Academic Program Review (APR) Class of 2017-18
Department/School Self-study Report Template

Department/School:	Nicholson School of Communication
Department Chair/Director Name:	Dr. Robert Littlefield
Chair/Director Email:	Robert.Littlefield@ucf.edu
Chair/Director Phone Number:	407-823-1708

Department/School Overview

Supplemental Information to Inform Reflection
- college and department/school strategic plans, when applicable
- most recent specialized accreditation or certification results and recommendations, if applicable
- summary of department/school programming available online and at locations off the main Orlando campus
- *Contributing Faculty Activity Worksheet* completed by the department for the review (numeric summary of scholarly/creative works and UG and grad teaching activity by faculty member)
- department/unit faculty workload policy
- department/unit faculty annual evaluation standards and procedures
- department/unit (or college) promotion and tenure criteria
- department/school minimum teaching qualifications statement (Discipline Description)
- current faculty CVs
- distribution of instruction (by SCH and section)
  - by faculty type (full-time versus part-time) and
  - by faculty with and without a terminal degree in the field (undergraduate only)
- benchmarking reports using Academic Analytics, if available
- average 9-month faculty salaries by faculty rank (by department and college)
- overview of Faculty Cluster Initiative

1. Provide hyperlinks to the department/school and college strategic plans if posted on a website. Alternatively, provide available documents to Academic Program Quality.

   Nicholson School of Communication Strategic Plan
   http://sciences.ucf.edu/communication/nicholsonresource/strategic-plan/

   College of Sciences Strategic Plan
   http://sciences.ucf.edu/about/vision-mission-strategic-goals/

2. Provide a clear organizational chart that includes, at minimum, department/school and program leadership and all staff members. Please submit along with the self-study documents.

   Attached as an addendum, see Appendix I

3. Describe the department/school's 3-4 strongest academic areas with regard to teaching, research, and creative activity.

The Nicholson School of Communication is a strong unit populated with dedicated faculty and loyal staff. The unit is committed to excellence and continually strives to offer high quality teaching, research, and creative activity for the benefit of the students enrolled at UCF. Faculty in NSC are award-winning, often recognized annually with multiple prestigious Teaching Incentive Program (TIP) awards. Several faculty also have an excellent track record with pedagogical research promoting the scholarship of teaching and learning. Highly placed articles in the top communication education journals are frequent. Several strong academic areas highlight where NSC excels.

NSC promotes student engagement through partnerships.
- The Advertising/Public Relations program is highly successful because of the professional connections NSC has with internship providers. Students are well-prepared and job placement is high. The Multicultural Academic Internship Program (MAIP) selects and places diverse UCF students into the top firms around the country.
- The International Crisis and Risk Communication Conference (ICRCC) annually brings together scholars and practitioners to bridge the gap between theory and practice. Partnerships with federal, state, and local government agencies; global and local health and emergency management groups; and public relations and information officers provide students with opportunities to partner with faculty on research projects. NSC has highly recognized scholars who are making an impact in the areas of risk, crisis, and emergency communication teaming with undergraduate and graduate students on relevant research projects.

NSC provides experiential learning.
- The Journalism program is very strong in two ways: 1) the faculty bring a blend of academic and professional experience to the students; 2) award-winning programs prepare students for the transition into industry.
- The Radio-Television program partners with WUCF-TV to provide practicum experience working in a television studio for students every semester. These practicums lead to internships and successful placement in broadcast stations following graduation.
- Service learning is incorporated into Human Communication courses, enabling students to reinforce classroom instruction in a real-world environment. Multiple courses use service learning as a dimension of instruction that contributes to student success.

NSC offers training using state-of-the-art facilities to showcase the creativity of students and faculty.
- The Radio-Television program is producing student-developed and produced shows for airing on public stations and through video streaming.
- NSC is expanding its production of documentaries through the Radio-Television program.

4. List any ranked programs in the department/school. If applicable, identify the most recent program rank, source, and year. (*Optional:* Report prior years' rankings)

Major relevant national or international ranking systems (e.g., US News and World Report) could not be located for programs in human and mass communication. Thus, rankings from other sources are presented below.

Both the Communication and Conflict B.A. and the Human Communication B.A. were ranked number 8 in the top 20 online communication degree programs by EDsmart (http://www.edsmart.org/best-online-communication-degree-programs/) which states that the "degrees are designed to help students earn their communication degree in a manner conducive to individual lifestyles and time constraints."

Communication and Conflict was ranked number 5 by Bachelor's Degree Center list of the top 10 online bachelor's in communication degree programs (http://www.bachelorsdegreecenter.org/top-online-bachelors-in-communication-degree-programs/).

Our Radio-Television program has been ranked as one of Study.com's top two schools for top radio broadcasting schools and colleges in the U.S. The ranking highlighted the programs hands on experience provided by the schools in media studio and radio broadcasting station WNSC (http://study.com/articles/List_of_Top_Radio_Broadcasting_Schools_and_Colleges_in_the_US.html).

College Factual*					
2017		**2016**		**2015**	
Communication and Journalism		**Communication and Journalism**		**Communication and Journalism**	
Top Ranked	126/589	Top Ranked	110/614	Top Ranked	122/592
Best Value	110/567	Best Value	90/594	Best Value	155/567
Most Popular	24/1206	Most Popular	17/1206	Most Popular	21/1200
Most Focused	679/1209	Most Focused	589/1202	Most Focused	598/1198
Highest Paid Grads	607/719	Highest Paid Grads	609/722	Highest Paid Grads	609/722
Communication and Media Studies		**Communication and Media Studies**		**Communication and Media Studies**	
Top Ranked	207/537	Top Ranked	199/536	Top Ranked	225/506
Best Value	210/516	Best Value	180/517	Best Value	323/482
Most Popular	32/1019	Most Popular	26/989	Most Popular	38/984
Most Focused	698/1018	Most Focused	660/989	Most Focused	678/984
Highest Paid Grads	559/608	Highest Paid Grads	562/612	Highest Paid Grads	567/616
Journalism		**Journalism**		**Journalism**	

Top Ranked	121/190	Top Ranked	128/199	Top Ranked	121/181
Best Value	143/186	Best Value	149/194	Best Value	152/175
Most Popular	125/350	Most Popular	121/343	Most Popular	111/346
Most Focused	323/350	Most Focused	322/343	Most Focused	313/346
Highest Paid Grads	154/237	Highest Paid Grads	154/238	Highest Paid Grads	161/243
Public Relations & Advertising		**Public Relations & Advertising**		**Public Relations & Advertising**	
Top Ranked	-	Top Ranked	-	Top Ranked	-
Best Value	-	Best Value	-	Best Value	-
Most Popular	21/243	Most Popular	18/323	Most Popular	19/306
Most Focused	161/243	Most Focused	230/323	Most Focused	230/306
Highest Paid Grads	86/137	Highest Paid Grads	150/185	Highest Paid Grads	152/186

*source: http://www.collegefactual.com/colleges/university-of-central-florida/rankings/

5. Describe any distinctive attributes of the department/school (e.g., niche areas covered, populations served, unique industry needs addressed).

- The Hispanic Media Initiative (HMI) is a distinctive program offered through Nicholson School of Communication. In addition to developing a certificate program for students interested in Hispanic media, three Hispanic/Latinx faculty members of NSC are spearheading the initiative through the acquisition of travel support grants enabling students to study in Cuba and other Latin American countries. NSC has allocated resources to help establish the infrastructure necessary to sustain the initiative. The HMI enhances student learning through the immersion experience, supports faculty and staff development through exposure to different cultural media markets and cultures, and uses a partnership with Partners across the Americas to provide funding and support for the exchange programs.
- The Advertising/Public Relations Program sustains a very successful internship program for its students through partnerships with over 100 local organizations, agencies, and businesses. The students are award-winning and placement rates following graduation are consistently high. One aspect of this is the Multicultural Advertising Intern Program (MAIP) that supplies the industry with world-class multicultural talent. Students gain real-world work experience, training and development, and networking opportunities within the advertising industry. NSC students are annually among the most successfully placed interns in the program on an annual basis, often placing the most students from any school in southeastern U.S.
- The Communication and Conflict major is a totally on-line program offered by NSC for students who may be geographically or time constrained and therefore less able to complete a degree using the traditional face-to-face format. The program has grown dramatically on just two years of existence, with nearly 200 students declared as majors. The C&C major serves a specific population that needs to complete coursework using on-line delivery. The addition of a staff person to provide online advising for C&C majors has increased the attractiveness of the program and assisted with the retention of majors in this program.
- The Nicholson Academic Student Services Center is a distinctive part of NSC and contributes significantly to student success. Several programs have been initiated to

> support students, among them the mentoring program where at-risk transfer students are partnered with mentors to provide encouragement and positive reinforcement to help retain students. The mentor program is built upon partnerships with alumni and their respective businesses and agencies/organizations, furthering the goals of UCF to build its programs on partnerships.
>
> - NSC blends the academic and the professional community through the sponsorship of an international conference to address significant issues involving risk and crisis communication. The International Crisis and Risk Communication Conference is held annually, bringing together scholars and practitioners to discuss risk and crisis situations and how to communicate effectively from pre- to post-crisis. Now in its seventh year, the ICRCC is an established event that has drawn scholars from around the world. This year, NSC began its sponsorship of the *Journal of International Crisis and Risk Communication Research* to promote this growing area of study in the communication discipline.

6. Identify each program in the department/school that holds or is in the process of seeking specialized accreditation. When applicable, note the name of the specialized accreditor and **complete the [Summary of Specialized Accreditation Findings supplement](#)**. If a program is eligible for specialized accreditation but does not have and is not seeking accredited status, please provide the rationale supporting the decision.

   Please enter 'not applicable' in the box below if this does not apply to any programs in the department/school.

   > No program is seeking accreditation at the present time. NSC will seriously consider pursuing accreditation once the doctoral program in strategic communication is in place. There is an interest in accrediting the professional mass communication programs (Journalism, Advertising/Public Relations, Radio-Television).

7. If applicable, identify other UCF programs outside your department/school that are supported by your courses, including the General Education Program.

   > **General Education Courses:**
   >
   > All students must select one of the following courses to fulfill general education requirements.
   > > **COM 1000**
   > > **SPC 1603C**
   > > **SPC 1608**
   >
   > | GEP | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | | 2015-16 | | 2016-17 | |
   > | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
   > | | Tot. Enrl | Sec | Tot. Enrl | Sec | Tot. Enrl | Sec | Tot. Enrl | Sec | Tot. Enrl | Sec | Tot. Enrl | Sec | Tot. Enrl | Sec |
   > | COM 1000 | 3,015 | 13 | 3,326 | 12 | 3,502 | 8 | 3,570 | 8 | 3,807 | 9 | 3,745 | 8 | 4,037 | 11 |
   > | SPC 1603 | 724 | 15 | 831 | 17 | 775 | 15 | 768 | 15 | 841 | 27 | 923 | 33 | 972 | 30 |
   > | SPC 1608 | 2,040 | 47 | 1,830 | 36 | 1,813 | 35 | 1,786 | 39 | 1,602 | 36 | 1,515 | 33 | 1,433 | 32 |
   >
   > **Other NSC courses:**
   > COM 3110: Nonprofit Management/National Certification in Nonprofit Management

COM 3311: Social Sciences (B.S.), Teacher Education - World Languages Education Spanish Track (B.S.)
COM 3330: World Languages Degree
COM 4014: Gender Studies – Certificate, Women's and Gender Studies – Minor
COM 4416: Intelligence and National Security – Certificate, Intelligence and National Security – Minor, Terrorism Studies – Minor
COM 4461: Teacher Education - World Languages Education Spanish Track (B.S.), Communication & Conflict (B.A.), World Comparative Studies – Minor, Leadership Studies – Minor, Leadership Studies – Certificate, International Engineering – Minor
COM 4462: Leadership Studies – Certificate, Leadership Studies – Minor
COM 4550: Health Sciences (B.S.), Anthropology of Global Health – Certificate

SPC 3301: Teacher Education - World Languages Education Spanish Track (B.S.), Nonprofit Management/National Certification in Nonprofit Management – Minor
SPC 3445: Teacher Education - World Languages Education Spanish Track (B.S.), Leadership Studies – Minor
SPC 4331: Teacher Education - World Languages Education Spanish Track (B.S.)
SPC 4426: Leadership Studies – Certificate, Leadership Studies – Minor

JOU 3951: Latin American Area Studies – Minor, Latin American Studies (B.A.)

MMC 4303: Latin American Studies (B.A.), Latin American Area Studies – Minor

Top 10 Majors of Students Taking Courses Offered by the Department
2014-15 through 2016-17

Communication Undergraduate Courses	Rank	# Students
Student Major		
Human Communication BA	1	13,154
Advertising/Public Relations BA	2	4,054
Radio-Television BA	3	3,765
Advertising/Public Relations Pending	4	2,231
Journalism BA	5	2,034
Interdisciplinary Studies BA	6	1,638
Biomedical Sciences BS	7	1,414
Health Sci - Pre-Clinical BS	8	1,237
Interdisciplinary Studies BS	9	1,196
Interpers/Organization Comm BA	10	1,136

Top 10 Majors of Students Taking Courses Offered by the Department
2014-15 through 2016-17

Communication Graduate Courses	Rank	# Students
Communication MA	1	804
Corporate Communication Cert	2	86
Business Admin MBA	3	21

Human Communication BA	4	13
Graduate Non-Degree	5	12
Interdisciplinary Studies MA	6	11
Cognitive Sciences Cert	6	11
Public Administration MPA	8	8
Political Science MA	9	7
Nonprofit Management MNM	10	5

8. Briefly describe the typical teaching load for tenured and tenure-earning faculty members in the department/school.

An Equitable Load Policy has been implemented to assist with employee retention. This policy assigns course load based on research productivity with all Assistant Professor level faculty automatically assigned a 2-2 teaching load. This provides junior faculty with additional time needed to complete the research and service required to successfully earn promotion and tenure. Additionally, this policy results in a more manageable teaching load for tenured faculty members as well, with their load being dependent on publications and grant productivity across a three-year rolling average. For example, a tenured faculty member who consistently publishes an average of two double-blind peer reviewed articles a year will remain on a 2-2 teaching load, thus creating a more sustainable environment and also laying the groundwork for successful promotion to full professor.

9. Complete the following self-study supplements:
    a. Contributing Faculty Activity Worksheet (already received by APR committee)
    b. Summary of Noteworthy Awards and Achievements (attached, Appendix II)
    c. Summary of Faculty Member Professional Service Activities (attached, Appendix III)

Other Resources and Support Services

10. If applicable, describe any special tuition (e.g., cost recovery, market rate) and student fees (e.g., distance learning fee, equipment fee) collected by the programs under review.

NSC has teaching labs and facilities that afford the opportunity for students to use the same professional grade equipment and technology that they will encounter as they enter the work force. Due to these resources, all students in our Advertising/Public Relations, Journalism, Radio-Television undergraduate programs, and Communication graduate program assess equipment fees to ensure that students have the opportunity to maintain, repair, and replace the tools that will give them the hands-on experience that will give them a competitive edge. These fees range from $15 to $90 and depend on full or part-time student status.

In addition to equipment fees there are specific courses within both the Journalism and Radio-Television program that assess material and supply fees (approximately $10-20 per course) to purchase the items used needed for the specific class. These courses include: Electronic Journalism II (RTV 3004), Advanced Studio Production (RTV 3531C), Studio

Television Production (RTV 3543C), Audio Production I (RTV 3556C), Lighting for Video (RTV 3581C), Production Interactive Multimedia (RTV 3590C), Broadcast Announcing and Performance (RTV 3601C), and Television News (RTV 4681C).

11. Complete the table below to describe current support staff member resources within the department/school (insert rows as needed):

Position type (e.g., advisor, coordinator, office manager)	Filled		Vacant		Notes (e.g., programs supported)
	HC*	FTE	HC*	FTE	
Cater, Sierra (Coor Academic Advising Svcs I)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV
Daye, Shameika (Coor Academic Progs)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A
Doyle, Deborah (Coor Admin Svcs)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A.
Gamradt, David (Coor Broadcasting)		0.51			R-TV, Journalism
Ingalls, Jane (Office Assistant)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A
Jackson, Tommiea (Coor Info/Pub Svcs)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A
Jessup, Jackie (OPS part-time assistant - Academic Advisor)		.50			Communication and Conflict
Magsino, Rebecca (Assr Dir Acad Sup Svcs)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A.
Mccully, James (Senior Broadcast Technologist)		1			R-TV, Journalism
Mercure, Eve-Lyndssa (Admissions Specialist)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A.
Morris, Susan (Coor Accounting)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A.
Seitz, Kirsten (Coor Academic Advising Svcs I)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV; M.A.

Position type (e.g., advisor, coordinator, office manager)	Filled		Vacant		Notes (e.g., programs supported)
	HC*	FTE	HC*	FTE	
Tummons, Wanda (Senior Fiscal Assistant)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A.
Tuorto, Kim (Asst Dir Academic Programs)		1			Ad/PR, Communication and Conflict, Human Communication, Journalism, R-TV, M.A.
Yonts, Dylan (Coor Broadcasting)		1			R-TV, Journalism

*Headcount

Comments (optional):

> The NSC staff consists of highly qualified professionals; each has specific training and expertise in their respective fields. Currently the school is adequately staffed. Discussions are taking place as to how staff resources will be impacted by the move downtown as the Human Communication and Graduate program will be going down first. As noted above many staff members in their current roles serve across all programs.

12. Describe each of the following resources available to the programs under review, as applicable:

a. specialized instructional space

> NSC has three updated and fully operational computer classrooms, serving the needs of our mass communication programs. Additionally, the schools production facilities (often used for instructional purposes) are state of the art based on the infusion of nearly $300K into these spaces.
>
> The graduate program also has a fully devoted seminar space to hold classes, program meetings and theses defenses.

b. research laboratory and/or studio facilities

> Room 213 is a research lab with an additional room (212) inside of it that serves as an observation room for the lab. This room can be used for focus group research, interpersonal interaction research, and interview research, among others. Room 213 currently is being used as a research lab with 10 lap top computers until the move downtown. UCF Downtown campus is on track to provide a 7,000 square foot, interdisciplinary research facility as part of the academic structure. While the facility is in the pre-design phase, it will likely include several rooms large and flexible enough for observational research, focus groups, and other types of data collection (similar to the Interdisciplinary Research and Incubator building on the UCF East campus).
>
> NSC's studio facilities are state-state-of the-art that is used for the Knightly News and Knightly Latino as well all the student production shows. There is also a 21 station newsroom that is used by both R-TV and Journalism students.

> The Zeus website is an online studio equipment and facility reservation systems that helps manage students being able to checkout equipment and reserve studio facilities. The system handles thousands of reservations each year.
>
> The school has had a good track record of submitting and receiving tech fee funds that have made numerous upgrades to the studio facilities over the years. Traditional 42,000 watt lights used in the production studio as the result of a tech fee proposal were replaced with new 3,000 watt LED lighting that results in an annual saving (lamp replacement and air conditioning costs) of approximately $10,000 per year alone. Since last program review we have replaced and upgraded at least 50 of the cameras that are used for student projections and that students can check out. In 2015-16 NSC received $380,000 of tech fee funding to provide new equipment for fall 2016 classes including: new cameras, a mobile flight pack to do live video switching on location, a camera stabilization system and jibs.

13. Provide a summary of discipline-specific library holdings and other learning resources available to support the programs under review.

> UCF Libraries has identified resources for students with various levels of research needs separated by subject. The Communication Research Guide (http://guides.ucf.edu/c.php?g=78351&p=514349) provides students with the access to identified books, articles, journals, encyclopedia, statistics, and more for the field of communication. The school also has an assigned librarian (Mr. Richard Harrison II) who, along with his fellow Librarians and our NSC faculty, collaborate to ensure that updated and adequate resources for the school are available. In a recent comparison of the UCF Libraries databases, journals, book titles, and books by subject to aspirational peers (University of Florida, University of Georgia, and University of Maryland) the UCF Libraries holdings compare favorably, yet there are some needs that must be addressed moving forward. A recommendation was made in support of the proposed Ph.D. program to improve journal holdings (approximately $2500 per year, for five years).

14. Please rate both the quality and adequacy of the following resources and support services as exemplary, appropriate, or needing improvement to effectively support academic program goals and objectives.

	Quality				Adequacy				
	Exemplary	Appropriate	Needs Improvement		Exemplary	Appropriate	Needs Improvement		Not Applicable
instructional space (lecture, seminar, laboratory, specialized)		x					x		
research laboratory and/or studio facilities		x					x		
research laboratory and/or studio equipment		x			x				
research administration infrastructure		x				x			

	Quality				Adequacy				
	Exemplary	Appropriate	Needs Improvement		Exemplary	Appropriate	Needs Improvement		Not Applicable
office space (faculty, administrative, student)			x				x		
meeting space (e.g., for faculty, students, clubs, organizations)		x				x			
computer resources (including computer lab space)		x				x			
library holdings		x					x		
library support services	x					x			
other program resources						x			

In the space provided below, please elaborate on any items in the table above identified as exemplary or needing improvement. Additional comments are optional.

> Research laboratory equipment (exemplary) – The equipment used in existing labs is new and of high quality.
> Library support services (exemplary) – The services provided by the library for NSC have been exemplary. The staff is personable and dedicated to meeting the needs of faculty and students.
>
> Instructional space (needs improvement) – size of classrooms limits capacity of enrollment.
> Research laboratory facilities (needs improvement) – insufficient research lab space limits scope of research efforts.
> Office space (needs improvement) – Many faculty must share office space with at least one other faculty member. Office furniture is not always designed to maximize space.
> Library holdings (needs improvement) – There are a number of journals and books that should be added to increase holdings, especially in areas that directly support the forthcoming Strategic Communication doctoral program.

15. Discuss any unmet resource needs with regard to the program(s) under review that were not identified previously in the self-study or that require further explanation. Note that reflection on faculty capacity to meet program goals is addressed in Section II (Program Self-study).

> NSC has made high impact experiences a priority across all programs. In addition, the proposed Ph.D. in Strategic Communication requires 3 credits of Community Engagement involving a community partner in order to apply what has been learned through the coursework in the real world. Because of the magnitude of such a requirement, NSC needs a coordinator for these high impact experiences for all programs. This position could also oversee the growing study abroad program, as well as service learning and directed research.