In the 20-21 year, which saw budgetary holdbacks due to the financial impact of the coronavirus on the economy, the funds generated by the market-rate GSC program allowed for fewer negative budgetary impacts on the Department of Communication's budget. The Spanish-language Journalism program is not a market-rate program.

FIU Technology Fee

In Fall 2018, CARTA opened the SCJ Media Hub to house the South Florida Media Network and student-run BOLD Strategic Communication Agency. The project was funded by a $340,000 FIU Technology Fee award provided to selected projects to enhance instructional technology resources for students and faculty. In past years, the Technology Fee has helped fund equipment in the SCJ Equipment Office, computers in the computer labs and laptops for student use.

Significant Private Donations

A gift from Bridgegate Pictures, Inc. has funded the creation of FIU iSTAR which combines the expertise of research and teaching faculty, the energy and ambition of students, and the knowledge, application, and entrepreneurship of private industry professionals in an incubator-instruction-service model.

FIU iSTAR will provide consultation services, innovate and test new technologies, and provide training and instruction in the creation of multimedia experiences (MME) in extended reality (XR), a related set of technologies that are changing the way people interact with the world and with each other: virtual reality (VR), augmented reality (AR), and mixed reality (MR).

Private donations through a partnership with Alley funded the creation of student-run, faculty-led news bureaus in New York City and Washington, D.C. in Fall 2018. Through a combination of theoretical and experiential formats, students engage in lively academic discussions, traverse each city while conducting investigative fieldwork and creating content published by the SFMN. Additionally, students participate in professional workshops and events.

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

Budget allocation for all academic areas at the University is based on student credit hour goals - undergraduate, graduate and fully online programs - and the tuition revenue that will be generated. The University may provide limited funding for meeting other performance goals or to fund approved strategic initiative proposals. The division of Planning and Finance in the Office of the Provost makes adjustments to the budget based upon actual fundable student credit hours from the previous year.

Each Dean determines the distribution of funding for their academic unit. Like the University, fundable student credit hours is the primary factor in determining department allocations for CARTA. To assist in that effort, the Dean's Office developed an enrollment dashboard with a five-year history of enrollment data and budgetary information. The Dean reviews the enrollment figures with the Chairs throughout the year so a plan can be devised if enrollment goals are not being met.

Below is the FY 2021-2022 allocation by College/School. The School of Communication + Journalism resides in the College of Communication, Architecture and the Arts (CARTA).

College/School	Projected Credit Hours	FY 2021 Budget Allocation	Undergrad	Graduate	Fully Online	Nursing
College of Arts, Sciences & Education	507,243	89,235,128	445,028	22,483	39,732	
College of Engineering & Computing	154,472	39,428,724	132,390	12,471	9611	
School of International & Public Affairs	211,646	38,600,828	173,854	10,586	26,936	
College of Business	187,338	33,220,741	159,439	8,184	19,715	
CARTA	**138,647**	**22,538,280**	**107,227**	**18,876**	**12,544**	
College of Nursing & Health Sciences	60,833	19,023,330	24,306	2,750	6,584	27,243
College of Public Health & Social Work	28,362	15,137,863	17,454	10,650	258	
School of Hospitality & Tourism	30,538	5,382,211	19,329	4,418	6,791	

5. 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 devoted to those operations.

The SCJ has sufficient facilities to meet the needs of students, faculty, staff, and administrators. These facilities include general-purpose classrooms, faculty offices, the equipment office, PantherNOW student media, and technology support services. Additionally, the SCJ manages educational computer labs and other dedicated spaces as described below.

Educational Computer Labs Managed by the Unit

The Writing Lab, AC2 Room 120 - This large multi-purpose conference area is home to the Writing Lab, where students from all SCJ majors may come for help with writing assignments. The Writing Lab has four iMac computers. In the evening, the Spanish language master's program holds classes in the Writing Lab, which is equipped with 2 in-room cameras for remote learning, video conferencing and streaming content (webinars, workshops, etc.) and a large interactive display.

The Newsroom, AC2 Room 132 - The Newsroom has 21 iMac computers equipped with Adobe Creative Cloud software, a smart podium with a multi-window video wall at the front of the room, which is equipped with two in-room cameras for remote learning, video conferencing and streaming content (webinars, workshops, etc). Faculty, staff and students for the South Florida Media Network use the Newsroom for meetings and to work collaboratively on projects. The Newsroom is open Monday through Friday from 9 a.m. to 4 p.m. for student use.

AC2 Room 208 - This educational computer lab has 22 Windows computers equipped with Microsoft Office and a smart podium attached to a screen display at the front of the room. The Department of Journalism + Media shares this room with the Department of Nursing.

AC2 Room 242 - This educational computer lab has 21 iMac computers equipped with Adobe Creative Cloud software. The instructor's computer is attached to three TV displays throughout the room. This computer lab is used mostly for instruction by the Department of Journalism + Media. Classes taught in this lab include VIC 4001 News Visualization and DIG 3110 Web Design and Interactive Media.

AC2 Room 255 - This educational computer lab has 21 iMac computers equipped with Adobe Creative Cloud software. The instructor's computer is attached to three TV displays throughout the room. This lab is used mostly for instruction by the Department of Journalism + Media. Classes taught in this lab include VIC 4001 News Visualization and DIG 3110 Web Design and Interactive Media.

AC2 Room 258 - This educational computer lab has 21 iMac computers equipped with Microsoft Office and Creative Cloud. The instructor's computer is attached to a screen display at the front of the room. This computer lab is used mostly for instruction by the Department of Journalism + Media. Classes taught in this room include JOU3117 Digital Journalism.

AC2 Room 301 – This audience analysis computer lab has 21 Windows computers equipped with Microsoft Office. The instructor's machine is attached to a screen displays at the front and back of the room. There are cameras located in the front and back of the room for research purposes. This computer lab is used mostly for instruction by the Department of Communication. Classes taught in this lab include PUR 4100 Writing for Public Relations and PUR 4106 Advanced Public Relations Writing for Multimedia, as well as some Global Strategic Communications master's courses. This space was completely renovated in 2019 to make it a state-of-the-art academic learning environment.

AC2 Room 303 - This computer lab has 21 iMac Computers equipped with Microsoft Office and Creative Cloud. The instructor's machine is attached to a TV display at the front of the room. This computer lab is used mostly for instruction by the Department of Communication. Classes taught in this lab include PUR 4101 Digital Editing and Design, ADV 4711 Advanced Creativity: Portfolio Workshop, and ADV 4323 Strategic Branding and Social Media, as well as some Global Strategic Communications master's courses. This space was completely renovated in 2019 including to make it a state-of-the-art academic learning environment.

Other Dedicated Spaces Managed by the Unit

AC2 100 - iSTAR - This newly opened suite of rooms houses the Immersive Studio for Altered Reality (iSTAR). The space includes a small computer lab equipped with software for XR development, a 180-degree theater and faculty offices.

AC2 129 - The BOLD Agency - This large multi-purpose conference room is used to hold classes and client meetings for the BOLD Agency, the student-run strategic communications agency in the Department of Communication. The space is equipped with two in-room cameras for remote learning, video conferencing and streaming content (webinars, workshops, etc). This space was completely renovated in 2018-2019 including new furniture, hardware and rewiring for phone lines to make it a state-of-the-art academic learning environment.

TV Studio - The TV studio includes three studio cameras, a virtual set system, physical sets, a control room, wired and wireless mics. Classes that use the studio include RTV 3511, Multimedia Production 1, RTV 4350, Broadcast and Digital News Show Production and RTV 4324, Integrated Broadcast Newsroom.

AC2 room 165 - Next to the TV Studio is an open video editing lab with seven iMac computers equipped with Adobe Creative Cloud that students may reserve for video editing during business hours.

Conference Rooms 135A and 135B - These small conference rooms seat up to 8 each and include large interactive displays that may be accessed wirelessly using AirMedia or with an HDMI cable. They are available for student and faculty use.

CARTA Wynwood - This new facility, located in the Wynwood neighborhood of Miami, provides a large meeting space and a 12-station computer lab teaching facility for the South Florida Media Network's Miami Bureau.

[FIU in Washington, D.C](). - FIU's Washington, D.C. offices are home to the South Florida Media Network's Washington, D.C. bureau and the Department of Communication's CARTA in D.C. internship program.

General-Purpose Classrooms Used by the Unit

The unit uses general-purpose classrooms on the Biscayne Bay Campus in the Glenn Hubert Library that are part of the University's general-assignment classroom pool. On the MMC campus the unit manages several general-purpose classrooms in the Veritas Haus building, where the Communication Department is located. All general-purpose classrooms have smart podiums with Internet-enabled computers attached to a large display screen for the instructor.

Faculty Offices

Both departments have faculty and staff office space on the Biscayne Bay Campus on the first, second and third floors of AC2. The Department of Communication also has office space on the MMC campus at the Veritas Haus.

The Equipment Office

Students have access to equipment in the SCJ Equipment Room through a website, https://checkout.fiu.edu, that can be accessed 24/7 from anywhere. Students enrolled in production courses, working for the South Florida Media Network or Student Media, or engaged in special projects may check out equipment. Students must request equipment at least 10 hours before checking it out and may use the equipment for up to five days. There is no limit to how many times a student checks out gear.

The inventory includes:
- 32 digital audio recorders
- 5 audio boom poles
- 27 hand-held microphones
- 79 lavalier microphones
- 27 camera-mounted microphones
- 14 shotgun microphones
- 68 Canon HD camcorder kits (with bag, battery and cables)
- 16 Samsung Gear 360 video kits (with bag, phone and cables)
- 25 DSLR cameras
- 31 HD cameras
- 15 light kits
- 8 mic stands
- 90 tripods
- Associated cables, headphones, adaptors, card readers, batteries and power strips

PantherNOW Student Media

Student Media has offices at FIU's Biscayne Bay Campus in the Wolfe Student Center Room 124 and at the Modesto A. Maidique Campus in the Paul Cejas Architecture Building. Both offices have iMacs and dedicated phone lines. Beginning Fall 2021, PantherNow will also have access to the computer labs and equipment office of the Department of Journalism + Media and a new space at MMC campus that is currently under development.

Technology Support Services

The Department of Journalism + Media and the Department of Communication budgets support four full-time IT services staff who oversee administration of the computer labs, Equipment Room, TV Studio, iSTAR and faculty computing needs. In addition, the University provides central networking and IT services.

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

The SCJ recently upgraded facilities to accommodate the increasing need for multimedia production in the curriculum. The facilities serve the teaching and learning needs of the unit well. However, there are areas where more resources are needed.

Resources for Remote Learning

The switch to remote learning during the COVID pandemic revealed that some students did not have access to software like Adobe Creative Cloud and the computers needed to run this software at home. The School and the University pooled resources and raised money to make laptops equipped with Creative Cloud available to students.

Faculty also modified the curriculum by allowing students to use free or low-cost alternatives to Adobe software, like swapping out Adobe Dreamweaver for SublimeText for web editing. Going forward, the School will look for ways to make loaner technology more available to students so that they may do some of their work at home.

Although the University is returning to standard on-campus learning modalities this Summer 2021, the integration of Zoom and other technologies into the day-to-day curriculum will remain a facet of education. Upgraded laptops for faculty are necessary to keep up with the technological demand. It is easier for professors to teach students media skills using a standard software suite, like Adobe Creative Cloud, and for the students to have access to the same version of this package available within the computer labs run by the unit. The SCJ is looking into ways to help make this happen, such as providing a Creative Cloud account to all students and by making "virtual" computer labs available for students off campus.

Newer Production Equipment for Skills Classes

The Department of Journalism + Media recently upgraded the skills classes in all four of its majors, for example, requiring at least two video courses for all students. The Department anticipates that there may be a need to purchase more video production kits to accommodate increased student demand. Many students have their own production equipment, and the pandemic has increased this trend, because students were not able to check out equipment from campus. The Department will be evaluating student demand for equipment during Fall of 2021 and Spring of 2022.

The Department also foresees a growing need for equipment in areas of emerging media. SCJ has started to purchase hand-held 3D scanners and VR headsets; small tripods, lights and microphone holders for cell phone video production and 360 video equipment.

The SCJ philosophy has been to purchase a few units of new pieces of equipment because the technology changes so quickly, although the process for creating media

with 3D scanners, for example, is similar across platforms. Again, the units will be monitoring student demand for and satisfaction with these technologies in the 2021-2022 academic year.

PROFESSIONAL MASTER'S PROGRAMS

7. Provide a summary paragraph that demonstrates needed resources (budget, faculty, staff, equipment and facilities) are provided for an effective professional master's program. Describe the program's most urgent needs, if any, and the plans to address these needs.

Global Strategic Communications

Though the market-rate program had previously supported department-level enhancements, in budget-tight years, like this one, the funds were rerouted to take on personnel and the student assistants were eliminated, as was travel (though there was no ability to travel with the pandemic). The ability to offer tuition waivers or in-state tuition rates to out-of-state or international students through assistantships is a benefit the program would like to offer again. The resources available provide a strong and effective professional master's program; however, with additional resources the program would be able to move on to the next level of excellence.

Spanish-language Journalism

The Spanish-language Journalism master's degree program offers in-person instruction at the Biscayne Bay Campus in the evening, in the Writing Lab. Guest lecturers may attend the evening classes either in person or remotely as the facility is equipped with two in-room cameras for video conferencing and streaming content (webinars, workshops, etc.) and a large interactive display. The resources available to the program are more than adequate to meet current needs, but if the program is to grow, more graduate teaching faculty are needed. The Department is aggressively promoting the Master's degree program to potential students in South Florida, Latin America and the Caribbean to increase enrollment and justify additional faculty hires.