



Academic Program Review 2017-18 Consultant Department/School Review

Department/School: **Nicholson School of Communication**

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If known, please provide the number of faculty who support similar programs at your current and/or former institution(s):

Instructions: Please offer your assessment of each item below, considering when appropriate, your knowledge of other public research institutions. While this report template is department/school focused, when appropriate, please focus your responses to the programmatic area(s) that you are responsible for reviewing. While a few items solicit an open-ended response, most ask you to rate a particular characteristic of the academic department/school as exemplary, appropriate, or needing improvement. At the end of each section, please elaborate on any items in that section identified as exemplary or needing improvement. Additional comments are optional. You may offer recommendations for improvement on the topics covered in each section at the end of the respective section and/or you may provide all recommendations for improving the department/school in item 6.1 toward the end of this document.

Section 1 - Strategic Planning and Benchmarking

Please evaluate the following:

1.1 Department/school's strategic plan(s)

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

1.2 Department/school's current benchmarking efforts (e.g., peer and aspirational peer institutions identified, discipline benchmarking tools used, use of Academic Analytics tool) – *if applicable - may not be appropriate for non-terminal degree programs*

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

Please elaborate if you identified any items in this section (1.1 - 1.2) as exemplary or needing improvement. Other comments are optional.

The Nicholson School of Communication (NSC) is in a time of great change and opportunity. The NSC's current strategic planning and benchmarking are appropriate. The school will likely undertake substantially new strategic directions in the upcoming years. These opportunities will enable it to capitalize on its new academic context downtown and new collaborations with other academic programs at UCF.

Recommendations, if any, in the area of strategic planning and partnerships:

The NSC should capitalize on the new collaborations available due to the creation of a downtown campus in Orlando. The school should also work to align its programs to suit the new urban context it will now share with the Orlando community.

Section 2 – Infrastructure and Support Resources

Please evaluate the sufficiency and quality of existing resources in each category below to meet the applicable needs of the department/school and particularly the educational program(s) under review.

- 2.1 Instructional space (e.g., lecture/seminar classroom space, instructional labs, studio or other specialized facilities)

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 2.2 If applicable, faculty member research laboratories and/or studio facilities

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 2.3 Research laboratory or studio equipment

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 2.4 Library resources to meet the needs of the faculty members and the educational needs of the program(s) under review

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 2.5 Office and meeting space for faculty members and students

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 2.6 Sufficiency and ability of office personnel

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 2.7 Overall sufficiency of resources to support department/school's strategic plan and stated goals

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

Please elaborate if you identified any items in this section (2.1 – 2.7) as exemplary or needing improvement. Other comments are optional.

The NSC will be moving part of its programs to new facilities in Downtown Orlando. These facilities are impressive and will put the school in very appropriate space for its programs. Currently, the school has very good classroom, media, meeting, and lab space. The school also has outstanding support staff and appropriate library resources.

Recommendations, if any, in the area of other resources and support services:

None

Section 3 – Expectations and Support for Faculty Achievement

(In addition to the self-study documents, you may find it useful to consult the *Faculty Information* section in the UCF APR Web site to assist you in responding to the following items.)

3.1 Faculty member teaching load

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

3.2 Collegiality among the faculty members

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

3.3 Expectations for faculty member teaching, research, and service

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

3.4 Opportunities and support for interdisciplinary appointments and activities

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☒ Needs Improvement ☐ Don't Know ☐ Not Applicable

3.5 Effectiveness of faculty member mentoring in the department/school

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

Please elaborate if you identified any items in this section (3.1 – 3.5) as exemplary or needing improvement. Other comments are optional.

Faculty teaching load was just changed in accordance with faculty's research productivity in the school. The faculty have recently created new programs together and are planning the move to its new academic space. The expectations for research, teaching, and research are appropriate. The school is currently somewhat interdisciplinary. The move downtown will create more opportunities for interdisciplinary collaborations.

Recommendations, if any, in the area of faculty support:

Section 4 – Faculty Scholarly and Creative Activity

- 4.1 Quality and productivity of faculty member research and/or creative activity compared to faculty members in the discipline at comparable public research universities

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

- 4.2 Level of faculty member success in obtaining grants and contracts

Please select only one option from the list below:

☐ Exemplary ☐ Appropriate ☒ Needs Improvement ☐ Don't Know ☐ Not Applicable

Please elaborate if you identified any items in this section (4.1 – 4.2) as exemplary or needing improvement. Other comments are optional.

The NSC recently attracted faculty that are highly productive in strategic communication. Overall the faculty have produced appropriate research in scholarly journals and in academic book outlets. The school does not have a lot of experience in securing grants. However, recently it attracted a faculty member in strategic communication that has significant external funding.

Recommendations, if any, in the area of faculty member scholarly and creative activity (e.g., opportunities for new extramural funding):

The NSC has a great opportunity to be a part of many if not every grant at the university due to the necessity of grants and contracts across disciplines to have a public engagement requirement. The school should work with its grant and contracts office to determine ways in which the school could support the public engagement function for grants that are produced at the university. This approach would allow the school to focus on its strengths and secure grant funding and indirect funding for the school and college.

Section 5 – Faculty Service Activity

- 5.1 Faculty member service contributions outside UCF (consider contributions to the Central Florida Community, State of Florida, and national and international arenas)

Please select only one option from the list below:

☐ Exemplary ☒ Appropriate ☐ Needs Improvement ☐ Don't Know ☐ Not Applicable

Please elaborate if you identified item 5.1 as exemplary or needing improvement. Other comments are optional.

As the school moves to downtown Orlando the type of service requirements for faculty will change. Currently the faculty are appropriately engaged in professional, academic, departmental, college, and university service.

Recommendations, if any, in the area of faculty member service activity:

Section 6 – Analysis and Recommendations

Please use the spaces available to provide a general analysis for the department/school.

- 6.1 Please use the space below to offer any additional recommendations that are not articulated in the sections above or in a program consultant report. Alternatively, if the prior sections of this report contain extensive recommendations with regard to departmental/school-level matters, please use this space to identify those deemed of highest priority. If applicable, please offer recommendations that can enhance performance on priority metrics in the university's collective impact strategic plan (<https://www.ucf.edu/strategic-plan/>).

The NSC is in a time of tremendous change. The school faculty, staff, and its leadership have risen to the challenge. Because of these changes the current strategic plan is in flux and appropriately so. However, the school appears poised to launch new programs, meet new challenges, and make significant contributions to the Orlando community.

- 6.2 Describe currently untapped funding entities (foundations, federal, state, local, etc.) that department/school faculty should pursue to advance strategic goals. Please note any perceived impediments to tapping those resources.

The School can serve as an expert in exporting research findings to the community for any grant or contract at the university. This will help support grant applications at UCF and create research and grant opportunities for the school. The new strategic communication degree will enable the school to apply for grants from NSF, DHS, CDC, among other organizations.

- 6.3 Please offer any suggestions to help the department/school and its programs enhance their national visibility and reputation (e.g., conferences, professional affiliations, untapped ranking entities).

The NSC have recently hired high profile faculty, started new and exciting academic programs, and is active in national and international conferences. The school hosts an international crisis communication conference that is well known. These are very appropriate activities and the faculty should continue in this direction.

- 6.4 Please assess whether you anticipate high demand or need for degree programs, certificates, minors, etc. that are not currently offered by the department/school that could be developed given existing faculty expertise? What additional resources, if any, would be necessary to implement?

Due to the current curriculum development and changes in the department we do not recommend any other new programs, certificates, etc.