



HUSSMAN SCHOOL  
OF JOURNALISM AND MEDIA

2019-2020

# ACCREDITATION SELF-STUDY

ACCREDITING COUNCIL ON EDUCATION IN  
JOURNALISM AND MASS COMMUNICATIONS

*The November 2020 site visit was postponed due to the pandemic. Any updates to the self-study since the original submission are indicated with shading.*

PART II - STANDARD 7  
RESOURCES, FACILITIES AND EQUIPMENT



# PART II: STANDARD 7

## Resources, Facilities and Equipment

### Executive summary

The Hussman school receives funding from an array of sources. A substantial endowment of just over \$50 million dollars provides support for faculty and students.

In October 2019, the school announced a \$25 million naming gift from alumnus Walter Hussman Jr.

The Curtis Media Center, the school's new building, is under construction and is projected to open in Fall 2021.

Budget allocations are determined by the North Carolina State Legislature, UNC University System and the UNC-CH administration.

## INTRODUCTION

The Hussman School is supported by nearly \$8 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, organizations and annual distributions from its endowment funds, both restricted and unrestricted.

The majority of the private funds that support the school are held by the Hussman School of Journalism and Media Foundation of North Carolina, Inc., which was founded 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 Foundation was \$22.6 million as of June 30, 2020. In addition, the overall university endowment manages an additional \$27.7 million as of June 30, 2020 (primarily endowed professorships) on behalf of the school. So, the total Foundation endowment, as it is referred to, amounts to just over \$50 million. The payout from the Foundation is almost \$1.1 million a year, most of which is for restricted purposes such as scholarships and professorships. The school also receives over \$600,000 a year in unrestricted Foundation income, through both endowment payouts and annual gifts.

The school is exceedingly fortunate to have 16 endowed chairs and professorships that help retain and recruit top faculty members:

- 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

As a result of the COVID-19 health crisis in 2020, the school expects to face budget reductions. The extent of the reductions is currently unknown but will be impacted by changes in financial support from the State Legislature, UNC-CH student enrollment, and performance of the school's endowments. Previously, the school suffered deep state cuts following the Great Recession of 2008 that resulted in decreased faculty numbers and salary benchmarks below our peers. Since then, new faculty have been hired and finances have been stabilized. In most years since 2012, there have been small raises for faculty and staff; however, that was not the case in 2019 when the state of North Carolina did not pass a state budget. Despite these constraints, because of fundraising and better financial management, in Fall 2019 and Spring 2020 the school was able to raise assistant professor salaries to a more competitive level and to increase most staff salaries to market rate.

Recently, the school has benefitted from significant infusions of private support. In 2019, the school

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received a \$25 million naming gift from UNC-CH alumnus **Walter Hussman Jr. and family**. It was the largest single gift ever made to the school. The gift provides endowed funds to invest in the future of journalism and media professions and reinforce core journalistic values. Hussman is a 1968 graduate of our school with an earned MBA from Columbia University in 1970. He has spent his entire life in the news business. Hussman began his career working in his family's newspaper business, served as a reporter for *Forbes Magazine*, and later became president of WEHCO Media, which owns dozens of media outlets in six states. He has been a national leader in the newspaper business and known for his emphasis on a paywall to pay for good journalism. Recently, he won national attention for his innovative iPad strategy to convert legacy newspaper subscribers to digital replica subscriptions.

Other highlights of private gifts in the past five years include a \$10 million transformative gift in 2018 from the Curtis Foundation to build a state-of-the-art media center and fund immersive media experiences. At the time, it was the largest single gift ever received by the school. The gift will help students gain a foothold in a rapidly changing media environment. **Don Curtis** is chairman and CEO of the Curtis Media Group, which owns dozens of radio stations. He is a 1963 alumnus of the journalism and media school, longtime supporter of the university, a former chair of the UNC General Alumni Association, and former member of the UNC-CH Board of Trustees.

A new initiative built around the N.C. Halls of Fame in Journalism, Advertising and Public Relations has also

strengthened the school's ability to raise unrestricted funds. Begun in 1981, the Halls of Fame were later renamed the N.C. Media and Journalism Hall of Fame. Each year, the Hall of Fame inductions recognize those with ties to the state who have achieved individual excellence in the professions of journalism, advertising and public relations. Loyal alumni and industry leaders revamped the Halls of Fame event in 2017 to not only honor those who elevate the mission and impact of our industry, but to also be a major annual fundraiser for the school. The April 2020 event had to be cancelled due to the pandemic, but the previous three events raised more than \$450,000 to benefit the school. The 2020 event is rescheduled for April 2021.

The school also has continued a long-standing partnership with the John S. and James L. Knight Foundation, which holds two endowed Knight chair professorships. UNC-CH is one of only three universities in the country with more than one Knight Chair. In 2015, the Knight Foundation awarded the school a \$3 million grant to establish the Center for Innovation and Sustainability in Local Media (CISLM). The UNC-CH Office of the Provost provided a \$1 million matching grant. CISLM supports established and emerging local news organizations through applied research on economic sustainability and entrepreneurship as well as innovative news and digital product solutions. Projects include the UNC-Knight Foundation Table Stakes initiative and Knight Chair Penny Abernathy's groundbreaking research on news deserts focused on the threat to American democracy due to the loss of local journalism. The Knight grant was renewed in March 2020 for another three years at the \$2.3 million level.

**1. Complete and attach Table 10, “Budget.” If necessary, provide a supplementary explanation.**



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.

**Table 10. Budget**

Budget Item	2018–2019	2019–2020	2020–2021
Administrative salaries	\$1,620,168	\$1,685,861	\$1,635,571
Teaching salaries (full-time)	\$4,651,054	\$4,515,033	\$4,340,080
Teaching salaries (part-time/adjunct)	\$753,165	\$782,814	\$634,752
Teaching assistants	\$34,860	\$219,530	\$227,800
Clerical salaries	\$838,806	\$808,046	\$921,514
Equipment	\$197,144	\$171,207	\$305,731
Equipment maintenance	\$4,088	\$2,319	\$2,754
Supplies	\$142,440	\$144,721	\$124,136
Library resources	\$35,298	\$27,845	\$19,812
Databases, online information services	\$13,938	\$14,797	\$11,860
Travel	\$464,280	\$243,820	\$17,491
Research	\$170,915	\$121,819	\$134,654
<b>Total</b>	<b>\$8,926,155</b>	<b>\$8,737,811</b>	<b>\$8,376,154</b>

**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 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 (the Dean’s Cabinet), and it is shared at a faculty meeting each year.

UNC-CH contracted with Huron Consulting to review its campus-wide budgeting process starting in 2014–2015. After more than two years of consulting work and a leadership change in the provost’s office, the implementation of a re-tooled budget process was dropped. In 2019 and 2020, the school’s dean and senior financial leaders met with the provost and UNC-CH financial team to report the school’s budget

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priorities. However, since the State of North Carolina has not passed a budget since 2018 the school has been operating on the same budget allocation for the past two years.

The annual campus-wide budget process relative to state funds is initiated by the provost. In recent years, the school has been required to submit budget scenarios for both increases and reductions in state funding 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 late summer – the timing depends on when the State Legislature passes the state budget. The university system and UNC-CH campus make subsequent determinations about internal allocations. Almost all of the school's state funding is dedicated to faculty and staff salaries, so decreases in the allocation of state funding that 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 school's Foundation when necessary. As mentioned above, there was no state budget and no new allocations in FY 2019 or FY 2020.

Optimally, the school's budget process is initiated in the spring by the dean and begins with a review of the balances in non-state accounts (e.g., annual gifts,

executive education and international programs revenue), in conjunction with a review of the projected distributions from the restricted and unrestricted foundation endowments for the coming year. Individual school leaders also review their program budgets at that time with the dean to indicate plans for the next fiscal year.

The annual unrestricted funds budget of approximately \$600,000 is presented to the Hussman Foundation Board for endorsement each year. These are integrated into the broader school budget, which is shared at one of the first faculty meetings each fall.

**Mark Richardson** is the current assistant dean for finance and is an experienced professional who has worked at the university in the College of Arts & Sciences for many years. Richardson joined the Hussman School in July 2019 and was tasked with rebuilding the school's finance office and procedures. The former associate dean for finance was asked to resign in 2018 after losing the confidence of the Foundation Board and the dean. Richardson's depth of experience, good judgement, financial acumen and understanding of bureaucratic university processes has won the respect of the school's Foundation members as well as faculty and staff. He manages the school's human resources and facilities in addition to its financial operations.

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

Answering this question in Summer 2020 is a challenge. The pandemic that has caused great disruption within the North Carolina – particularly in higher education – and great unemployment throughout the country is still building. There will be financial consequences for the state and the university as result. We are entering FY 2021 under a FY 2018 budget (as noted above) and do not expect any cuts. However, university leadership has made clear that there will be significant financial changes in the FY 2022 budget year.

The Hussman School has resources in the form of our Foundation endowment and endowed

professorships that provide some protection from budget reductions. We have carefully forecasted our faculty salary budget by factoring in retirements as we hire new faculty. We have been successful in fundraising during the Campaign for Carolina, the university's capital campaign currently underway. The Hussman naming gift is focused on investing in our faculty and staff with a plan to strengthen salaries to bring us in line with our peers. If the pandemic continues and there is another recession, those funds will be available and can help insulate the school from state cuts and market fluctuations.

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

The university supports the school and treats it fairly in terms of the distribution of resources on campus. Along with units throughout the UNC-CH campus, the school experienced reductions in its state funding allocation as a result of the Great Recession. The worst cuts came in 2011–12, when the school's recurring allocation was reduced by \$468,000, the first year of Dean King's service. But through the campus-wide budget process, the school has been largely protected from the most severe state budget cuts then and more recently. Because of the school's national reputation and standing in the state, the provost's office has provided the school with supplemental funding for

adjunct instructors to increase course offerings and also matched outside grants.

The current emphasis at UNC-CH is on faculty entrepreneurship and an ability to attract research grants. Since our previous accreditation, faculty have received significant grant awards for research in health communications, digital innovation and storytelling. The school cannot compare its success to that of UNC-CH's health sciences in terms of federal support for its research endeavors, but recent Hussman faculty research grants have been noticed and has raised our profile on campus.

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

Situated in the heart of UNC’s historic campus, The Hussman School of Journalism and Media is housed in Carroll Hall on Polk Place, one of two main quadrangles. The school has been in its current location for two decades. Carroll Hall, constructed in 1953, is located near major academic libraries and South Building, the university’s main administrative offices. The Curtis Media Center, now under construction, is immediately adjacent to Carroll Hall. The school occupies nearly all 56,000 square feet of Carroll Hall and will have another 15,000 square feet of classroom and studio space when the Curtis Media Center is completed.

The school’s facilities within Carrol Hall include: 16 classrooms, including two instructional computer labs. Additionally, there are two non-classroom student computer labs, a podcast studio, student production and broadcast studios, two conference rooms, the Park Library, two large special-even spaces, and a 425-seat multi-usage auditorium. The creation of collaboration spaces throughout the building reflects the interactive nature of the curriculum and the changing needs of students. Gathering areas are on each of the four floors in the building. The Thomas E. Boney Sr. Student Lounge and Gannett Foundation Graduate Resource Center are popular gathering spaces for students in our building. *The Daily Tar Heel*, the independent student newspaper, is located in separate facilities off campus. A list of building spaces is provided in Figure 7.1.

**Figure 7.1 Carroll Hall Instructional, Meeting and Event Spaces**

Type of Space	Carroll Hall Room Number
Classrooms	11, 21, 33, 58, 59*, 60*, 128 (HoF), 132, 141, 142, 143, 253, 268, 283, 338, 340a
Studio Spaces	134 (control room), 135, 343 (control room), 345
Non-classroom Computer Lab (10 stations)	67
Podcast Studio	145
Special Event Spaces	128 (HoF), 305 (Freedom Forum)
Meeting Rooms	281 (Kuralt Room), 122 (Dean’s Conference Room)
Active learning classrooms	11, 58 (included in classroom list above)

*\*Classroom/iMac computer labs with 21 iMacs in each*

**Technology**

All classrooms feature a consistent technological layout with common Extron controllers for source selection. Each room has an instructor station with a Mac Mini, AppleTV and Extron ShareLink as options for wired or wireless presentation modes. This allows for the utmost convenience and collaboration while maintaining an environment that lends itself to a substorable support model.

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In 2016, all classrooms received an infrastructure overhaul and conversion to an all-digital format, eliminating analog connections. With an all-digital workflow, classrooms are enabled for higher quality HD formats. Four of our larger classrooms utilize 4K projector technology for ultra-crisp video output.

During the summer of 2017, truly pervasive Wi-Fi was installed throughout Carroll Hall, almost doubling the access points and principally focusing on coverage of the classroom areas. This included enabling a guest SSID on all access points for ease of connecting invited guest lecturers to wireless classroom presentation devices. In 2018, our building's overall bandwidth was increased 10-fold from a 1-gigabit uplink to a 10-gigabit uplink.

Designed in 2017, our first active learning classroom came online during the spring semester in the Reese Innovation Lab. This active learning space provides for a highly adaptable and collaborative student and instructor environment with modular furniture and customizable ways for students to interact with technology. Some of the highlights include a Nureva Span system offering a virtual whiteboard collaboration and a truly immersive hybrid remote learning space utilizing a Nureva's HDL microphone and dual Panacast cameras.

In 2019, we added our second active learning classroom transforming a previously underutilized lab and more than doubling its capacity. Classroom 58 contains the latest industry technology for educational collaboration, including Extron's ShareLink Pro that offers small group breakouts among the five displays in the room. Additionally, the room is fully capable of serving a hybrid role for remote teaching and video conferencing along with integrated lecture capture. The backbone of this setup is a technology known as Extron's NAV Audio Video over Internet Protocol or AVoIP. Utilizing this technology paves the way to more easily transition future classrooms to an active learning environment.

In Summer 2020, nearly every classroom in Carroll Hall received audio and video upgrades to enable stronger hybrid teaching experiences. These enhancements were installed to support the changes in instruction delivery caused by the pandemic and will enable the school to strengthen interactive teaching opportunities in the future.

Specifics of classroom and studio technology as of May 2020 are provided in Figure 7.2.

**Figure 7.2 Classroom and Studio Technology**

**Classroom profile baseline**

- All digital 4k infrastructure
- Mac mini
- ShareLink
- Apple TV
- Web camera with microphone
- 1080p projectors or flat display screens
- Most have document cameras
- Most have Streaming Media Processors (SMP 351) integrated with digital signage

**Classroom 58**

- NAV AVoverIP
- 4k laser projector
- Nureva HDL300 microphone
- Panacast camera
- Vaddio PTZ camera
- Touchscreen interface for room control
- Lecture capture
- Breakout mode for student group work
- Room scheduling touchscreen control

**Classroom 11**

- 4k laser projector
- Nureva Span
- Nureva HDL300 microphone
- Dual Panacast cameras
- Dual Vaddio PTZ cameras
- Touchscreen interface for room control
- Lecture capture
- Epson digital signage projectors

#### Broadcast control and studio 134 & 135 (student)

Ross Carbonite switcher  
Ross Xpression graphics & video system  
Yamaha audio mixer  
TVU live unit  
Extron hardware encoding  
Touchscreen set

#### Broadcast Control Room and Studio 343 & 345

HD studio  
LTN link  
Comrex radio connection  
Telos ISDN radio connection

#### Podcast Room 145

Tascam digital mixer I/O  
Tieline remote connection  
Phone line capture  
Adobe Audition

### Broadcast Technology

There are two studios in Carroll Hall. One is dedicated for student productions, including weekly campus news, sports discussion and social media shows. The second provides access to media from around the world.

The student news studio centers around a Ross video switcher, a Ross graphics and video system, and an Extron hardware streaming encoder. In 2018, a TVU ONE mobile unit was added to improve the ability to perform Electronic News Gathering (ENG) from the field.

The second studio is a shared space with UNC-CH campus communications. Its primary role is to connect to outside media outlets around the world. This connectivity is accomplished with an LTN link, a Telos ISDN unit, and a Comrex IP codec. The studio doubles as an interview space when not in use for live media connections.

### Server Infrastructure

The Hussman School's Information Technology Office maintains 18 Linux- and Windows-based servers to support the school's digital initiatives, most of them virtualized in VMware's vSphere. Over the course of 2016–2018, significant effort was put forth to migrate from on-site physical hardware to virtualized machines in central campus data centers.

Data storage is distributed across three 42TB Synology RackStations and one 20TB NetApp filer. The RackStations are configured to remotely store a disaster-recovery backup as well as a local business-continuity failover. The servers use single sign-on (SSO) for staff, student and faculty authentication. The school's 23 web servers are containerized and hosted using Carolina Cloudapps, a UNC-branded instance of RedHat's OpenShift Container Platform.

### Computer Management

Hussman IT manages two iMac classroom labs (42 computers total), two iMac computer labs (15 computers total), over 20 Mac Mini instructor stations and conference room computers, and several additional computers attached to editing stations and studio equipment. Apple computer management is maintained through an enterprise system known as JAMF. Management via JAMF provides complete insight into our Apple fleet for streamlined classroom setup, application provisioning, patch management and control of Hussman machines.

Hussman IT also supports over 100 faculty, staff and support computers. These machines are split roughly 70% Apple to 30% Windows. Windows computers are managed via Microsoft's System Center Configuration Manager.

Laptops with docking stations are more prevalent with faculty and staff than traditional desktop computers. One-third of the Windows computers are laptops; two thirds of the Apple computers are laptops. Because

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users want more flexibility and mobility, the percentage of laptops is expected to increase for both operating systems. In addition, the ability of staff to work remotely after the Spring 2020 pivot to remote operations due to the pandemic was a proof of concept that supports equipping more staff with laptops instead of desktops.

Student iMac computers are on a three-year lifecycle, while faculty and staff machines are on a five-year lifecycle. Replacement is staggered to keep costs steady from year to year. All new computers are purchased with a warranty or repair agreement in order to reduce repair or replacement costs.

### Printing

During 2017 and 2018, Hussman IT consolidated over 35 networked printers down to eight Xerox multi-function devices. This consolidation yielded much improved flexibility throughout the building. With new hardware in place, a technology referred to as Find-Me-Printing became possible utilizing a centralized print server and allowing for all employees (and students to a lesser extent) to retrieve their print job from any Xerox device. These machines are all print, copy, and scan capable, and can print in both grayscale and color. In addition to costing less per print, the machines require users to authenticate to initiate printing. Print jobs are automatically deleted if not printed in 8 hours. This authentication requirement is both more secure and reduces waste.

### Digital Signage

The school has a very robust digital signage system powered by Zoom Rooms and Extron streaming devices. Each floor has one or more displays that can be used to provide information throughout Carroll Hall.

All digital signs have the ability to provide live audio and video streams from any classroom or mobile location. The system is tied directly to the Alert Carolina

emergency alert system. If an alert is triggered, all of the signage will display the alert.

Alert Carolina has also been integrated into all university owned computers to ensure that alerts are viewable quickly regardless of where the viewer may be.

### Faculty, Staff and Graduate Student Offices

All full-time faculty and staff have dedicated office spaces and are provided with the primary work equipment of their choosing. Doctoral students are assigned workspaces in the Ph.D. suite their first year and move to shared offices for their final two years. The students are outfitted with “trickle up” technology – 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. Adjuncts have access to a shared office for student meetings as well as dedicated workspaces in the faculty lounge across from the Park Library.

### Research Facilities

The mission of the research lab is to serve as a hub for inquiry and intellectual discourse within the school, to promote a climate and culture that values research with impact, and to ensure that scholarship is a key component of the school's campus, state national and international identity. The lab served this mission by supporting, cultivating and promoting the research tradition of the school through the provision of resources for research, facilitation of research opportunities and collaboration, and the creation of forums for the presentation and discussion of research.

The school invested \$40,000 in the first phase of the lab, which opened mid-September 2015. Phase One priorities were determined based on faculty input. Initially Phase Two was expected to include sound-proofing two rooms used to conduct reaction-time

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experimental research, purchasing portable multi-terabyte external hard drives, adoption of lab-based MAXQDATA licenses for graduate students and the purchase of a preference analyzer system to support experimental and focus group research. However, interest and activity shifted with new faculty, new opportunities and new directions in the field related to social media research. Therefore, we began investigating social media listening services that would serve our new needs in academic and applied research and was active in negotiations with Brandwatch until COVID-19 disruptions halted contract negotiations.

At present the research lab (Carroll 039–041) supports collaboration, focus group research, interviewing research, eye-tracking research and experimental research. More specifically, faculty researchers have access to: Large focus group/ collaborative space with white boards, large-screen TV and computer technology, One-way mirror observational space and DVR recording capability for focus group research, One-way mirror observational space for eye-tracking research, Two smaller interview/ collaborative spaces with white boards, Two portable Eyeguide Mobile Trackers, One Tobii XR-30 tracker, 4 EEG Neuro Headsets, 10 MAXQDATA portable licenses, and Two small rooms that double as staging areas for larger focus groups work and private interview rooms for collecting data from family members or partners who come to a single research session.

In summer 2019, the school agreed to provide the research lab observational space (Carroll 39 and 40) and six other spaces on the ground floor of Carroll Hall as “swing space” for one year for economics Ph.D. students who were displaced due to the construction of the new Curtis Media Center. Delays in renovation of the future economics Ph.D. offices extended the economic department’s use of Carroll 39 and 40

into the 2020–21 academic year. However, the social distancing restrictions put in place by the university in response to COVID-19 rendered the space unusable.

### Park Library

The Hussman School is one of only a few schools of journalism & media in the United States with its own in-unit library. Park Library serves undergraduate and graduate students in all disciplines of the school as well as faculty and staff. The library offers dedicated space for students to study; undergraduate and M.A. students find this helpful for research. The library director and two library school graduate assistants from UNC’s School of Information and Library Science offer research support to students in all programs and disciplines in the Hussman School. Finally, the library purchases essential resources for the study of all areas of journalism and strategic communication. During the regular school year, the Park Library is open 46 hours per week, Monday through Friday.

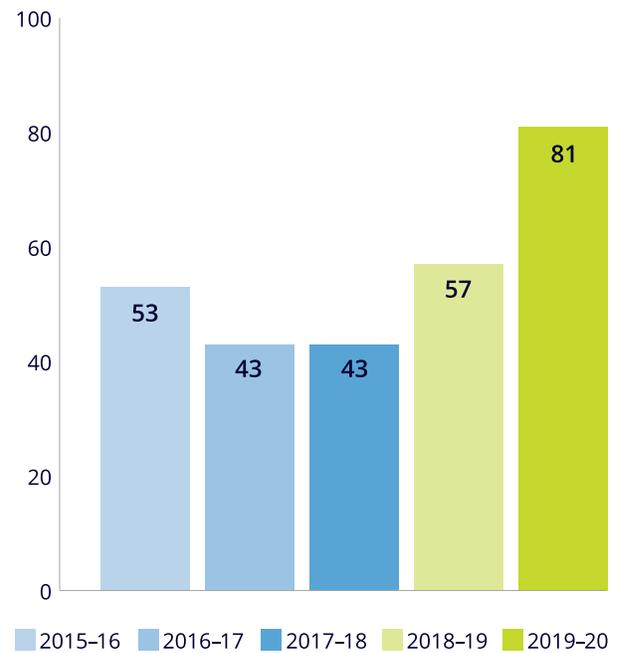
The Park Library offers specialized resources and assistance to faculty, students and scholars in the school and is a favorite place for majors to study. The 5,000-square-foot facility is centrally located on the second floor in Carroll Hall. The library is staffed with a full-time director (**Stephanie Willen Brown**) and library technical assistant (**Kathy Bruno**), as well as ten student staffers. The library holds more than 10,000 volumes of books and serials, in addition to some North Carolina newspapers. Students and faculty also have complete access to all materials in the broader UNC-CH library system. In July 2020, the university library had more than ten million volumes in its print and online collection, as well as over 110,000 unique serial titles in print or online. In addition to lending books, the Park Library also loans laptops, phone chargers, presentation clickers, USB drives, and other small equipment.

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The Park Library supports the curriculum of the school by acquiring materials 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. These materials include several local newspapers in print, along with over 200 North Carolina newspapers online through America's News, and Statista, a database of a wide range of numerical and statistical data points valuable to journalists and strategic communication practitioners. The Park Library has a Bloomberg terminal and subscribes to MRI | Simmons. The Bloomberg terminal was a gift to the school, and it enables students to access the Bloomberg Professional service for real-time financial market data. In addition, the library shares subscriptions to the most important journals in the field and offers essential databases for identifying the best articles for topics; these databases include Communication & Mass Media Complete and Business Source Premier.

The library director and her staff teach students how to conduct online research and carefully evaluate information. Repeat courses include MEJO 342-Black Press and U.S. History; MEJO 379-Advertising and Public Relations Research; MEJO 424-Media Management and Policy; MEJO 484-Infographics; MEJO 560-Medical & Science Journalism; MEJO 652-Digital Media Economics & Behavior; and MEJO 691-Undergraduate Honors. Library staff also make presentations in all graduate research methods courses (see Figure 7.3).

**Figure 7.3: Instruction Sessions**



**Per Academic Year**

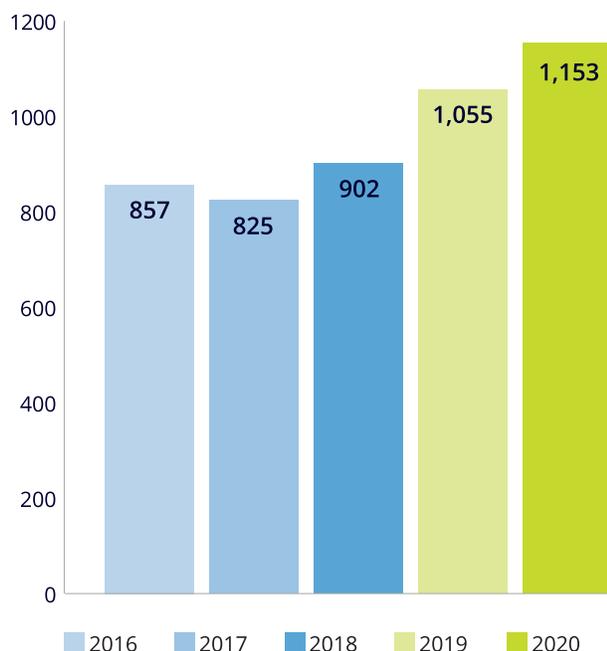
Staff provide individual research assistance to students in all disciplines and levels. Methods used in instruction and consultations are consistent with the American Library Association's "Framework for Information Literacy," especially the frames "Research as Inquiry" and "Searching as Strategic Exploration." In the most recent academic year, the library director and two graduate assistants taught 81 of these classes.

Between August 2019 and February 2020, an average of 1,153 patrons came into the Park Library each week, or an average of 230 people per day, an 80% increase since

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our last self-study. Many patrons visited briefly to pick up a book or ask a question, while many more came to study for long stretches of time. During 2019–20, library staff answered almost 1,500 reference, technical and other questions (in person, via chat and via Zoom). There were over 33,000 visits to the Park Library website and research portals in fiscal year 2020 (Figure 7.4).

**Figure 7.4: Average Library Visitors Per Week**



The Park Library's large reading room features 11 public Macintosh computers, a reference-circulation desk, closed stacks, high-quality image scanner and a Carolina Computing Initiative ("CCI") printer. There are six long tables and two long window tables, along with 70 chairs.

The Park Library supports the visual communication curriculum and the required MEJO 121-Introduction to Digital Storytelling course with over 1,000 pieces of equipment, including cameras, lenses, tripods, microphones, audio recording devices, light kits, and more. Material in the equipment room is only available to be borrowed by students in certain

audio-visual classes, such as MEJO 180-Foundations of Photojournalism; MEJO 252-Audio Journalism; MEJO 489-Photojournalism Lighting & Business Techniques; MEJO 584-International Projects; and MEJO 625-Media Hub. Gear is also available for students enrolled in independent study coursework and thesis work. In fiscal year 2020, over 15,000 pieces of gear circulated to 541 students. A summary of equipment available to students is provided in Standard 2, Question 4 and also below in Figure 7.5. The complete list of equipment is included in [Appendix 2-C](#).

**Figure 7.5 Equipment Available for Student Use**

Equipment Category	# Items
<b>Audio</b>	
Audio Recorders	47
Headphones & adapters	16
Microphones	200
<b>Cameras &amp; Lenses</b>	
Camera Accessories	23
Camera Batteries & Chargers	70
Camera Bodies	80
Lenses	174
Misc. Cameras	9
Misc. Gear	71
<b>Computers / Tablets</b>	
Computer & Tablet Chargers	11
Computers & Tablets	30
<b>Lighting</b>	
Flashes	25
Light Accessories	82
Light Kits	78
<b>Tripods</b>	
Monopods	19
Tripods	138
<b>Video</b>	
Video Kits – MEJO 421	10
Video Kits – Carolina Week, Sports Xtra, Media Hub	22
<b>Grand Total</b>	<b>1105</b>

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



As the school moves forward with completion of the Curtis Media Center, new resources will be needed to ensure that facilities in Carroll Hall match those in the new facility. All classrooms ideally will be outfitted with technology that will allow for seamless connection for virtual instruction (similar to equipment currently provided in rooms Carroll 11 and 58). The coronavirus pandemic has accelerated the need for ways for students and faculty to stay connected to the classroom in the event of absences due to travel, illness or other reasons. Support for facilities enhancement is included in the school's capital campaign.

In line with the Hussman strategic plan, [Envisioning Tomorrow](#), the school will continue to build strengths in the designated areas of public life, healthy communities,

storytelling innovations, and audience analysis. Resources will be needed to develop core coursework, build faculty strength in data literacy and develop immersive experiences that encourage integration and collaboration across practice and research.

Courses at and below the capstone level need to be redesigned with an eye towards incorporating data literacy, including basic numeracy, analysis of quantitative and/or qualitative data, data visualization, and/or use of databases. Courses also need to incorporate industry acumen, including business and/or economic models. Grants to faculty from the Center for Faculty Excellence could provide incentives for targeted updates to the curriculum.