

## College of Communications

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### SUMMARY ASSESSMENT REPORT 2017

o Name(s) and academic title(s) of the person(s) who head(s) the center/institute:

- Dean Kazoleas, Ph.D. APR
- Director of the Maxwell Center for International Communications
- Professor Department of Communications

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o College or other unit [e.g. department or academic degree program] within which the center/institute conducts its functions;

- College of Communications

The Maxwell Center for International Communications was created via an endowment from the J. William Maxwell estate in December 2010. The center and its mission was formed through the direction of a series of faculty interviews, focus groups, and surveys in early 2010, and was approved by the California State University, Fullerton Council of Deans and President Milton Gordon on December 19th, 2010. The center creates, coordinates, and manages all of the international programs in the College of Communications, and its composite departments including, Communications (COMM), Cinema and Television Arts (CTVA), and Human Communications Studies (HCOM).

2. Mission and Goals: What are the mission and goals of the center/institute? Which university mission and goals does the center/institute best align with? What are the departmental or college-level missions or goals that the center/institute strives to attain?

The mission of the Maxwell Center for International Communications (MCIC) is to create global awareness, global citizens, and global leaders through international education, research, and collaboration. The role of the Maxwell International Center is to build, promote, and manage high quality international programs for the students and faculty of the College of Communications at California State University Fullerton, as well as to promote international and intercultural education, research, and collaboration across universities, organizations, and communities from around the world. To further this mission, the MCIC offers “support activities across multiple levels” (UPS 100.700) by providing information, engaging in instruction, training, events, grant-writing and acquisition, research and creative activities, publication and exhibition, and community service. In sum, the center focuses at least 75% of its activities promoting and managing study abroad programs, working with faculty to develop and manage programs, and counseling students on study abroad or course articulation from study abroad partners. The additional 25% of the MCIC focus is on research and on programs such as workshops and conferences, which also generate revenue for the center.

The mission and goals of the MCIC are fully focused and aligned with California State University Fullerton’s international global education goals, as well as with the international/globalization goals of the College of Communication and the departments that comprise it. For example, the global education/study abroad portion of the mission and related activities, as well as the programming activities (workshops and conferences) of the center are directly tied to:

- CSUF Strategic Goal #1 Develop and maintain a curricular and co-curricular environment that prepares students for participation in a global society and is responsive to workforce needs.
  - Related objective: Increase by 25% the number of CSUF students participating in international, service learning, internship, community engagement or other innovative instructional experiences that prepare students for professional endeavors in a global society.
- CSUF Student Affairs Mission: This Titan experience prepares students to be engaged responsible citizens and leaders in our global society.
- CSUF Strategic Goal # 2: High Impact Practices (including study abroad) Improve student persistence, increase graduation rates university wide, and narrow the achievement gap for underrepresented students.
- CSUF Strategic Goal # 4: Increase revenue through fundraising, entrepreneurial activities, grants, and contracts.

3. Activities: What activities took place in the most recent three-year period? How were specific activities conducted during the most recent three-year period directed toward meeting the aforementioned mission and goals?

- a. The Maxwell Center focuses its activities directly on international education and heavily on promoting and facilitating student study abroad, activities which are directly tied to the strategic global education and preparation goals of the University, College, and its aggregate departments. Typical activities include:
  - o Coordination of programs with IPG & E, including providing marketing materials and information for orientations and program sessions. The MCIC also develops new programs in areas of student interest or with strategic partners of the university in cooperation and collaboration with IPG&E.
  - o The creation and maintenance of [www.comstudyabroad.com](http://www.comstudyabroad.com) which provides information to CSUF communications students on the communications related international programs offered through the COC and across CSUF.
  - o Heavy marketing to students during events such as the study abroad fairs, classroom visits/presentations to larger classrooms.
  - o Counseling of students who are making the decision to go abroad, and course advisement for students who have been accepted in study abroad programs. This element also includes counseling and advising for students returning from abroad that need assistance in articulating courses.
  - o Working with faculty to develop new study abroad programs for their students. This includes helping them explore options for academic credit generation, course selection, and logistics for travel and on location. Examples include programs in Spain, Taiwan, and Greece.
- b. Strategic Initiatives, Conference and Workshops.

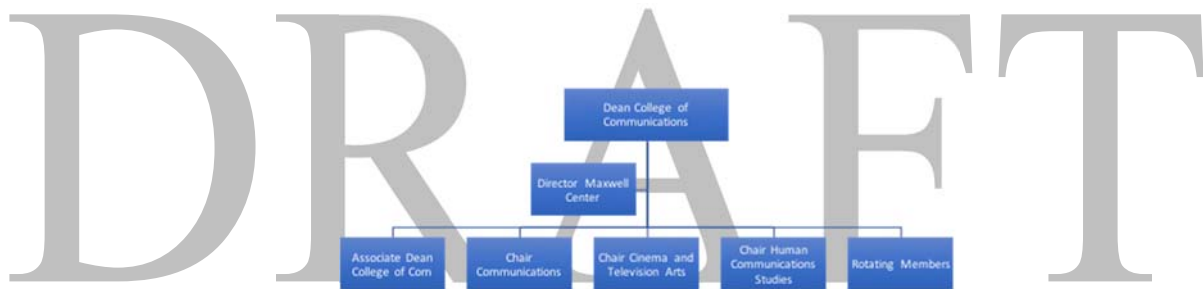
Project Americas: The goal of this project is to increase the strength of relationships between media and communication professionals, scholars, and students in the United States and the countries of the Americas. Communications development leads to stronger communities, societies, and democracies. *Project Americas* seeks to work with foreign universities, institutions, and organizations from across the hemisphere to strengthen and develop media and participative systems through the development of communication skills, media systems, curriculum, and/or the facilitation of dialogue and collaboration. *Project Americas* focuses on sharing knowledge of the practice of professional communications across a wide variety of professions including journalism, public relations, advertising, and the promotion of entertainment and tourism.

Project Americas has resulted in a wide array of positive results for the Maxwell Center including:

- o Recognition locally, nationally, and internationally: Project Americas has driven relationships in Mexico, Cuba, and Latin America. It has put the Maxwell Center on the “radar” of the U.S. Department of State, the governments of Mexico, Cuba, the Honduras, and Colombia, and has led to the establishment of strong relationships within the Mexican consulate in Santa Ana, Ca. This project also was the basis for the Knight Foundation Grant in 2014-2015 that trained Cuban journalists on the CSUF campus.

- Establishment of relationships with CETYS University-Ensenada which has hosted CSUF intersession courses in 2016 and 2017, and has invited CSUF faculty and students for its summer program in 2017.
4. Organizational Structure and Governance: What is the center's/institute's organizational and governance structure? Does the center/institute operate with a formal Advisory Committee or Governing Board? If so, what is the composition of that group and the frequency of meetings? What roles and oversight duties are the committee or board generally engaged in, and in what ways was the committee or board particularly impactful during the review period? If there is no advisory or governing group, then what is the rationale for not having such participation in the decision-making process?

Overall, the Maxwell Center is governed by a set of by-laws which were updated and approved in Fall 2016. These by-laws specify that the Maxwell Center is linked directly to the College of Communications, and its one (1) Director reports directly to the Dean of the College of Communications. The Dean of the College of Communications maintains full budgetary and supervisory authority over the center, and is provided guidance by a formal advisory committee. An organization chart and some specifics:



- From the Maxwell Center By-Laws: The role of the advisory board is to provide guidance, advice, support, and assistance for the Maxwell Center, the Director, and the Dean. The Advisory Board is to be comprised of two classes of membership. Permanent Members (PM) shall include The Dean of the College of Communications (Ex-Officio), the Associate Dean of the College of Communications, the Department Chairs for each of the Departments that comprise the college, and the Director of the Maxwell Center. Rotating Members (RM) shall include other faculty, administrators, and industry professionals whose perspective and advice are deemed necessary and beneficial in achieving the mission of the MCIC. This advisory council meets twice a year, or more often if deemed necessary and/or an issue arises that calls for the advice of the committee. Duties for all board members include:
  - Making and voting on recommendations for the operation of the MCIC,; Advising the Director on policies and procedures; Assisting as appropriate and necessary with activities (e.g. fund-raising grant-writing, events), Serving as the MCIC's fiduciaries to assure best practices in fiscal management (e.g. budgeting within available funds, spending only in accordance with the

MCIC’s mission, and following all State of California and ASC/Foundation rules regarding activities and the use of funds); Other responsibilities and duties deemed appropriate by resolution of the Board.

- Resources and Sustainability: List the revenue received by the center/institute during its latest three years of operation. What additional resources/sources of support does the center receive (e.g., assigned time for leadership, baseline budget amount, hours from community volunteers, unpaid student internships, etc.)? Provide a summary of the number of faculty and staff affiliated with the center and approximate time base of each. What assigned space does the center occupy and what administrative unit assigns that space? Are there costs related to the space? Comment on the “degree of sustainability” of the center/institute in relation to the resources that the center/institute has to draw upon and in relation to plans to maintain, reduce, or grow the work of the center/institute.

Source of Funding	Type of Funding/Activity	Amount
Original Endowment: \$328,000 received in 2010.	Endowment	Approximate Remaining Funds: \$90,000
Program Americas: Journalism Institute of the Americas 2014	Workshop	\$40,000 Knight Foundation Grant
CSUF-DIMA Global Communications Workshop 2016	Workshop	\$ 54,700- Direct Payment Dong-Ah Institute of Media and Arts
CSUF-DIMA Global Communications Workshop 2017	Workshop	\$ 54,700- Direct Payment Dong-Ah Institute of Media and Arts
Hispanic/Latino Media and Marketing Conference 2017	Partnership with the Latino Communications Initiative (LCI)	Tentative profit: \$1500

Personnel costs: The Director of the MCIC is a member of the faculty and receives ¼ to ½ release/assigned time per semester relative to the number of projects and programs run by the MCIC, and the ability of the Directors department to offer release based on programmatic need. The center is also staffed by non-paid student interns or students receiving academic credit for independent study.

Space: The center occupies space donated by the departments/college. The director’s office and conference area resides in CP-460-11 which includes space for the Director, an assistant, and a conference table to allow for meetings. Additionally, the center controls CP 650-2 which is maintained as a visiting international faculty office.

Sustainability: Overall sustainability is a goal for the MCIC, and in the past three years the MCIC has made great progress towards achieving that goal. Through the offering of workshops and programs the MCIC is fairly close to achieving budget neutrality, and has been able to slow the drain of funds from the MCIC endowment. Additionally, the MCIC also applies for multiple grants each year and as it builds its reputation it is positioning itself to receive larger grants given its recent programming track record.

- 6 Highlights and Accomplishments: Discuss any special reports, products, or activities that reflect accomplishments of the center/institute in its most recent three-year period. In what ways have these accomplishments contributed to the impact of the center/institute? In what ways have they contributed to the mission of the college or university and/or to the goal of promoting faculty and student research and engagement? The MCIC has engaged in a large number of activities over the past three years. There are a number of key highlights and accomplishments. These include:
- Increased study abroad/global education participation: In short, the most significant accomplishment of the Maxwell Center in the past 3 years has been to make strong progress towards the College of Communications goal of having 5% of its students participate in some type of International/Study Abroad Experience. In the past three years, roughly 120-140 communications students PER YEAR have participated in an international experience, which comprises approximately 3-3.5% of the colleges 4,000 students. This is up from approximately 30 in 2011-2012. Given the Maxwell Center's efforts, the COC either leads or is among the leaders on the CSUF campus in terms of sending students abroad. These number directly support the university and colleges international and global education goals, and their commitment to students' participation in "HIPs"-High Impact Practices.
  - Grant funded programs: Journalism Institute of the Americas: Cuba funded by the Knight Foundation which trained a mix of journalists, journalism faculty, and administrators tied to the University of Havana in December 2014. The program focused on digital media, internet and social media support of journalism, and more modern corroborative journalistic techniques. This was the first such program to take place in the US that included the participation of journalists from within the Cuban system, as opposed to the training of those journalists identified as "dissidents".
  - Workshops and conferences: The MCIC has successfully offered two Global Communications Workshops in 2016 & 2017: These workshops were designed to deliver digital media, storytelling, and public communication skills to students and faculty from DIMA (Dong-Ah Institute of Media and Arts) which resides in South Korea. DIMA is an important student exchange partner for the COC, and this program provides significant revenue for the center. Additionally, in partnership with the COC's Latino Communications Initiative the MCIC successfully hosted the 6<sup>th</sup> International Hispanic/Latino Media and Marketing conference in February 2017. This conference attracted over 100 participants from the US, Americas, and Europe.
  - Program Americas: Relationships in Mexico. The MCIC has focused heavily on Mexico given its close proximity to CSUF and the United States. Additionally, Mexico is seen as an attractive destination for many of CSUF's and the COC's Latino students. An example is the relationship with CETYS University-Ensenada that has resulted in the successful completion of two

intersession courses that have been held at CETYS in Ensenada. These courses focused on international PR and tourism and allowed students from CETYS and CSUF to work together on tourism campaign projects.

- Grant related activities: While the Maxwell Center was the recipient of a Knight Foundation grant in 2014-2015, the MCIC has repeatedly applied for larger public grants. In the past three years, the Maxwell Center has applied for a number of grants at the federal level and while the MCIC was not awarded the State Department or 100K in the Americas grant, a consultation with CSUF's federal grant counselor Ron Hamm noted that applying was important in that it increased visibility and increased the likelihood of future funding. Current efforts are focused on grants from the US Department of State, the Ford Foundation, and the SOROS foundation.
- 7 Planning and Strategic Outlook: What is the nature and formality of the center's/institute's strategic planning process? What are the goals of the center/institute for the coming three-year period and to what extent are the center's/institute's resources aligned with those goals? If the leadership of the center/institute believes that some or all of the activities and operations of the center/institute need to be substantially modified, refocused, or discontinued, please explain the rationale and potential timeframe for the viewpoint.
- Strategic planning takes place on a yearly basis through meetings with the Dean of the College of Communications, and the MCIC advisory council. Goals, objectives, as well as key strategies are identified and discussed in the MCIC's annual report as well as with members of the advisory board.
  - Refocus: Moving forward there are two key areas that have been identified as a priority in terms of defining the center's strategic focus. These are in the areas of structure and programming/funding:
    - The international education infrastructure has changed radically in the past 5 years at CSUF, culminating with the restructuring of IPG&E. In sum, the MCIC was created in part to fulfill global educational objectives for the COC and CSUF that at the time of its creation were not being achieved due to a lack of structure and focus/resources on programs by CSUF. As the MCIC enters its full seventh year, a new strategic planning effort will be undertaken to identify mechanisms for the Maxwell Center to better contribute to the efforts of the university and the college to increase participation in international programs.
    - In terms of funding, program based funding may be more profitable for the Maxwell Center than pursuing a larger number of grants. In future years, the MCIC will selectively pursue a few larger grants but will work to develop professionally linked programs that can generate revenue. Such programs will draw on the intellectual and human capital of the COC as well across CSUF, and will be developed in partnership and collaboration with CSUF IPG&E.

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