RESOURCES, FACILITIES AND EQUIPMENT

HIGHLIGHTS

- The School is fortunate to have the prestigious Park Fellowships for its graduate program.

- The School is enriched by 16 endowed professorships, more than most school's at UNC-CH.

- The School's total endowment of more than $40 million provides outstanding support for its faculty and students.

- The School has a detailed annual budget for the allocation of its state and Foundation resources that is related to its long-range goals.

- While buffeted by the recent recession, the School has received excellent support from the university, including budget increases in the 2012-13 and 2013-14 academic years.

Above: Students gather for research and study in the School's Park Library, which offers resources, training and support for students, faculty and staff.

Introduction

The School is supported by more than $6 million in annual state funding (including funding allocated on the basis of enrollment) as well as fees and modest program-generated revenue. In addition, the School relies on gifts from individuals and organizations and annual distributions from its endowment funds, both restricted and unrestricted. The School also operates several successful revenue-generating programs, including a Visiting International Scholars program and an Executive Education program. Both of these programs charge fees to participants that generate unrestricted income for the School.

The majority of the private funds that support the School are held by its **School of Journalism and Mass Communication Foundation of North Carolina** (JOMC Foundation), which was founded back in 1949 by some far-thinking School supporters. As a supplement to state appropriations, these private funds add to the School's resources and strengthen teaching, research and public service. The market value of the funds held by the JOMC Foundation was $18.2 million as of July 31, 2014. In addition, the overall university endowment manages an additional $23.7 million as of July 31, 2014 (primarily endowed professorships) on behalf of the School. So the total Foundation endowment, as it is referred to, amounts to just less than $42 million. The payout from the Foundation is around $2 million a year, most of which is for restricted purposes such as scholarships and professorships. The School also receives about $500,000 a year in unrestricted Foundation income, through both endowment payouts and annual gifts.

The School is exceedingly fortunate to have so many endowed professorships. The School currently has 16 professorships:

- W. Horace Carter Professorship.
- Edgar Thomas Cato Distinguished Professorship.
- Richard Cole Eminent Professorship.
- Reese Felts Distinguished Professorship.
- Glaxo Wellcome Distinguished Professorship in Medical Journalism.
- Walter E. Hussman Sr. Distinguished Professorship in Business Journalism.
- John T. Kerr Distinguished Professorship.

- Knight Chair in Digital Advertising and Marketing.
- Knight Chair in Journalism and Digital Media Economics.
- Hugh Morton Distinguished Professorship.
- James Howard and Hallie McLean Parker Distinguished Professorship.
- Distinguished Professorship in Sports Communication.
- Walter Spearman Professorship.
- John H. Stembler Professorship.

- Julian W. Scheer Term Professorship.
- James H. Shumaker Term Professorship.

Every full professor in 2013 held such a named professorship.

After the global financial crisis in 2008, the School faced annual budget reductions stemming from declining state support and shortfalls from underperforming endowments. The state cuts culminated with a 2011-12 reduction of $468,000 to the recurring state budget. The School managed reductions by canceling some tenure-track searches, reducing its staff somewhat, eliminating some course sections taught by adjuncts and not replacing a few retired faculty members.

During the six years that followed the financial crisis, university faculty and staff members received only one pay increase from the state (1.2% in 2012-13) and were, in fact, furloughed for 10 hours (.5% salary reduction) in 2009-10.

Since the 2011-12 academic year, the Office of the Provost at UNC-CH has protected the School from further cuts to state funding and has provided some new funding to support adjunct instructors and technology upgrades. Additionally, the 2011 launch of the School's **online M.A. in Technology and Communication (MATC)** has brought in revenue to the School's budget. The provost's office committed almost $274,793 in recurring state funding to the School to cover the budgeted salary costs for the MATC program.

At the same time that state support decreased, the School benefitted from significant infusions of private support. In 2010-11, the School received the largest single gift ever by an individual to the School when the **estate gift**

of $4.1 million from UNC-CH alumnus Reese Felts was received. Felts had worked for more than 30 years as a radio and television broadcaster. He was an alumnus of the old Department of Radio, Television and Motion Pictures at UNC-CH, but he had been assiduously courted by our School. The gift had been secured in his will years before his death. The bequest launched Reese News Lab, an experimental media and research project where student journalists are encouraged to take risks and experiment. The gift also supports a distinguished professorship.

Other highlights of private gifts in the past five years include two estate gifts to establish professorships: the **Edgar Thomas Cato Distinguished Professorship** ($1 million) and the **John H. Stembler Professorship** ($2.9 million to date).

The School also has continued a long-standing partnership with the **John S. and James L. Knight Foundation**, which provided $250,000 in 2010 to convert an existing endowment into a second chaired professorship (UNC-CH is now only the second university in the country with two Knight Chairs). In 2011-12, before hiring a professor for the second Knight Chair, the Knight Foundation initiated a general expenditure evaluation of the 20-year-old original chair endowment. At the conclusion of that audit, the School agreed to add $300,000 to the endowment that supports the Knight Chair in Journalism and Media Economics (to be completed by June 2016). Since 2012, the Knight Foundation has continued its support for the School with more than $300,000 in additional support for projects and events.

The Park Fellowships

Since 1997, the largest single, ongoing supporter of the School has been the **Park Foundation** and now the **Triad Foundation**. This history is involved and deserves some explanation:

The Park Foundation is named for Roy H. Park Sr., the media mogul who was born in North Carolina and who died in 1993. Although he was a graduate of N. C. State University, he was active with our School on its boards and in other ways for years and was inducted into the N. C. Journalism Hall of Fame before his death. The School's Park Library is named for him.

Money to create the fellowship program in our School originally came from the Park Foundation, which split into two foundations in 2003: one still bearing the Park name and one named Triad. The split was over differences of opinion among family members. Today the head of the Triad Foundation is the son of the media mogul. Roy Park Jr. is a graduate of our School. His son, Trip Park, is also a School

alumnus and is quite active with our School.

When the Park Fellows program was established in 1997, it provided the most lucrative awards to mass communication graduate students in the country. Selection as a Park Fellow has come to denote a standard of excellence and to impart an expectation of leadership and achievement for the graduates of the program. Over the past 17 years, more than $30 million has been awarded from the Park Foundation, now the Triad Foundation. More than 325 students have completed their doctoral and master's degrees as Park Fellows.

In 2009, because of the global economic situation, the Triad Foundation approached the School about decreasing the amount of annual support it would provide from the more than $2 million annually to approximately $1.5 million per year. In order to manage the decrease with minimal effect on the fellowships, the Triad Foundation and the School agreed to deploy accumulated reserves from previous years of Triad Foundation funding, and the program budget was revised to meet the reduced funding level. This included elimination of a visiting professor program and holding only one Park Lecture each year instead of two. As of 2012-13, the Triad Foundation began to increase the funding to the School through grants to specific initiatives and programs, and in December 2013 the Triad Foundation renewed its commitment to the graduate program through 2017-18. That grant will total $4.5 million for three years.

1. Complete and attach here Table 11, "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.

Budget Item	2011-12	2012-13	2013-14	2014-15*
Administrative salaries	$1,434,011	$1,356,322	$1,420,120	$1,425,000
Teaching salaries (full time)	$4,157,607	$4,552,394	$4,378,976	$4,400,000
Teaching salaries (part time/adjunct)	$464,868	$452,244	$519,804	$520,000
Teaching assistants	$219,196	$127,282	$56,332	$60,000
Clerical salaries	$529,325	$405,948	$708,969	$710,000
Equipment	$129,234	$83,409	$205,517	$209,627
Equipment maintenance	$11,233	$11,607	$11,999	$12,239
Supplies	$24,574	$22,717	$34,420	$35,108
Library resources	$35,656	$36,653	$28,591	$36,353
Databases, online info. services	$13,872	$18,742	$16,797	$19,486
Travel	$201,782	$228,433	$197,963	$201,922
Research	$140,714	$140,439	$158,000	$161,160
Total	**$7,362,071**	**$7,436,189**	**$7,737,488**	**$7,790,896**

Please note: The Triad Foundation contributes approximately $1.5 million annually in student aid that is not reported here.

* 2014-15 includes a 2% increase for nonpersonnel expenditures except "Library resources" and "Databases, online information services." Increases in these budget items came from the Park Fellowship budget.

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 School follows a year-round budget process that includes senior staff and faculty members in an ongoing review of spending and resource reallocation, as necessary. The key faculty members who participate in this process are the senior associate deans for graduate and undergraduate studies. The budget is also discussed with the dean's senior leadership team – which includes three additional faculty members and five staff members – and is shared at a faculty meeting each year.

Currently, the budget process is initiated in the spring by the dean and begins with a review of the balances in nonstate accounts (e.g., annual gifts and money brought in by executive education and international programs) in conjunction with a review of the projected distributions from the restricted and unrestricted Foundation endowments for the coming year. The dean, the three senior associate deans and the associate dean for business and finance develop the School's budget of approximately $500,000 for unrestricted funds. This unrestricted funds budget is presented to the JOMC Foundation Board for approval in April. The dean holds a series of meetings with the finance staff and the faculty and staff members who manage program budgets. The budget requests that they prepare are discussed with the dean and then integrated into the broader School budget. The budget is presented at one of the first faculty meetings in the fall.

The School also participates in an annual, campus-wide budget process relative to state funds that is initiated by the provost. Typically, in late spring the School is asked to plan for increases or reductions in state allocations. The dean and senior staff members prepare a document to describe the likely impact at prescribed levels of funding cuts as well as to highlight priorities for new resources. The final allocation is often communicated in the late summer. The timing depends on when the legislature passes the state budget. The overall UNC System and campuses make subsequent determinations about internal allocations. Almost all of the School's state funding is dedicated to staff and faculty salaries, so decreases to the allocation of state funding that have come after the start of a fiscal year have been managed through lapsed salaries from vacant positions in that year or by using private funding from the Foundation when necessary.

The School has experienced significant turnover in financial leadership since the last site visit. The School's associate dean for business and finance resigned at the end of 2012 to take a new job in human resources in another school on the campus. A new associate dean for business and finance joined the School in June 2013 but resigned eight months later to return to a central accounting role at UNC-CH. A new associate dean joined the School in July 2014 and is bringing renewed attention and oversight to the School's finance and human resources operation.

UNC-CH implemented a PeopleSoft-based integrated management system, called ConnectCarolina, that increases the efficiency and effectiveness of business processes related to student services, human resources, payroll and finance. The finance section of the implementation went live on Oct. 1, 2014. The School's business and finance staff worked diligently to ensure minimal disruptions to School operations during the transition.

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

The dean is hands-on throughout the budget process and ensures that resource allocation is aligned to the long-range, strategic goals of the School. The university and School have faced declining funding from the state over the past five years, precipitated by the national economic collapse of 2008. This necessitated a renewed focus on austere operations, combined with attention to careful budgeting and reliance on private fundraising to meet some operational needs. Priority has been placed on aspects of the operation that support its curriculum and the research, creative and professional activities of the faculty. This has included offering enough sections of courses to meet student demand and maintaining a modest level of support for faculty travel and research.

Examples include:

- **Designating money from the School's unrestricted Foundation funds for use by the senior associate deans for undergraduate and graduate studies.** The senior associate deans work with faculty members to allocate these resources as needed for class projects, seed grants, an annual research colloquium, lab equipment, student competitions and other pressing needs as they arise.

- **Identifying funds for technology maintenance and upgrades.** The School's director of information

technology works closely with the dean and senior administrators to ensure that labs, classrooms and studios have the most up-to-date software and equipment possible. The dean has made funding these areas a priority in recent years, resulting in state-of-the-art resources for students and faculty members.

- **Upgrading the Park Library infrastructure.** The Park Library is a beautiful space, but its furniture had become a bit dated. The dean provided funding in spring 2014 to replace 70 chairs and several cracked glass table tops, creating a more comfortable and inviting environment for research and study.

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

The university supports the School and treats it fairly in terms of the distribution of resources. Along with units throughout UNC-CH, the School experienced reductions in its state funding as a result of the national recession. The worst cuts came in 2011-12, when the School's recurring allocation was reduced by $468,000. But through the campus-wide budget process, the School has been largely protected from the most severe state budget cuts. In the past two fiscal years, the provost's office has provided the School with supplemental funding for adjunct instructors to increase course offerings and added support for new faculty positions. In 2013-14, the School was absolved of prior-year deficits due to overspending of state funds. The university has also supported the technology needs of the School, including technology upgrades for classrooms and labs in 2013-14. Additionally, the university has agreed to buffer the School from a significant decrease in revenue due to a new method of calculating the university's education-and-technology fee. This change would have reduced the annual allocation to the School to one-third of the previous level: down to $124,162 from $371,898. But the university will provide the School with a supplement to maintain the full amount for 2014-16. And in 2013-14, the provost's office facilitated matching funds for the Cato Professorship, which had been in a long queue waiting for matching state money. The match was an indication of the status of the School on the campus.

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

Tuition and Fees for 2013-14

	In-state	Out-of state
Undergraduate full-time (12+ credit hours)	$4,170.02/ semester	$15,061.02/ semester
Graduate (residential M.A. and Ph.D.) full-time (9+ credit hours)	$6,415.53/ semester	$14,441.53/ semester
MATC (online M.A.)	$560.94/ credit hour	$1,346.95/ credit hour
Certificate in Technology and Communication (online, 3-course graduate certificate)	$560.94/ credit hour	$1,346.95/ credit hour

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

The School raises private funds from individuals (alumni, parents, friends), corporations and corporate foundations, family foundations and private foundations.

Priority is placed on:

- Endowment gifts and expendable gifts for the priorities of the School.
- Endowment gifts and expendable gifts without designation by the donor to allow the dean to respond to important opportunities and challenges.
- Endowment gifts for distinguished professorships.
- Endowment gifts for scholarships and awards.

Annual Private Fundraising Revenue

For years, the School has tracked cash received. The relevant numbers for cash over the last five years are below.

Annual cash revenue totals, 2009-10 through 2013-14.

Fiscal Year	Total
2010	$7,978.359*
2011	$2,958,850
2012	$3,125,124
2013	$3,839,320
2014	$2,766,272

* In 2009-10, the School received the largest single gift ever by an individual to the School: an estate gift of $4.1 million from UNC-CH alumnus Reese Felts. This is discussed in the introduction of this Standard.

In the past year, 847 School alumni gave to the School, and as of July 1, 2014, there were 11,614 total living School alumni. So 7.3 percent of total living alumni gave to the School. The dean would like to raise that to more than 10 percent.

Multiyear Comprehensive Campaign Fundraising

The university expects to be in the quiet phase of a comprehensive campaign by spring 2015 that will have a goal of more than $3 billion. The School's goal is $50 million over eight years. The School raised $45 million against a $30 million goal in the "Carolina First" campaign in 1999-2007, so the hope is that the $50 million goal will be exceeded as well.

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

The School is housed in Carroll Hall, located at the heart of Carolina's historic campus on Polk Place, one of the two main campus quadrangles. Carroll Hall

is close to South Building, home of the university's main administrative offices, and to the major academic libraries. The School moved into Carroll in 1999, following a $12 million renovation. Formerly home to the UNC-CH Kenan-Flagler Business School, Carroll Hall was completed in 1953 and named after Dudley Dewitt Carroll, founder of the School of Commerce. An addition to the building was completed in 1972.

Carroll Hall now boasts nine teaching laboratories, seven traditional classrooms, three student computer labs, two large special-event spaces, the wonderful Park Library and a 425-seat auditorium that is mostly used by the greater university. The School does not house the student newspaper, "The Daily Tar Heel." That independent publication maintains separate facilities off-campus.

The creation of collaborative spaces throughout the building has been a priority in the School in order to better reflect the assignments in the courses and the changing needs of students. In 2013, the School installed additional wireless access points to cover nearly all 56,000 square feet of the building, upgraded all of its network switches to gigabit speed and installed laptop stations throughout to foster a mobile and collaborative environment for student project work. The School also upgraded to digital signage in each of the lobby areas in 2013 so students may stay apprised of local calendar events and national and international breaking news.

Over the past couple of years, gathering areas have been created on each of the four floors in the building. The Thomas E. Boney Sr. Student Lounge is a popular undergraduate gathering spot on the first floor. It has several couches, circular padded pedestals, laptop worktables and a flat-screen television. On the third floor, the Gannett Foundation Graduate Resource Center and Lounge (Carroll 332) has a refrigerator, microwave, a wall-mounted flat-panel television, lockers, couches, tables and chairs and is a popular place for graduate students to gather.

Classrooms and Instructional Space

The School's instructional spaces include computer laboratories, traditional classrooms and less traditional rooms that facilitate collaboration. Most of these rooms are used by courses in all areas of the curriculum, although some have specialized purposes, as noted below.

- The Reese News Lab (Carroll 11) has 17 iMac workstations, three Macintosh Pro video editing stations, four Mac mini-presentation devices in addition to mini-studio, a collaborative meeting area, multiple large-screen displays, a networked printer and seven Apple Thunderbolt displays that serve as docking stations for personal laptops. The News Lab serves as a classroom during the day and is available to Reese staff members at all times.

- The Gannett Foundation Multipurpose Lecture Room (Carroll 33) holds 96 seats in an auditorium configuration and has the School's standard multimedia presentation tools: a high-definition projector with laptop connections, DVD player and document camera.

- The McClatchy Newspapers Center for Newspaper Reporting (Carroll 141) and The Charlotte Observer News-Editorial Classroom (Carroll 142) are the School's PC-based teaching labs. Each room has 22 student seats, a networked printer, a PC instructor station, a high-definition projector with laptop connections and a document camera.

- The Hussman Foundation Classroom (Carroll 143) has 56 seats in a U-shaped tiered arrangement. The room has a Mac instructor station with high-definition projector, DVD player, surround-sound speakers and a document camera.

- Carroll 144 and 145, in addition to Carroll 67, described in more detail below, are available for individual student coursework and group work. The rooms are accessible via card swipe or door code, and together they offer 23 Apple 27" iMac workstations and four Mac Pro video editing stations. Carroll 145 has a professional recording station with soundboard. Four computer stations are dedicated to editing for the "Carolina Connection" radio program, and a phone interview system is available. The program is recorded with Marantz PMD 610 audio recorders at an offsite facility (WCHL, a local radio station.)

- The James F. Hurley Seminar Room (Carroll 253) seats 18 and has a Mac mini instructor station attached to dual flat-panel displays.

- The Charles Kuralt Learning Center (Carroll 281) seats eight around a conference table amid a showplace of books and furnishings from Kuralt's penthouse office in New York City. Kuralt was an alumnus of the university, a former editor of "The Daily Tar Heel" student newspaper and a member of the Board of Visitors. He is buried in the Old Chapel Hill Cemetery on the campus. His wife donated his office after his death in 1997. The room is used for small classes, dissertation defenses and meetings.

- The John Mendenhall Gibson Conference Facility (Carroll 283) holds 32 seats around six conference tables. It has a Mac mini instructor station, high-definition projector, DVD player and document camera.

- The Roy H. Park Reporting Laboratory (Carroll 338) seats 10 around a conference table. It has a flat-panel display driven by a Mac mini instructor station, and one of the building's few remaining traditional chalkboards.

- The classroom in Carroll 340A was created in 2008 when the Research Center was split into two rooms in order to keep up with demand for course enrollment. Carroll 340A seats 15 students in flexible configurations and has dual flat-panel displays driven by a Mac mini instructor station.

Three laboratory-classrooms on the ground floor are used primarily for courses in visual communication, although they are open to all students. A fourth room is a computer lab that is available to students 24-7 via card swipe access. Each of these rooms is outfitted with robust equipment to meet the intensive processing and storage needs of graphics and video manipulation.

- The Knight Learning Center (Carroll 58) is used for teaching copy editing, graphics and production on 18 Apple 27" iMac workstations and an instructor station. The room has a high-definition projector, surround-sound speakers, a document camera and a networked printer.

- The Graphics Lab (Carroll 59) is used primarily for teaching graphic-design courses on 21 Apple 27" iMac workstations and an instructor station. The room has a high-definition projector, surround-sound speakers, a high-quality image scanner, a document camera and networked printer.

- The Digital Darkroom (Carroll 60) is used for courses in photojournalism and multimedia design on 21 Apple 27" iMac workstations and an instructor station. The room has a high-definition projector, surround-sound speakers, a document camera and a networked printer.

- The Freedom Communications Inc. Multimedia Laboratory (Carroll 67) is a production lab for student work (it is not used for teaching) and is available via card swipe access to all School students. The room has 16 Apple 24" iMac workstations, a high-quality image scanner and a wide-format color printer used for graduate student research posters.

The School maintains high-definition broadcast facilities and equipment for teaching and student-run broadcasts, as well as a university studio that is the only live-broadcast location on the campus. Students gain hands-on experience with the software and hardware they will encounter in professional settings. Upgrading the School's teaching and field equipment to high-definition was completed in 2009-10 with a gift from Capitol Broadcasting Co. (CBC). CBC, which developed the nation's first HDTV station, WRAL-HD, in 1996, also provided engineering expertise and support during the School's transition to the new technology.

- The Greene-Waters High Definition News Center (Carroll 132) doubles as a lecture space for our broadcast courses as well as a control center for our student television broadcasts. The room has 18 Apple 21" iMac workstations, a Mac mini instructor station, high definition projector, DVD player, document camera and networked printer.

- The James F. Goodmon Electronic Communication Studio and Newsroom (Carroll 135) serves as the School's primary teaching studio, home to the School's long-running, bi-weekly "Carolina Week" and "Sports Xtra" broadcasts. Both newscasts are entirely student-produced, broadcast live and now streamed in full HD. Students are trained to work with software such as the Essential News Production System and Harris Inscriber, and with hardware such as the Broadcast Pix Slate 5000 switcher, BitCentral's Precis play-to-air video server and Sony PMW-EX3 studio cameras. Newer 4G LTE cellular transmission speeds allowed the School to purchase a LiveU broadcast-streaming kit in 2013 to enable student reporters to appear live on location for sporting events and breaking news. A soundproof recording booth allows students to record using a professional mixing board and an iMac as a capturing device. Other university departments periodically make use of the studio, allowing School students the opportunity to work on a variety of additional broadcasts and recordings throughout the year.

- A secondary high-definition broadcast studio occupies rooms 343 and 344. The studio is outfitted with two Sony XDCams with remote-control units (CCU) and a Sony EVI-HD1 robotic PTZ camera, driven by an Anycast video switcher. The studio is outfitted with an LTN link allowing Live HD broadcasts over IP, a technology quickly replacing traditional satellite uplinks. Thanks to the School's early adoption, major news broadcasters such as CBS, CNN, Fox, and NBC look to us for high-quality sources of information on a quick turn-around. Our "Carolina Week" and "Sports Xtra" student broadcasts use the studio for in-house interviews, but it is available to the greater university and is the only live broadcast location on the campus. When the chancellor records a conversation with a political figure, or when a UNC-CH scientist is interviewed by major news broadcasters, they are broadcasting from the School.

Two rooms on the ground floor and a second-floor computer lab are specifically designed for advertising and

public relations students and courses. The hall that adjoins these two rooms has comfortable seating to allow additional space for meeting and collaboration.

- The Advertising and Public Relations Innovation Lab (Carroll 21) is a collaborative teaching space that has conference tables, group seating, transparent whiteboard-like erasable walls and an adjustable flat-screen display that can accommodate nearly any presentation device.

- Heelprint Communications is a student-run creative agency housed in Carroll 19. It is conveniently situated between Reese News Lab and the Advertising and Public Relations Innovation Lab. The agency space is equipped with three iMac workstations, a Hewlett Packard multi-function printer-scanner-copier, a canon color printer, and dedicated phone line.

- The computer lab adjacent to the Park Library (Carroll 268) has 18 Apple 27" iMac computers, a Mac mini instructor station connected to four flat panel displays and a document camera. The room is open to all students and classes and is located outside of the visual communication area to make it more available to advertising and public relations students and courses.

Library and Research Facilities

The School is fortunate to be home to the Park Library and to have additional dedicated facilities for research. The research facilities are available to all School students and faculty members but are a particular asset to graduate students and faculty scholars.

The **Park Library** offers specialized resources and assistance to faculty members, students and scholars in the School. It is a favorite place among students to study on the campus. The 5,000-square-foot facility is a tremendous asset and showplace, centrally located on the second floor in Carroll Hall. The library has a full-time director and a collection of more than 10,000 books, in addition to newspapers and serials, current or historic, and in print, online or multimedia formats. The facility also offers complete access to all materials in the broader UNC-CH library system. In July 2013, the university library had more than seven million volumes in its print and online collection, as well as 113,000 unique serial titles in print or online. The Park Library also subscribes to magazines, scholarly journals, trade publications, and newspapers of particular interest to School faculty and staff members.

The Park Library supports the curriculum of the School by acquiring items to support journalism, advertising,

public relations and related disciplines; and by teaching and working with students and faculty members in the School and in the broader university. The library has been led by director Stephanie Willen Brown since June 2009. Previously, the library also had a library assistant, but the position is currently vacant due to budget constraints. Graduate students of the School and the UNC-CH School of Information and Library Science are employed in the Park Library in different capacities, and several undergraduate students are hired through the university's work study program each year. The Park Library is currently open 46 hours per week, Monday through Friday.

The Park Library's large reading room features 11 public Macintosh computers, a reference-circulation desk, closed stacks, high-quality image scanner, high-speed photocopier and a Carolina Computing Initiative (CCI) printer that may be used by any UNC-CH student. There are six study tables and two long window tables, along with 70 chairs. The Bloomberg terminal was a gift to the School that enables students to access the Bloomberg Professional service for real-time financial market data. The library also has iPads, Flip cameras, USB drives, wireless presenter-laser pointers, and other tools available for checkout by all students and faculty and staff members.

In 2013-14, an average of 643 people visited the Park Library each week, or an average of 128 people per day. Many patrons came in briefly to pick up a book or ask a question, while many more came in to study for periods of time. During 2013-14, library staff members answered almost 1,500 reference, technical and other questions (in person, via Twitter, and via synchronous chat). There were 32,688 visits to the library website ("pageviews") in 2011; in 2014, this number increased to 64,603, a jump of 97 percent. Of 2014 website visits, 35 percent were to the new course and subject guides facilitated by the UNC-CH Library system software called LibGuides.

The **Research Center** (Carroll 340) seats 15 around a conference table and has a high-definition projector, Mac mini instructor station, laptop connections, document camera, and a traditional combination TV-VCR.

The **Media Effects Laboratory** (Carroll 339) is used for special media-research projects, and offers four PC-based subject stations viewable by a fifth administrative station through a one-way mirror. In summer 2014, the School moved the laboratory to the ground floor (Carroll 041). The new facility offers more integrated space, including rooms for interviews, focus groups and for individual computer and eye-tracking experiments.

The School's large meeting spaces are the Freedom

Forum Conference Center on the third floor and the N.C. Halls of Fame and Scholarship Room on the first floor. Both have been updated since the last site visit with an emphasis on versatility for the many internal and external events and meetings that take place there. The main auditorium on the first floor is the largest room in Carroll Hall, but it is scheduled by the university and is heavily used for non-School classes.

The **Freedom Forum Conference Center** (Carroll 305) is used for some undergraduate and graduate classes and for executive education programs, faculty meetings, receptions and other events. The room was renovated in 2013 with a gift from the Triad Foundation and is often used by the Office of the Chancellor for university-level meetings. The room can be reconfigured in several ways to seat up to 60 at tables or 100 with only chairs. It has six high-definition flat-panel displays, the largest measuring 90" diagonally, a Mac mini instructor station, DVD player and document camera, and live-streaming capabilities. It also has a full kitchen.

The **N.C. Halls of Fame and Scholarship Room** (Carroll 128) doubles as both a seminar room with high-definition projection hookups and a reception space with a full kitchen. The room was renovated in 2010 and has two large touchscreens that display the photos and biographies of the N. C. Journalism, Advertising and Public Relations Halls of Fame honorees.

The **auditorium** (Carroll 111) has 425 seats and is one of the largest classrooms on the campus. It is used extensively by the university's General College. Our School uses it for guest speakers and special events. The university maintains the room's equipment with offerings similar to the School's: a Windows-based instructor station, A-V connections for laptops, a DVD player, a document camera and wireless microphones.

Equipment

School equipment is the best professional quality that the budget allows. Overall, the School maintains 330 Macintosh computers, 100 Windows-based machines and 35 Linux and Windows servers to support its teaching and research missions. The equipment in the computer labs is cutting-edge, primarily high-end iMacs that were new in 2014. All student, faculty and staff desktops and laptops run the latest operating system of their make and offer Microsoft Office, the Adobe Creative Suite, SPSS and open source web and multimedia programs. The School's 48-terabyte NetApp filer serves as the storage foundation for all student, faculty and staff digital output.

A six-person staff of three information technologists, two broadcast engineers and an equipment room manager provide assistance with software and technology to students and faculty and staff members. David Alexander is the director of School information technology and services.

The School maintains easy-to-use and flexible yet standardized equipment for instructors, offering a Macintosh or PC instructor station, an A-V connection for laptops or tablets, and a DVD player in each room. Most classrooms also have an Elmo document camera, and the Macintosh-based instructor stations allow instructors to wirelessly project their iPad or iPhone screen through the instructor station for demonstrations. Instructors may also use Insight teaching software to control student screens, project any given student screen, or monitor all student screens during examinations.

Wireless Networking, Printers and Multimedia Electronics

Nearly all of Carroll Hall is covered by the School's 34 wireless access points, which center around the classrooms and common areas. Students who require higher throughput than standard wireless protocols allow are welcome to plug their laptops into any of the School's available gigabit data ports.

Classrooms and common areas are served by approximately 30 networked black-and-white printers; five of the faculty-staff office clusters are each outfitted with a Hewlett Packard enterprise multi-function printer-scanner-copier. The School has two high-quality, high-speed Xerox WorkCentre 7855 document stations that also function as networked printers for faculty and staff members.

The School's Multimedia Equipment Room has more than 100 Sony and Canon digital and high-definition video cameras, voice recorders, tripods, Sennheiser microphones, Apple and Lenovo laptops, and other electronics available to students, faculty and staff for coursework and group projects.

Servers

The School's Information Technology office maintains 35 Linux- and Windows-based servers to support the School's digital initiatives, most of them virtualized across three VMware ESXi hosts with large-scale data storage on the School's 48-terabyte NetApp storage. Most of these servers power the School's panoply of news blogs, multimedia showcases, faculty projects and research. Nearly

all servers use the campus's Single Sign-On for student and faculty convenience.

As the social web continues to take precedence over traditional websites, the School's broadcast engineers assist students and faculty with suitable preparation of media for these sites, and IT provides software support to overcome any problems encountered.

Faculty, Staff and Graduate Student Offices and Computers

All full-time faculty members have private offices and are provided with the primary work equipment of their choosing, usually an Apple MacBook or Lenovo laptop, on a three-year life cycle. Many faculty members also have a 27" iMac on their desk, and the faculty members in need of intensive video editing and motion graphics capability received powerful new Mac Pros in summer 2014. Staff members generally receive 27" or 24" iMacs or a PC desktop as dictated by the nature of their work. Graduate students in the Ph.D. program are assigned shared offices that are outfitted with "trickle up" hand-me-downs – meaning that new equipment serves first in an instructional lab and is then repurposed for lighter service because it remains in high-quality condition and fully meets the needs of these users.

In summer 2014, some faculty and staff member offices were moved in order to create opportunities for closer faculty-member collaboration around areas of shared interest, to accommodate more graduate students and to move staff members who support the MATC program closer to the administrative office for the other residential graduate programs. Also, dedicated office space was created for adjunct instructors. The shared office provides a place to hold office hours and more effectively serve their students. Adjuncts also have access to the Kuralt Learning Center and the Advertising and Public Relations Innovation lab for student and small-group meetings.

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

The School is acutely aware of the rapid pace of technological change in the communication industries. The School seeks funding to fully implement recent curriculum changes, particularly in terms of offering all students a thorough grounding in storytelling for all platforms (print, video, audio and multimedia) and the opportunity to participate in immersive projects and courses. This includes

ongoing support for technology upgrades and, as described above, the School will have to overcome a projected decline in revenue generated by the student education-and-technology fee when a provost-funded supplement ends in June 2016.

Another important need is for new faculty positions to meet exploding student demand for multimedia and data-visualization skills, as well as for a shortage of faculty members in the public relations area, which has the highest enrollment of the School's specializations. The School also must address necessary upgrades to its space, including the need for more collaborative spaces for students and faculty and staff members, and for more flexible classroom space.

These are central aspects of the School's fundraising priorities for the upcoming university campaign. In particular, there is a wonderful opportunity for a donor to name the School with a substantial gift that would have a transformative impact on the School.