

The School of Communication

Administrative Activities Review 2018

Basic Facts and Description of the Unit

Mission and goals. The School of Communication functions as both an academic and co-curricular service unit. While the main mission is to provide the three undergraduate degree majors (Mass Media, Public Relations, and Strategic & Organizational Communication), one graduate MA degree (Communication), and the General Education Speech program, our mission also asserts, “To provide students the richest possible variety of co-curricular organizations and activities to assist their professional growth and awareness.” Thus, the school houses multiple student media outlets: the student run radio station (WZIP), the student run television station (ZTV), the student newspaper (*The Buchtellite*), all in addition to the Speech & Debate Team. Further opportunities for students include the Public Relations Student Society of America (PRSSA) and our Social Media Learning Lab.

Services. The main services provided via our School of Communication above and beyond the academic services, include the licensed FM station WZIP, the closed-circuit campus television station ZTV, and *the Buchtelite* paper (published hard copy 1-2x per semester, but online weekly – not covered by the General Fund Budget). One last service (covered by the General Fund Budget) is the Speech and Debate Team (Forensics). Each of these outlets serve a vital purpose, not only as a co-curricular opportunity for applied learning, but also as function of the student voice for written and spoken information dissemination.

SCHOOL of COMMUNICATION ACADEMICS: The School’s administrative components consist of a Director and two administrative assistants. One assistant is primarily located in the academic area and serves 90% of her effort towards supporting the Director and all faculty, with the remaining 10% focused on Women’s Studies’ academic needs as a service to the Women’s Studies Coordinator who is currently a tenured professor in the School of Communication. The other administrative assistant is located primarily in the Radio/TV station, but serves about 25% of her time as the station receptionist/administrative assistant. The remainder of her time is spent with other items in support of the Director, faculty and contract professionals. We have two contract professionals, a broadcast engineer who is 100% assigned to the radio station as required by FCC regulations. The other is an electrical technician who splits assignments between the television station and the rest of the school functions.

The School’s academic side delivers 3 undergraduate majors, 1 MA, the General Education speech program and a professional social media certificate.

- **Key performance analysis.**

The school serves about half the number of students it did 5 years ago, and the faculty is about half the size. The faculty drop correlates with the enrollment drop, whether or not they are related it will be difficult to grow enrollment without an increase in faculty.

IR Data	AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17
UG Degrees	212	189	142	135	115
UG Headcount each spring	753	590	494	454	387
Masters Degrees	12	16	15	13	6
Masters Headcount each spring	42	36	19	14	13
Total School SCH	24,302	23,395	20,724	17,593	16,913

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- **Critical Partners.** In order to improve our Social Media experience, we see the College of Business Marketing Program and the Sports Management program as potential partners for interdisciplinary coordination. While we have attempted to collaborate, we find that mechanisms for cross-college integration is difficult.
- **Brief Assessment.** With a heavy loss of faculty this year (6 tenured professors) coupled with previous losses in the last 5 years, and no longer having student assistants or graduate assistants, we are in a rebuilding phase. While it might seem the administrative staff would have less to do, they are pitching into areas they never had to cover. For example student assistants were always available for copying and distribution of course evaluations, or graduate assistants helped to staff the computer labs. In both examples, our administrative assistants now ensure coverage. The unit has also had an Assistant Director in the past and a Facilities Manager, both positions are no longer in place. While these losses create challenges, the school continues to seek opportunities to grow. The new online MA program opens up new avenues for enrollment, as does the potential partnership with Marketing in a Social Media Center.

WZIP: WZIP 88.1 is non-commercial college radio station located in Akron, Ohio. The station broadcasts a rhythmic contemporary hit radio (rhythmic CHR) format. The WZIP studios are located in Kolbe Hall, while the station transmitter resides in Copley Township. In addition to a standard analog transmission, WZIP is available online.

- In the last four years, WZIP averages about 20 new members each term, and 30-50 returning members for a total of 50-70 WZIP members. All students must go through a semester long training period, but the return rate for at least one more semester is very high.
- The best way to assess “customers served” is to examine the ratings for WZIP. The table below shows a breakdown of Nielsen ratings since Spring 2014, but essentially WZIP consistently has more than 100,000 unique listeners each week.

<i>Ratings Period</i>	<i>Cum Listeners TSA</i>	<i>“National” Listenership (Cum)</i>	<i>Time Spent Listening (hours:minutes)</i>
<i>Fall 2017</i>	75,400	105,000	3:15
<i>Spring 2017</i>	90,400	129,100	3:15
<i>Fall 2016</i>	80,600	111,200	4:00
<i>Spring 2016</i>	83,900	112,300	3:00
<i>Fall 2015</i>	88,800	125,300	2:30
<i>Spring 2015</i>	115,800	149,000	2:45
<i>Fall 2014</i>	81,500	111,600	2:45
<i>Spring 2014</i>	86,600	109,200	2:30

NOTES: Cum Listeners TSA represents the number of unique listeners in our designated 5-county area, which does not include Cuyahoga County; however, we have many listeners in the Cleveland area. The “national” audience estimate includes numbers from Cleveland, Youngstown, etc. and typically adds about 35-40% to the smaller number. We do not get any additional data relating to listeners outside our TSA.

Ups and downs in ratings are always difficult to explain, particularly at stations like ours where nothing stays the same for more than a single semester. Sometimes the Nielsen diaries simply land in the hands of a larger number of people who prefer something other than what we offer.

Of course, Time Spent Listening (presented in hours:minutes) is an important statistic – and in our case it suggests that even if there aren’t quite as many listeners, those who are listening are staying with us longer.

It is important to note that about 49% of WZIP listeners are ages 12-24, the prime target audience for UA recruitment.

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- **Critical partnerships:** Approximately one third of all WZIP/ZTV members are NOT Communication majors. Currently, WZIP is working to build new relationships by organizing remote campus broadcasts. WZIP has prominent presence at RooFest and other campus events. WZIP is partnering with administrators, professors, staff, students and alumni through our ZipsUnlimited programming. Additionally, WZIP has a 40 year relationship in the community with the WZIP Saturday Morning Polka Show, filling the needs of a niche audience. Other partnerships include many businesses who participate in enhanced underwriting via grants or off air mentions.
- **Customers or end-users of your service:** Beyond serving as a creative and information student outlet, and an entertainment source for over 100,000 unique listeners each week, WZIP serves the region workforce. Local radio station program directors, general managers and owners see WZIP as a primary place for recruiting part time and full time employees.
- **Brief assessment:** WZIP continues to be the most listened-to student-run radio station in the country. Some of the strengths that contribute to our success is the intensive training that students complete with continuous hands-on follow up from student leaders, the engineer and the general manager. Our music tends to attract younger listeners, so many of the students who become a part of WZIP are people who grew up listening to the station, and they bring incredible enthusiasm. We are fortunate to receive donations that help us to address mandatory expenses as well as extras that allow the station to advance; however, it would be foolish to make assumptions about future donations. Challenges for WZIP are largely financial. There is almost nothing in the operations budget that can be reduced or eliminated. In fact, these expenses typically increase almost every year. I think there are more opportunities for WZIP to better reflect industry trends through more use of video and encouraging more use of podcasting as a supplement to on-air delivery.

ZTV: ZTV is a student run closed-circuit television station, it does not hold an FCC license, thus, it just broadcasts within the confines of the University of Akron and across multiple social media channels.

- 140-150 students enroll annually, with approximately 100-110 returning each year. Students take one credit each semester but also pay a tech fee to participate.
- The best metric for viewership lies in the social media analytics for our different shows. Overall, the number of people who watched programming produced by ZTV during the 2017-2018 AY totaled 38,485. The majority (about 29,000) of this is ZTV programming, and the remainder includes the special programming with our critical partners.
- **Critical partnerships:** ZTV is expanding its partnerships inside and outside The University of Akron. Within The University of Akron, the following partnerships have the potential to bring more learning opportunities for our students and to generate revenue for the station: eSports Program, Athletics, University Communications & Marketing, Commencement (Graduation office), Bliss Institute, and the Confucius Institute
- **Customers or end-users of your service:** In addition to the partners mentioned above who use production and facilities of the ZTV program, and students who participate and work for the station, the entire University of Akron community benefits from the television content broadcast by the station.
- **Key performance analysis:** In the last five years, ZTV students have produced over 2,000 hours of content per academic year. Further the Lower Great Lakes Chapter of the National Academy of

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Television Arts & Sciences has recognized our program with 11 Student Emmy nominations resulting in 3 Student Emmy awards for ZTV and our students.

- **Brief assessment:** ZTV holds a high reputation on campus and beyond, based on the professionalism of the students as they produce content, the recognition of the program as it earns awards, and the ability of the students to find employment upon graduation. Our great reputation helps attract students in our area and from neighboring states to attend The University of Akron and join the program. Just like the television industry, the production of high quality content is related to the production resources available. ZTV offers students high quality equipment for the production of programming. Students also have access to a modern television studio in Kolbe Hall. These strengths are turned into challenges as well. Production equipment is expensive and it requires consistent updates and replacements as new technologies are introduced in the field. With a low operating budget, maintaining the facilities or obtaining new equipment becomes difficult, even with monetary resources obtained through student fees. A television station that faces difficulties accessing production resources can see its output in programming severely affected. Expanding the production operation to include sales services will provide the opportunity to compensate. The declining enrollment is also a challenge, one that is currently being addressed by attempting to recruit high school students who are taking media related classes so that they consider The University of Akron as their choice once they begin pursuing their undergraduate degree. At this time, ZTV should take advantage of the newly formed relationships inside The University of Akron that will provide the station with the opportunity to expand the programming and provide services across campus. During the next Academic Year 2018-2019, the partnerships with ESPORTS and Athletics will be crucial.

BUCHTELITE: Founded in 1889, *The Buchtelite* is a student-operated newspaper and website that publishes online with select print publications throughout the school year. The student newspaper receives no money from The University of Akron, relying on advertising sales to support its operations. In 2017-2018 *The Buchtelite* went through a radical restructuring. The key components of that restructuring included: Reducing publications from 4-page editions twice a week to 8-page magazine style editions twice a semester, adding an e-mail subscription service, and cutting staff salaries dramatically while adding small per story compensation to staff writers.

- While student involvement has fluctuated over the years given the major changes in operations, in 2017-2018 the following comprised the membership:
 - Students who enrolled and completed = 11
 - Students who participated without earning credit = 8
 - Students who received compensation for their work = 15 (7 editors, 8 writers)

Note: the above numbers do not include the students who sell ads through the Fisher Sales Institute Sales Club.
- # of students served or customers served. In 2017-2018 4 special editions went to print, 10 weekly emails editions were distributed, 16,000 prints were published (3,000 of which were returned) yielding about a 2,500-3,500 unique readers for each special edition. In addition, there were 28,905 visitors to *the Buchtelite* website and 10% were recurring visitors. This represents a slight drop from the previous year, where visitors numbered approximately 32,000. These numbers are in stark contrast to just 5 years ago. In 2013-2014 the yearly website visitors was only 1,457.
- **Critical partnerships:** The Fisher Sales Institute, Student Life and The School of Communication.
The Fisher Sales Institute: In order to streamline advertising sales and eliminate overhead and administrative time, sales for *The Buchtelite* advertising were outsourced as part of a partnership with The Fisher Sales Institute. The institute's sales club students now manage ad sales. The FSI receives 30% of the revenue from each ad sale, which goes 10% to the institute directly, 10% to the sales club,

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and 10% to the student who made the sale. This relationship was piloted in Spring 2018 and has thus showed a great potential for future success. It benefits the students in the sales club who gain sales experience and earn a small commission, as well as the students who participate in *The Buchtelite*.

Student Life: Erica Hamner in student life currently manages *The Buchtelite's* accounts and helps to process all advertising sales payments as well as all outgoing payments for printing, website and other costs. Her assistance and partnership with the paper is instrumental in ensuring the paper survives.

The School of Communication: The School of Communication provides the faculty advisor (Julie A Cajigas, Associate Professor of Practice), and the administrative support for the paper (Ms. Brenda Reichert). The school also provides the physical space and IT assistance for the paper.

- **Key performance analysis:** While the circulation numbers reported above serve as the primary record of performance, there are other important metrics to be considered. Likely the most important metric for measuring the performance of the paper is the quality of the issues published. Reviewing the four publications for 2017-2018, there is a definite increase in the quality and ambition of the journalism the students engaged in. While the students also made some critical mistakes over the course of the year (for example in their reporting of poll statistics), the learning process includes taking the time to address them and seeing student improvement over time.
- **Brief assessment:**

Noteworthy Strengths: A strong student paper is something that every successful state university has. It educates our students about their first amendment rights and the fourth estate as a complement to our media, public relations and organizational communication programs. Through the work of the current and former advisor, the paper has reinvented itself with a new hybrid delivery model to allow it to remain relevant and cost-efficient. The advisor has also identified new student leaders and continues to build participation in the paper.

Challenges: Because of the decline in print advertising, and the decline in administrative support for the paper, the revenue stream for the paper is weaker than it was five years ago. The paper also lost access to EAF funds, which funded the faculty advisor as well as some printing costs. Without a re-establishment of that source of funding, it may be difficult to maintain a paper at The University of Akron over the long term.

Opportunities: Re-establishing EAF funding of the paper and continuing to build the relationship with the Fisher Sales Institute sales club can help to ensure that the paper responsibly spends money in ways that benefit the student body, as well as the student writers, reporters and editors. With a solvent, sustainable paper, students and community members will become reinvested and readership and reach will increase. Other opportunities lie in a more converged media approach with the other outlets, greater curricular integration now that the paper is housed in the School of Communication, and increased electronic distribution.
- **Resources:** *The Buchtelite* has a turbulent history with varying levels of institutional support. Prior to 2014, the advisor was a full time job (contract professional) who had more than $\frac{3}{4}$ of their load focused on the paper and a part-time administrative assistant and dedicated sales staff. From 2014-2016, we hired a part time advisor for 12 hours per year and non-student staff. By 2016, we were left with School of Communication faculty to take load assignments away from their regular classes, amounting to only $\frac{1}{4}$ of their load dedicated to the paper.

For much of its history, *the Buchtelite* was a student service that fell under the realm of the Student Services umbrella, but decisions were made to keep them financially under Student Services while the operations were dedicated to the School of Communication to maintain the academic integrity and help it function like the other media outlets. Recently, we agreed to hold financial oversight in the

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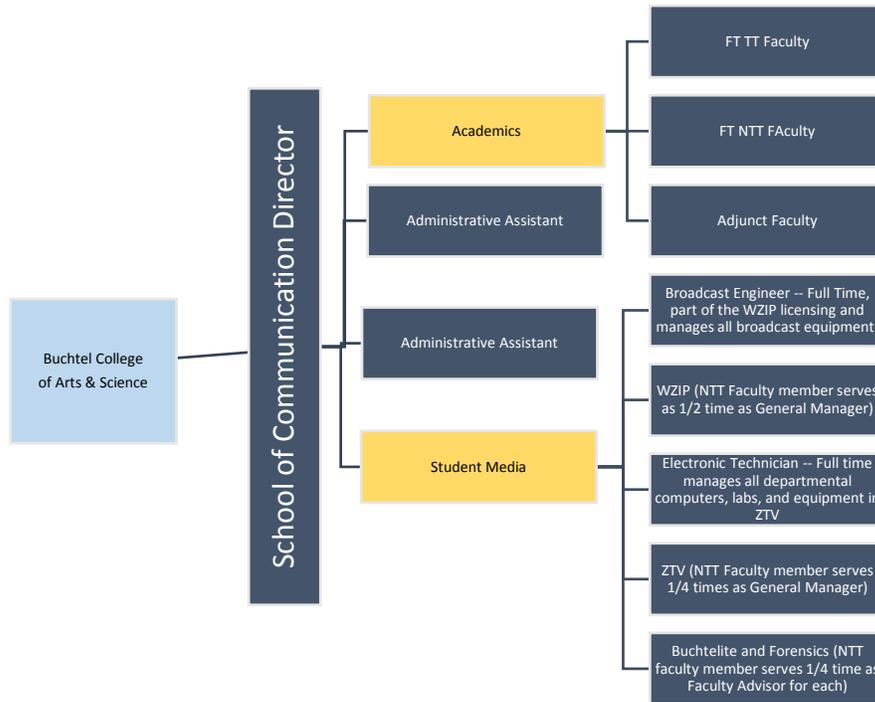
School of Communication, as well, though the only money the paper brings to the school is an advertisement revenue account. Success or failure of the paper now lies in whether or not enough money can be generated by advertisements. The ability to pay for an advisor, editor, or administrator all must come from such an account.

Forensics: The Speech and Debate team (aka Forensics) is a co-curricular program offered to all undergraduate majors. In preparation for intercollegiate competitions, participating students learn critical thinking, writing and speaking skills. Team members travel to regional, state and national tournaments where they are given a forum to showcase their art, passions and ideas for civic engagement. The Team provides its students with academic enrichment, national networking opportunities and competitive victories.

- 11-15 students participate yearly
- **Key performance analysis:** During the past decade the team has earned more than 25 individual state championships, five team titles in the Ohio Forensic Association and five top-ten team placements at national tournaments.
- **Brief assessment:** the Speech and Debate/Forensics team is a nationally recognized competitive program that serves as an important recruitment tool for students wishing to compete while enrolled at the University. Students who participate are excellent students who graduate early or on time. While the program does require a budget for travel and a faculty member advisor, the program operates extremely tightly and with high fiscal responsibility. If finances allowed, the team could expand both in numbers of students and in additional competitions. However, the team already travels, competes and wins awards at some of the most prestigious competitions. The University of Akron has developed a reputation of excellence for this team and is well respected in the Forensics community.

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Resource allocation.



Personnel

The School of Communication does a great deal with very little. With 11 FT permanent faculty (down 6 from retirements and resignations this year), 2 visiting faculty, 2 administrative assistants, 2 technicians, and a host of part time faculty (FTE approx. 21), we meet both the academic and co-curricular needs of thousands of students. The School's two Administrative Assistants serve our students' academic needs by ensuring enrollment, advising, graduation, and other services are managed promptly. It is impossible to assess the number of students that our Admin Assistants deal with regularly. At one time the stations (radio/tv) had their own administrative assistant and the paper had a dedicated advisor, but today we have a more streamlined and stretched approach. While we could make excellent use of additional hands in these areas, we have faculty and staff that give dedicated effort to maintain coverage.

Of particular note is that 4/6ths of our Non-Tenure Track faculty get course releases in order to manage and produce these complicated media outlets. The WZIP General Manager teaches half time, and the remainder of his load goes to managing the station. The ZTV General Manager, *the Buchtelite* advisor, and the Speech and Debate team coach all teach with a ¼ release for this administration. ALL of the entities would benefit greatly from a more substantial release, but the School academics cannot bear the burden of any more. Alternatively, financial incentives would improve this situation as well, but we recognize the limitations being placed in this area.

The contract professionals on staff include a Broadcast Engineer, who is required for our FCC license. We also have an Electronic Technician who not only fills the engineering requirements for the television station but also serves as an in-house tech for all the School's computing and instructional technology. Together the contract professionals, administrative assistants, and the School Director form a team able to address multiple concerns that arise surrounding such a technologically complex program.

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School positions and key functions

Job Title	Key Functions	
School Director	<ul style="list-style-type: none"> • Course scheduling & staffing • Curriculum oversight for undergrad and graduate programs • Strategic planning • Program advocacy • Budget Administration for academic as well as for WZIP, ZTV, <i>The Buchtelite</i>, and Speech & Debate/Forensics. • Performance evaluation for contract professionals. • Load assignment • Merit recommendation • RTP oversight and recommendations • Hiring and search management • Travel fund administration • Alumni outreach • Program Marketing, website and digital signage oversight • Event planning • Chair faculty meetings, attend campus leadership meetings, and convene all committees. 	
Administrative Assistant (2) task distribution as listed.	<ul style="list-style-type: none"> • Budget monitoring & reconciliation/Deposits/Payables/Equipment Repairs/returns for School, WZIP, ZTV, <i>Buchtelite</i>, Women’s Studies, Forensics and Student clubs (PRSSA/Batemen, Lambda Pi) • Graduation Clearance/Course Subs/Curriculum • OBR State TAG filings • Mail • Keys/Building security requests • Marketing Materials/Social Media/Website • WZIP/ZTV/<i>Buchtelite</i>, FCC Compliance Reports/Logs/PSA’s, Enrollment, Recruitment & Training coordination, Form updates, Student Payroll forms • Assist Engineers with hardware inventory • Assist with Space and furniture distribution • Digital signage management • Purchasing • Station reception 	<ul style="list-style-type: none"> • Class Schedule- School of Communication & Women’s Studies • Scheduling – classroom, conference room, and director • PAFs, TAARs and other faculty load paperwork – SOC & Women’s Studies • Graduate School- forms and contracts • Book Orders-student copies for bookstore and desk copies for faculty • ListServ Maintenance and message distribution • Faculty Evaluations, Grade roster and syllabus management • Parking Pass Approvals • Purchasing • General reception • Internship & scholarship applications-collect and check student data for eligibility • HPM-Hiring process manager for full time and part time positions – SOC and Women’s Studies • Enrollment and course substitutions • Process Travel Authorization approvals • Compiles data requested by dean’s office • PFOC work orders
Contract Professionals (2)	<p>Broadcast Engineer</p> <ul style="list-style-type: none"> • Care and maintenance of the broadcast radio system including 15 pieces of crucial equipment, multiple radio studios, and 2 data networks. • FCC adherence to radio station laws • Maintenance and upkeep of offsite transmitter (Copley tower) • Collaboration with School of Com technician • Student mentoring for radio broadcasting 	<p>Electronic Technician</p> <ul style="list-style-type: none"> • Maintain and manage equipment for TV station • Set up and maintain PC, digital editing, and MAC labs • Maintain all classroom equipment, including projectors, computers, recording devices, etc. • Serves as faculty point of access for university IT. • Collaboration with School of Com Broadcast Engineer • Studio engineer for live broadcasts

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Financials with Key Takeaways

The School of Communication’s budget has nearly been cut in half since 2014, with \$53,520 allocated in 2014 and only \$28,000 for the coming FY 2019. In this time we have had interim leadership and fluctuation such that money was not being spent in a way that demonstrated a clear strategic long term vision. Now, with a permanent director in place, there is a clearer vision, but much less to work with to fund that vision. Despite the limited resources, FY 2018 year found a great deal of opportunity for investment into facilities and labs toward the school’s vision. Overall the School of Communication and internal sub-units have been practicing responsible spending that is aligned with allocated budgets.

Yearly budget and spending		School	ZTV operations	WZIP operations	Buchtelite operations	Forensics Team
2014	Original Budget	\$42,684.00	\$15,000.00	\$36,775.00	No general fund budget	\$30,000.00
	Amended Budget through year	\$53,520.36	\$15,000.00	\$38,395.43	\$47,071.25 revenue	\$32,145.42
	Spent	\$50,706.92	\$13,620.11	\$24,729.60	\$62,286.75 spent	\$26,195.82
2015	Original Budget	\$42,684.00	\$15,000.00	\$36,775.00	No general fund budget	\$30,000.00
	Amended Budget through year	\$37,130.29	\$16,656.16	\$43,557.97	\$35,828.32 revenue	\$40,873.34
	Spent	\$36,314.69	\$11,616.49	\$42,758.54	\$71,804.00 spent	\$38,809.00
2016	Original Budget	\$42,684.00	\$15,000.00	\$36,775.00	No general fund budget	\$30,000.00
	Amended Budget through year	\$48,363.50	\$15,355.18	\$37,616.46	\$14,251.94 revenue	\$37,252.85
	Spent	\$48,568.59	\$15,047.69	\$33,249.88	\$67,706.32 spent	\$39,353.34
2017	Original Budget	\$42,684.00	\$15,000.00	\$36,775.00	No general fund budget	\$30,000.00
	Amended Budget through year	\$43,193.50	\$15,386.57	\$36,556.50	\$7,219.09 revenue	\$30,000.00
	Spent	\$31,486.72	\$12,761.31	\$34,091.50	\$31,516.84 spent	\$29,996.16
2018	Original Budget	\$31,184.00	\$13,000.00	\$28,375.00	No general fund budget	\$27,000.00
	Amended Budget through year	\$30,844.00	\$13,453.95	\$28,908.89	\$11,228.87 revenue	\$27,000.00
	Spent	\$30,250.00	\$13,317.60	\$28,408.89	\$16,959.98 spent	\$26,894.84

Administrative Costs beyond operating budget

Position	Salary FY18	Total cost
Director	\$96,047.00	\$96,047.00
Administrative Assistants (2)	\$36,212.80	\$63,752.00
	\$27,539.20	
Broadcast Engineer	\$49,999.82	\$49,999.82
Electronic Technician	\$48,484.80	\$48,484.80

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In the academic side of the house, the biggest expense after salaries each year comes from funding faculty travel. Our faculty present and publish a great deal and have accepted minimal coverage for related travel. In the last 5 years, faculty have been allocated just \$800 per year for travel. Travel has also been needed for recruitment, especially at the Graduate level. Going forward, particularly with new tenure track line searches and hires, the increasingly reduced budget will be more and more problematic. To stay competitive with local and national trends, supporting faculty travel to conferences as essential as making sure they have the technological equipment they need.

The Buchtelite newspaper has always had some relationship to the School of Communication. Fluctuating permanency of the leadership has muddied those waters. The paper is now operating through the school, but fiscally the budget is 100% reliant on fundraising and ad revenue. The paper needs a dedicated advisor, through either a full or part time line. Right now a faculty member is taking course release to help out, but since we lost all of our journalism faculty it is not even in this faculty member's specialty. Historically speaking it is difficult to ascertain how much of the budget used to come from the general fund, but best I can tell now the spending (which has dropped exponentially) is only based on the funds generated from the paper. Without additional infusions, the potential lack of sustainability could mean a valuable outlet for free student speech may be at stake. The financials in the previous table shows the revenue/student services (9) account history for *the Buchtelite*, instead of the history for the general account budget, since the general account budget is not traceable and no current funding comes from this account.

At a time in history when freedom of the press is essential, it is concerning that the student run paper does not receive support to keep operating. The cost of printing and online operations is minor, but the cost for a faculty advisor/manager, a student editor, reporters, and administration is precluding the kind of success the paper could have.

Our student media operations must be augmented as large expenditures are consistent with external industry. Technology and equipment must be maintained and replaced. Some of this equipment far exceeds the annual budget for each area. As a result, the stations have all developed supplemental revenue streams, building on their strengths and ability to provide services to internal and external publics.

ZTV has a relatively new revenue account and is working to build relationships that permit a growth which is currently limited by their budget. Through partnerships with eSports, the Graduation Office, and Bliss Institute, television production services through ZTV has not only provided students with paid experiences for their skills but also has helped to fund the purchase of necessary equipment such as cameras, mobile production, editing bays, and storage servers. Efforts to continue to build these partnerships are ongoing.

WZIP takes its yearly budget and is able to bring in revenue far exceeding that cost. Underwriting (through online mentions, not on air spots) and gifts allows the station to accumulate money needed for the massive projects that occur irregularly. For example, this year the station undertook a station wide rewiring project (~\$8k), an upgrade to the interconnect between the radio and tv stations (~\$20k), and purchased a new transmitter (~\$10k). The next project for FY19 will be a necessary replacement of the antenna estimated to cost between \$55K and \$80K. This revenue account allows us to do these types of necessary updates and maintenance that keeps us self-sustaining and FCC compliant.

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The Speech and Debate team operates a fiscally conservative approach. Despite having to travel and stay at hotels to participate in most competitions, the team manages a tight operation to serve all students involved.

Equipment and technology.

- Classroom equipment – computers, projectors, smart boards, speech classes use video recording as well.
- Lab equipment – MAC lab for design (25 MAC desktops), PC lab for writing and data analysis (25 PCs plus 12 laptops), Digital Editing Lab (15 MAC desktops), and Social Media Learning Lab for analytics (ipad mobile devices and MAC laptops).
- WZIP equipment – There are 3 main studios and 2 smaller ancillary studios. A typical studio uses 3 computer systems, each for specific tasks; one would be for program audio generation, one for editing and recording broadcast elements or for recording phone calls before they may be aired (this is an FCC requirement when a program delay is not used), and one that handles the mixing console and audio stream that continues into the air stream. There are also a number of playback systems and ancillary processing equipment in each.

All studios send audio at one time or another that is collected at our “Interconnect room.” This is a small but critical room where the servers that play the music are located. The FCC mandated EAS (Emergency Alert System) and FEMA alert system is located here as well. This system is critical in that the US Government requires all audio to pass through and be controlled by this system. In addition there are many pieces of backup and monitoring equipment as well as a routing patch bay for controlling the flow of audio to its correct destination.

Our rooftop room houses the microwave transmitter that send our signal (along with a signal from the Radio Reading Service to the Blind) to the Copley tower for final processing and transmission by the main transmitter. Without this equipment we have no means of getting our audio from the studios to the transmitter.

The transmitter building and tower is located in Copley, with the tower being leased to us from Western Reserve Public Media (WNEO TV). Our transmitter and backup transmitter is there, along with critical processing equipment that prepares the audio signal to be transmitted. Our antenna system uses a unique 3 antenna design that increases our transmitter power by 60%. These antennas are 810 feet up a 1,000 foot tower.

- ZTV equipment – recording, editing, producing. Our live studio television station includes a Tricaster (for mixing and live production), multiple monitors, microphones, three studio cameras, lighting and monitoring devices. Our mobile studio includes a smaller refurbished Tricaster, mobile cameras and mics. We share our studio space with Fox 8 news.
- *Buchtelite* equipment – computers, copier
- Forensics equipment – office space only

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Space. The School of Communication holds most of KOLBE hall.

- The main floor houses the TV studio used both for ZTV and Fox 8 news satellite, plus a digital production lab, faculty/staff offices, equipment check out for students, and several student audio labs and classrooms.
- The first floor houses the graduate student suite, the main office for the school, a large and small conference room, faculty offices, student space and one classroom.
- The second floor has some general university classrooms, but also has School classrooms, Speech & Debate Team offices, *The Buchtelite*, MAC Lab and the PC Lab.
- The third floor houses WZIP's studio and ZTV/WZIP's editing and office space.

Future Plans

The School of Communication values the applied experiences our students need. Among those needs is placement for Media Studies students in the media industry, an industry that is rapidly changing. While the academic study of radio, television, news/journalism, and media effects are still segmented, there is also a convergence happening. We teach our students about the ways in which media and its content have converged. Content that once only appeared on TV or in the newspaper now must be created for dissemination across all platforms. Media consumption happens via multiple platforms, and the convergence impacts our understanding of media effects. Podcasting and satellite have become viable alternatives to traditional radio. Cord cutters have replaced traditional television with subscription services and internet video. Traditional print newspapers have been supplemented with internet news. These shifts in the industry have shifted our academic focus, and are also the impetus for shifts in our student media.

While we still must maintain separate entities for each student media operation, we also see great potential in converging some of the components. For example, since it is essential for a journalist to know how to write a story that can adapt to each medium, we will encourage (or require) *Buchtelite* writers to help generate content for airing on WZIP's or ZTV's news segments. Likewise, a WZIP student producer can find ways to translate their program to print or television. The goal will be for a higher degree of sharing content and improved student skills at multi-platform production.

Our studios are equipped for digital and analog recording. We can produce, edit, and distribute radio, television, podcasts, and a variety of other broadcast products. We are pursuing the cultivation of more on and off campus partnerships to fill campus needs for this type of production. Current partnerships have helped to build a revenue stream to support equipment purchases and maintenance, while simultaneously providing experiential learning for students and low cost options for departments and partners. Expansion might include renting out podcast studios or mobile television production teams.

The School of Communication is working to rebuild and remarket our curricular programs to focus on those areas that are growing, such as Social Media. We are eager to work with partners such as Sports Management and The College of Business to help such efforts grow into success.