

Center for Student Media

Supporting & Empowering Student-Driven Expression,
Publishing, & Broadcasting



Program Questionnaire
FY 24-25

1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.

As we embark on the 2023-2024 academic year, the Center for Student Media (CSM) stands at the forefront of media education and practice, equipped to prepare our students for the ever-evolving world of media. Our mission remains steadfast: cultivating collaborative, innovative, and creative individuals who are both media-savvy and poised for leadership roles in the real-world media landscape.

To accomplish our mission, CSM continues to offer professional media advising and comprehensive training across multiple platforms. We provide students valuable opportunities to learn about and actively engage in media creation. The revenues generated from our endeavors play a vital role in sustaining these efforts.

At CSM, we have built a robust media production, distribution, audience measurement, and assessment framework. We proudly guide critical campus media outlets such as The Cougar, CoogTV, and Coog Radio. Additionally, we produce Transitions Magazine, which serves as a crucial resource for new UH students, and The Houstonian, a publication dedicated to graduating students. Our services extend to various campus departments and student organizations, ensuring a comprehensive media support system.

Reflecting on the past year, we are thrilled to report steady revenue growth. Our fourth year of collaboration with MediaMate, a reputable college media firm, has played a pivotal role in this success. MediaMate manages all advertising and marketing efforts on behalf of CSM, allowing us to establish a Marketing internship program. This initiative is open to all students, offering hands-on experience in the dynamic world of media marketing and advertising, complete with course credit opportunities. In the past year, three cohorts of interns completed their internships, providing nine students with invaluable experience in marketing and sales.

CSM's unwavering commitment to enhancing the student experience is evident in our initiatives. To involve graduate students, we offer a graduate assistantship program focused on improving Cooglife Magazine and other CSM publications, including Houstonian and Transitions Magazine. As we continue to expand, through funding from SFAC, we established an additional graduate assistant opportunity to assist with the growing demand for our Media Services.

Moreover, our dedicated student operations and distribution team is crucial in delivering media publications to racks, maintaining pick-up rate data, and managing advertising poster racks. These experiences are accessible through college work-study programs, ensuring our students are well-prepared to navigate the evolving media landscape.

Our dedication to professional ethics and best practices is at the core of CSM's mission. We support and empower student-driven expression, publishing, and broadcasting. The management of revenue-generating activities, student organization advising, publication delivery, and the facilitation of university workflows are just ways we support our students. Empowerment is achieved through comprehensive education and training in journalism, media production, advertising sales, marketing, and leadership skills. Our programs, including Media Camp, Internships, workshops, and on-going critique and feedback sessions, are designed to nurture the talents and potential of our students.

As we move forward into the 2024-2025 academic year, CSM remains dedicated to the growth and success of our students. We are acutely aware of the ever-evolving media landscape. We are committed to staying at the forefront of these changes while fulfilling our mission of empowering students in the media field. Together, we will continue to shape the future of media professionals.

- Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

Totals:

Full-Time Staff = 4

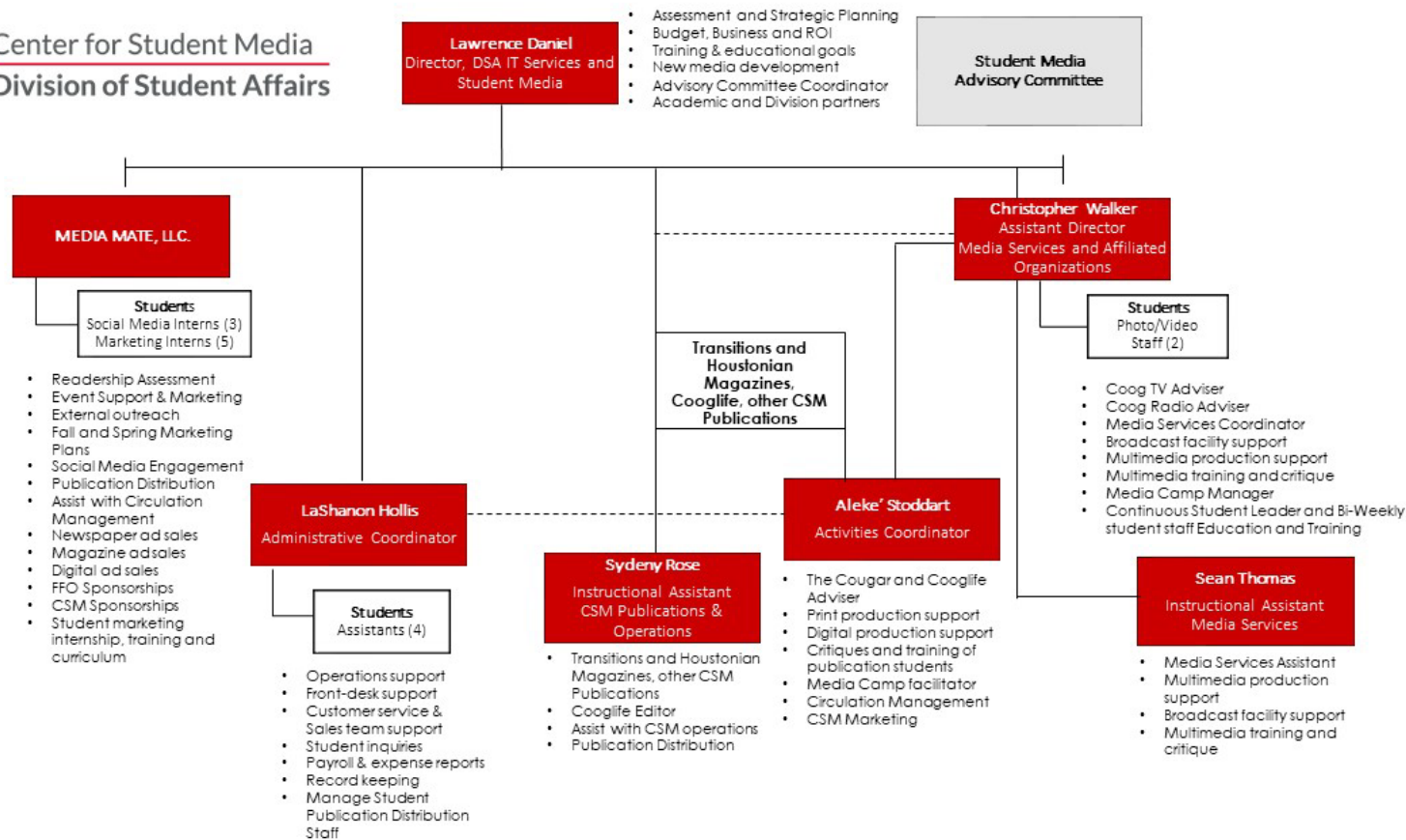
Instructional Assistants = 2

Student Employees = 4

MediaMate Interns = 8



**Center for Student Media
Division of Student Affairs**



3. If your unit falls under the Division of Student Affairs, list your unit's strategic initiatives and action steps identified for the 2022 – 2023 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they can relate (links below). If your unit does not fall under the division of student affairs, explain, in detail, the strategic plan your unit operated under. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changes during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

DSA: uh.edu/dsa/about/strategic-planning/2019-2023/

UH Goals: uh.edu/about/mission

Revenue

Strategic Initiative: Increase total generated revenues by 5% through increased local sales outreach, retention, and media services expansion. (SS1 & P1) (UH2)

- **Action Step:** Leverage Coogliflife to attract and retain local and campus advertising, reaching \$100,000 in total revenue by close of FY 23.
 - **Complete:** Coogliflife closed FY23 at \$127,432.00 in revenue, including ads and magazine launch participation by local businesses and campus departments.
- **Action Step:** Increase media services revenues by 10% by expanding awareness of service offerings to campus departments and businesses.
 - **Complete:** Media Services revenues did not increase this past year but remained steady. Overall revenues were down 5% from FY 22.

CSM Branded Student Experience

Strategic Initiative: Implement consistent opportunities that brand and enhance the student media experience. (SS1) (UH2)

- **Action Step:** Create an assessment tool to measure the quality of the current student experience and identify areas of improvement at the Center for Student Media.
 - **Complete:** The assessment was completed early fall 2022. The assessment results established a need to upgrade our current space to be more welcoming to the average student, inviting them to interact with current student media leaders. Additionally, it created a functional space for our student organizations to host their general meetings in the center instead of a meeting room outside the center.
- **Action Step:** Analyze the Center for Student Media's current revenue and operation budgets to identify programming and student development support gaps.
 - **Complete:** Support gaps were identified as the marketing of opportunities to get involved in the center and more information about access to campus resources. CSM hosted Media Camp highlighting access to campus resources and university policies that impact our center and media. Additionally, the gaps identified included office accessibility, which was addressed by adding automatic door buttons for students with disabilities.
- **Action Step:** Increase marketing and awareness of current Center for Student Media student involvement opportunities.
 - **On-going:** With no base budget to fund marketing endeavors, CSM will continue to request funding to assist with marketing of events and opportunities to be involved with the center.

Student Success

Strategic Initiative: Support student engagement through learning, engagement, and discovery in student media. (SS1,2 & P1) (UH2)

- **Action Step:** Continue developing training and education workshops for all student media organizations and staff members around cross-platform experiential training.
 - **On-going:** Training for DJs, showrunners, photographers, writers, and Media camp were offered throughout the year.

- **Action Step:** Support students with their growth and development in submitting nominations for Awards of Excellence within the professional student media environment.
 - **On-going:** each year, we have submitted the work of our students to Associated Collegiate Press (ACP) and College Media Association (CMA) for Pinnacle Award considerations. The goal moving forward will be to ensure that all student media organizations are represented each year.

4. Please list your 2024-2025 strategic initiatives and action steps in priority order and if operating under the DSA, cite the specific Division of Student Affairs Values and University of Houston Strategies Goals to which they relate. If your unit does not operate under the DSA, reference the strategic plan your unit operates under. Larger units may wish to group responses by subprograms. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

Strategic Initiative: Student Success

Description: Increase the overall GPA of CSM student leaders and staff each year while remaining above the University average.

Action Steps:

1. Continue developing training and education workshops for all student media organizations and staff members around cross-platform experiential training.
2. Expand co-curricular relationship with the Valenti School of Communication.

KPI: Achieve a year-over-year increase in the overall GPA of CSM student leaders and student staff, consistently maintaining a GPA above the University average.

Strategic Initiative: Media Services

Description: Increase media services revenues by 5% over the last fiscal year by expanding awareness of service offerings to campus departments and businesses.

Action Steps:

1. Expand staff to include current communication and digital media undergraduate and graduate students.
2. Review current offerings for new additions or possible increases where needed.
3. Review current equipment for possible replacement or upgrades where needed.

KPI: Achieve a 5% annual increase in media services revenues over the last fiscal year by expanding awareness of service offerings to campus departments and businesses.

Strategic Initiative: Transition and Training

Description: In conjunction with the Cougar, Coog Radio, and CoogTV Executive leadership, develop onboarding training that includes incoming and outgoing board members for each student organization.

Action Steps:

1. Create a day of transition that includes a half-day retreat and officially signifies changing the guard between the incoming and outgoing student organizations and executive leadership.
2. Review organization transition documentation created by each organization for possible suggested additions.
3. Establish exit interviews with outgoing executive leaders.

KPI: Implement a comprehensive onboarding and role transition process that ensures smooth leadership transitions and continuity for student organizations.

KPI Conclusion Statement: These Key Performance Indicators (KPIs) were established to guide and measure our progress in achieving our strategic initiatives in Student Success, Media Services, and Transition and Training. The KPIs provide clear targets and objectives to ensure we are on the right path to meet our organizational goals.

- The KPIs for Student Success focus on elevating the academic achievements of CSM student leaders and staff while consistently surpassing the University's average GPA.
- In Media Services, our KPI is designed to promote growth by increasing revenue by 5% year-over-year through better marketing and optimizing our offerings.
- The KPIs for Transition and Training emphasize the importance of a seamless transition process for student organizations, ensuring effective handovers of leadership and operations.

As we work towards these KPIs, we regularly assess our progress and make any necessary adjustments to stay aligned with our strategic objectives. These KPIs are integral for measuring our success in achieving these strategic initiatives and fostering continuous improvement within our organization.

5. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exists, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting this data. If your unit holds events, please provide revenue sources breakdown of each revenue stream including but not limited to the number of:

Assessment – serves as the basis for many departmental decisions and new initiatives.

- **Media Camp Pre-Camp Survey**
 - CSM hosts three Media Camps each year to connect the student experience to current media trends, leadership, and professional development training. This pre-assessment suggests topics related to current trends in media, diversity, and student development. The data was analyzed to construct the curriculum for upcoming media camps.
 - **Results**
 - The students suggested topics related to Social media, Media Ethics, Leadership, and professional development.
 - **Actions Taken**
 - Incorporate workshops on emerging social media platforms and trends: Media is constantly evolving, and new social media platforms and trends emerge frequently. Including workshops or sessions focusing on the latest platforms and trends can help students stay updated and adapt their skills accordingly.
 - Include sessions on media ethics and responsible journalism: Ethical considerations and responsible journalism practices are crucial in today's media landscape. Integrating sessions on media ethics, fact-checking, media literacy, and accountable content creation can help students develop a solid ethical foundation and promote responsible media practices.
 - Offer sessions on leadership and professional development: Besides media-related topics, consider including sessions on leadership skills and professional development. Issues such as effective communication, teamwork, project management, networking, and personal branding can equip students with essential skills for their future careers in the media industry.
- **Media Camp Post-Camp Survey**
 - This post-camp survey was used to evaluate how effective the media camp was in making students aware of their roles and expanding their knowledge of current trends in media and student leadership.
 - **Results**
 - 100% - Attendees felt the camp was highly influential in informing them of our roles and responsibilities in the media landscape.
 - 100% - Agreed that the sessions on Accessibility Resources and Inclusive Media approaches provided valuable insights into creating media content that is accessible to all.
 - 95% - Agreed that the discussions on Discrimination and Sexual Conduct reporting were essential in fostering a safe and respectful media environment. (5% responded had no opinion or were not present.)
 - 95% - The workshop on Unconscious Bias vs. Microaggressions in Media was eye-opening and encouraged us to challenge stereotypes and promote inclusivity. (5% responded that they had no opinion or were absent.)
 - **Actions**
 - Since attendees found the sessions on Accessibility Resources and Inclusive Media approaches particularly valuable, it would be beneficial to continue exploring related topics in greater depth. Consider incorporating additional discussions on accessibility in different media formats, such as audio descriptions for video content or closed captions for live broadcasts. Expand the range of inclusive media approaches by addressing representation, cultural sensitivity, and intersectionality within media content.
 - Organize follow-up training sessions and workshops to reinforce the knowledge gained during the camp. These sessions can delve deeper into specific aspects, such as practical strategies for incorporating accessibility features in media production or conducting effective reporting on discrimination and sexual conduct. Providing on-going opportunities for skill-building and discussion will help solidify the camp's impact and keep attendees engaged.
 - Invite guest speakers from diverse backgrounds and expertise to share their experiences and insights. These speakers can provide unique perspectives on current trends in media and

student leadership, further enriching attendees' understanding. Additionally, consider inviting individuals with lived experiences related to accessibility, discrimination, or unconscious bias to share their stories and create empathy among participants.

- Seek Feedback and Adapt: Continuously seek feedback from attendees to identify areas for improvement and adapt the camp accordingly. Actively listen to the needs and suggestions of participants to ensure the content remains relevant and engaging. This iterative approach will help refine the camp and ensure its continued effectiveness.
- **Inclusive Work/Learning Environment Assessment**
 - This assessment captured student leaders' and CSM staff's perceptions and feelings toward inclusion in the CSM organizations and office space. Ultimately, the data will impact how CSM conducts training and student hiring and promotes engagement in the center.
 - **Results**
 - Sustain a culture of inclusion: Foster a culture of inclusion by consistently promoting and reinforcing inclusive behaviors and practices. Recognize and celebrate successes and milestones in creating an inclusive environment. Encourage on-going engagement and participation from student leaders, CSM staff, and the broader community to ensure long-term commitment to inclusion.
 - Overall feedback was that the opportunity to share perceptions and feelings regarding inclusion in CSM organizations and office space was well received and will directly impact training, hiring, and engagement, demonstrating a commitment to continuous improvement and inclusivity.
 - **Actions**
 - Identify strengths and weaknesses: Identify the strengths and weaknesses of the existing practices and policies related to inclusion. Determine what works well and should be continued and areas needing improvement or enhancement.
 - Address gaps and challenges: Based on the assessment data, identify gaps or challenges in promoting inclusion within CSM organizations and office space. Develop strategies and initiatives to address these gaps and overcome challenges effectively.
 - Develop targeted training programs: Utilize the assessment findings to develop targeted training programs that promote inclusion. These training programs can educate student leaders and staff on diversity, equity, inclusion, cultural sensitivity, and unconscious bias. Ensure that the training programs are interactive engaging, and provide practical tools and strategies for fostering an inclusive environment.
 - Foster open communication: Create channels and platforms for open communication between student leaders, CSM staff, and the broader community. Encourage dialogue, feedback, and suggestions related to inclusion in CSM organizations and office space. This can be achieved through regular meetings, feedback sessions, or anonymous suggestion boxes.
 - Monitor progress and evaluate impact: Regularly monitor the progress of implemented actions and initiatives. Continuously assess their effects on promoting inclusion within CSM organizations and office space. Make adjustments as needed and ensure that the desired outcomes are being achieved.

Benchmarking Data –WAUPM

- Western Association of University Publications Managers (WAUPM) serves the professionals who manage the training, facilities, and equipment for the students producing student media at their universities. CSM's benchmarking data and comparisons for rates, staffing, expenses, revenue, pick-up rates, listenership, etc., are shared amongst WAUPM schools as part of an annual data exchange.
- Below is a sample of the type of data we benchmark throughout the year. We have instant access to data. The chart below compares operating revenue versus operating expenses for the past year.

School	Percentage Total Operating Revenue	Percentage of total Operating Expenses	Difference between Revenue & Expenses
University of Houston	-5%	-3.7%	-8.7%
University of Texas	+4%	-1.3%	+3.7%
Texas Tech	-2.6%	-5%	-7.6%
University of Oklahoma	+4.8%	-2.2%	+2.6%
University of Arizona	+9%	-6.3%	+2.7%

6. If your unit concluded FY2023 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which cause the addition and provide a line-item identification of the budgetary sources(s) of the addition (I.e., lapsed salary, conference travel, etc.).

No SFAC funds returned this fiscal year.

7. Recognizing that the potential to generate additional Student Service Fee income for FY2025 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5.0% in your total FY2025 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

A 5% reduction in the Center for Student Media's current budget would indeed have significant consequences, affecting its operations and potentially leading to the elimination of partial funding for a full-time staff member totaling \$10,083.45. Here are some other possible impacts:

1. **Reduced Programming:** CSM may need to scale back or eliminate certain programs, events, or services it currently offers to students, resulting in a less vibrant and engaging campus media environment.
2. **Staffing Cutbacks:** The potential elimination of partial funding for a full-time staff member could lead to reduced support and coverage of media activities, which could in turn impact the quality and quantity of content produced.
3. **Limited Student Opportunities:** A reduced budget might limit opportunities for student involvement and professional development within CSM, potentially impacting students' ability to gain valuable experience and build their skills.
4. **Student Employee Opportunities:** Reductions in the budget might also lead to reduced or eliminated pay for student contributors, potentially reducing their motivation to participate in CSM activities.
5. **Marketing and Outreach:** A reduced budget might limit CSM's ability to effectively market and promote its activities and events, potentially resulting in decreased audience engagement.
6. **Training and Development:** Funding for training and development opportunities for staff and students could be significantly curtailed, hindering their ability to stay current with industry trends and best practices.
7. **Operational Efficiency:** The budget cut might force CSM to become more resourceful and efficient in managing its existing resources, potentially leading to staff burnout or less effective operations.
8. **Long-Term Sustainability:** The long-term sustainability of CSM might be at risk, potentially affecting its ability to continue serving the campus community effectively.

Overall, a 5% reduction in the budget would have far-reaching consequences that would impact not only the organization's operations but also its ability to fulfill its mission and provide valuable experiences to students. Careful consideration and planning would be necessary to mitigate these potential impacts and maintain the quality and effectiveness of the Center for Student Media.

8. Please discuss any budget or organizational changes experienced since your last year (FY2024) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections.

2022-2023 Department Highlights:

- Hired two new instructional assistants to assist with CSM publications, Cooglif, Events, and Media Services.
- It increased the printing and distribution of Transitions magazine by 6%. CSM continued its collaboration with UH Admissions and Orientation to distribute the Transitions magazine successfully.
- CSM-sponsored event attendance increased by 11%.
- Marketing efforts for events led to an increase in attendance and awareness of the three media organizations. The organizations have seen a 12% increase in membership overall, and event attendance has increased by 11%.
- CSM partnered with CSI and DSA IT to host Playfair in August 2022. This event brought close to 700 students together to meet and participate in Ice Breakers.

2022 – 2023 Personnel Updates

- Marina Vences resigned as CSM Activities Coordinator in June to pursue a full-time opportunity with a media outlet in Bryan, Texas.
- Aleke' Stoddart joined the CSM team in July as the Activities Coordinator.
- In July, Sydney Rose joined the CSM team as the Instructional Assistant for Student Publications and Operations.
- In August, Sean Thomas joined the CSM team as the Instructional Assistant for Media Services.

9. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC spreadsheet.

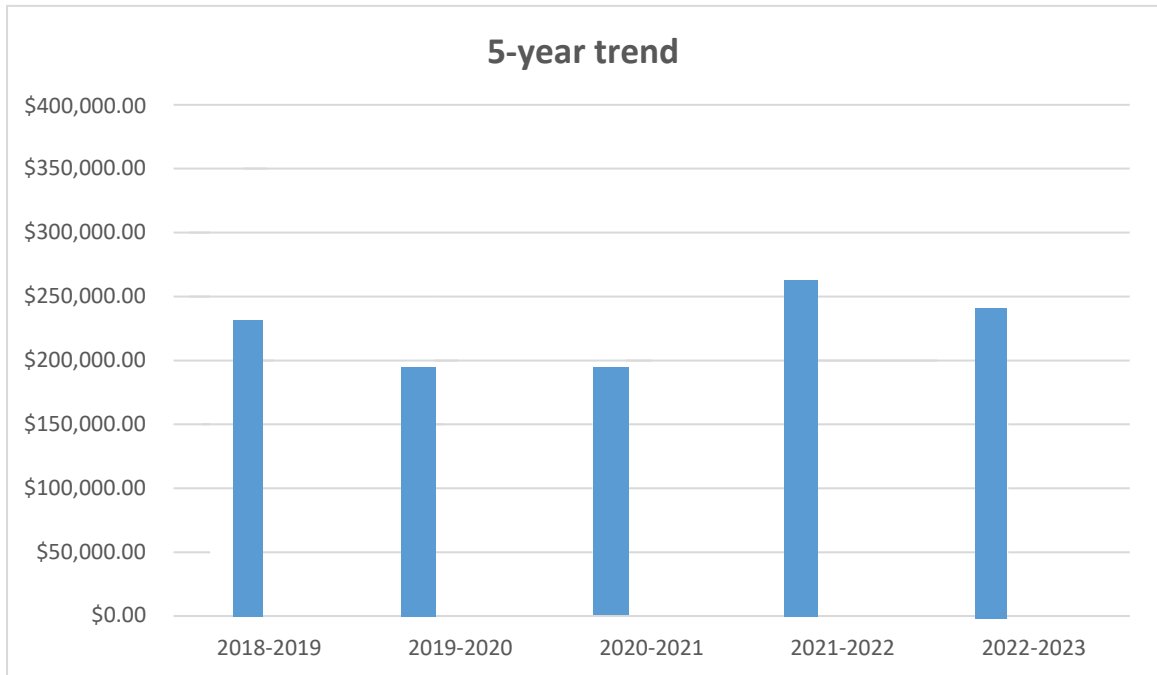
In 2022-2023, the majority of revenue continued to come from print and online advertising associated with publishing the newspaper, special sections, and magazines. The following revenue streams also continued in FY2023:

- News rack posters
- Media services
- Weekly Print of Cougar
- CoogTV sponsorship
- Coog Radio sponsorship
- Cooglife publications
- Sponsored Events
- Digital Web Ads
- Social Media Posts
- CSM Publications
 - Houstonian
 - Transitions

10. Does your unit generate revenue? (Please do not address donations in this question) If your unit does not generate income, respond "not applicable. If so:

Revenue

- All revenue generated by CSM supports printing all publications, including The Cougar Newspaper, Cooglife, Houstonian, and Transitions Magazine. The annual revenue also funds our partnership with MediaMate, which serves as the advertising arm of the Center for Student Media. Furthermore, ad revenue also supports operational expenses related to publication distribution, which includes mail and all other department operating expenses.
- Total income for ad sales revenue **\$243,112.29** for FY23 (September 1, 2021 – August 31, 2022.)
- Total income for Media Services was **\$11,768.00** for FY23 (September 1, 2020- August 31, 2022).



	FY2019	FY2020	FY2021	FY2022	FY2023
Local	\$152,137.34	\$21,726.14	\$11,957.25	\$13,957.25	\$10,490.00
Campus	\$65,456.65	\$64,130.00	\$70,690.59	\$85,690.59	\$91,303.43
National	\$12,934.96	\$106,312.50	\$105,489.47	\$155,361.76	\$137,927.76
Classified	\$1,863.05	\$3,258.67	\$1,861.19	\$885.57	\$3,391.10
Total	\$232,392.00	\$195,425.23	\$189,998.50	\$255,895.17	\$243,112.29

11. Does your unit raise money from donors and sponsors? If your unit does not receive donations or sponsorships, respond "not applicable." If so:

This unit's development and donor relationships are coordinated and managed through DSA and University Advancement.

However, through relationships with local media stations, we secured a donation of 30 monitors and two media servers, originally valued at \$65,000.00 from ABC13, creating two digital screen walls in CSM. One is used in CoogTV, and the other is in the new CSM lounge area.

12. Please describe any services that are similar to yours and or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

No overlap exists.

13. What percentage of department M&O is allocated to marketing?

Besides the one-time funding requests submitted since FY2022, There is currently no base funding in our M&O for marketing CSM. The CSM SFAC budget is dedicated to staff and student salaries.

14. If any of your funding from the student service fee goes to your general operating fund, please detail where any student service fees you received went and what they were spent on as well as future intentions if granted. Otherwise please respond "not applicable".

No - Not Applicable

15. How does your unit contribute to campus culture and improve the student experience? How is the effectiveness of these contributions measured by your unit if at all? What else can your unit do going forward to continue to improve your contribution to the student experience?
 - i. Does your unit contribute to turning students into coogs for life?

The Center for Student Media (CSM) plays a significant role in enhancing campus culture and improving the overall student experience at the University. Here's how CSM contributes to the campus culture, measures its effectiveness, and its potential to continue improving its contributions to fostering a strong sense of "Coogs for Life":

- **Fostering Campus Engagement and Expression:** CSM provides a platform for students to engage in various forms of media, including journalism, broadcasting, and marketing. This enables a culture of free expression, creativity, and collaboration, contributing to a vibrant and diverse campus environment.
- **Professional Skill Development:** CSM offers students the opportunity to gain hands-on experience in media-related fields, preparing them for future careers. By equipping students with real-world skills, CSM enhances their academic and professional growth, making their university experience more valuable.
- **Student Publications:** CSM produces a range of publications, including Transitions Magazine and The Houstonian, which serve as keepsakes for students. These publications preserve memories and experiences during their time at the University.
- **Support for Student Organizations:** CSM provides support and resources for student organizations such as The Cougar, CoogTV, and Coog Radio. This strengthens the student-led media landscape on campus and enriches the student organization experience.
- **Internships:** The internship program, in collaboration with MediaMate, allows students to gain practical experience in marketing and advertising. This initiative equips students with valuable skills and potential career paths.

Measuring the Effectiveness: CSM can measure the effectiveness of its contributions by tracking various metrics, including:

- **Student Participation:** The number of students actively involved in CSM programs and publications.
- **Publication Distribution:** The reach and impact of CSM publications within the student body and the wider community.
- **Career Success:** Tracking the career outcomes and achievements of students involved with CSM.
- **Feedback and Surveys:** Gathering feedback from students and alums to assess the impact of CSM on their university experience.

Continuing Improvement: To enhance its contributions to the student experience and foster a "Coogs for Life" spirit, CSM can consider the following:

- **Expand Graduate Involvement:** Building on the success of the graduate assistantship program, CSM can create more opportunities for graduate students to contribute to and enrich media publications, broadening the scope and appeal of CSM activities.
- **Enhance Mentorship Programs:** Establishing mentorship programs where experienced students guide and support newcomers can create a stronger community within CSM, further enriching the student experience.
- **Enhance Community Outreach:** CSM can explore initiatives to extend its impact beyond the campus, promoting community engagement and building stronger ties with alums.
- **Assessment and Feedback:** Regularly soliciting feedback from students, alums, and partners can help identify areas for improvement and ensure that CSM continues to meet the evolving needs of its stakeholders.

In conclusion, the Center for Student Media contributes significantly to campus culture and the student experience, and it has the potential to strengthen further its role as a catalyst for turning students into "Coogs for Life." By continuously evolving and adapting to its student body's changing needs and expectations, CSM can continue to have a positive and lasting impact on the university community.