

**BOARD OF GOVERNORS  
STATE UNIVERSITY SYSTEM OF FLORIDA  
NEW DOCTORAL DEGREE PROPOSAL STAFF ANALYSIS**

**Program:** Ph.D. in Strategic  
Communication

**CIP Code:** 09.0900

**Institution:** University of Central Florida    **Proposed Implementation Date:** Fall 2019

**Staffed By:** Dr. Disraelly Cruz

**Initial Review Date:** 9/4/18

**Last Update:** 10/25/18

**Projected program costs:**

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	% & \$ Philanthropy & Endowment	Auxiliary Funds	Cost per FTE	SUS 16-17 Average Cost per FTE
Year 1	\$176,125	74% \$129,751	0% \$0	0% \$0	13% \$23,187	13% \$23,187	\$0	\$28,834	\$18,762 09 CIP
Year 5	\$644,371	70% \$449,876	0% \$0	0% \$0	13% \$85,654	17% \$108,841	\$0	\$24,993	

**Projected FTE and Headcount are:**

	Student Headcount	Student FTE
<b>First Year</b>	6	4.5
<b>Second Year</b>	12	9
<b>Third Year</b>	18	13.5
<b>Fourth Year</b>	24	18
<b>Fifth Year</b>	24	18

*On March 29, 2007, the Florida Board of Governors approved Board Regulation 8.011, which sets forth criteria for implementation and authorization of new doctorates by the Board of Governors, as well as criteria for implementation and authorization of Bachelor's, Master's and Specialist degrees by Boards of Trustees. The following staff analysis is an assessment of how well the university meets Board Accountability and Readiness criteria for implementation of this degree program.*

**Proposal Page Numbers:**

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	Board Goals	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
3	7	10	34	44	52	57	72	85

**A. Program Description:**

The University of Central Florida’s Nicholson School of Communication (NSC) is proposing to establish a doctoral program (Ph.D.) in Strategic Communication with two tracks: health communication and risk/crisis communication. The purpose of the program is to prepare students to research, teach, develop, and test messages that prepare for and/or respond to critical situations where health, social, and/or economic interests are at risk or in crisis (p. 3).

The Ph.D. in Strategic Communication will require the completion of a minimum of 60 credit hours beyond the master’s degree including core courses (9 credits), research methods (12 credits), health or crisis/risk concentration (6 credits), community engagement/practicum/internship (3 credits), elective coursework (15 hours), and the dissertation (15 credits). The program is designed to be completed in four years.

**B. System-Level Analysis and Evaluation in accordance with BOG Regulation 8.011:**

The proposal provides alignment of the program with the State University System’s strategic plan. The program will support the System’s goals by strengthening the quality and reputation of academic programs, research, scholarship, and innovation, and the commitment to community and business engagement. The program will increase STEM degree productivity and efficiency as well as increase research, collaboration and external support for research activity through grants and contracts with federal and private funding entities. Community and business engagement will increase with collaborative experience-based learning opportunities and graduates will be prepared to enter the community and business workforce.

**Need for Graduates in the Labor Market**

The proposal documents the need for doctorates in aspects of strategic communication both in academic areas (p. 11) and in non-academic areas (p. 14). Board staff conducted independent analysis and found data supporting an increasing need in the academic market, but contradictory findings for non-academic areas.

Labor market data, presented below, suggests greater than average job growth; however, market data lists a bachelor’s or master’s as the entry level education for all occupational families within this CIP.

**Table 1: Labor Market Data for Strategic Communication**

Source	Occupations (CIP 09.0900 Public Relations, Advertising, and Applied Communication )	Projections	Entry-level Ed.
BLS*	Advertising and Promotions Managers	10%	Bachelor’s
BLS*	Public Relations and Fundraising Managers	10%	Bachelor’s
BLS*	Public Relations Specialists	9%	Bachelor’s
BLS*	Communications Teachers, Postsecondary	10.0%	Doctoral
DEO**	Advertising and Promotions Managers	11.5%	Bachelor’s
DEO**	Public Relations and Fundraising Managers	11.2%	Bachelor’s
DEO**	Public Relations Specialists	11.2%	Bachelor’s
DEO**	Communications Teachers, Postsecondary	12.7%	Master’s or Higher

\*Employment Change: BLS 2016-2026 (BLS)

\*\*Statewide and Regional Projections (FL) 2017-2025 (FL DEO)

**Academic Market.** The National Communication Association’s (NCA) 2016-2017 Academic Job Listings in Communication Report, which assessed faculty job announcements by research and teaching specialty posted between September 1, 2016 through August 31, 2017, states there were 184 faculty position announcements (15.6% of the total postings) mentioning the areas of strategic/public relations/advertising and five faculty positions in the areas of risk/crisis/conflict communication. The last three consecutive job reports from NCA listed the area of strategic/public relations/advertising as the most popular specialty. An online search of current employment opportunities on the NCA website, conducted on September 4, 2018, resulted in one faculty position in advertising, three in health communication, and one in strategic communication. However, this search was conducted at the start of the academic job market year.

An online search by board staff of related employment opportunities on September 4, 2018 of Inside Higher Education (Inside Higher Ed) returned 19 faculty positions in media and communication studies, 10 positions in public relations and advertising, and seven in other faculty positions. An earlier search on March 29, 2018 returned 245 faculty positions in media and communication studies, 45 positions in public relations and advertising, and 199 other communications faculty.

**Private/Corporate Labor Market.** In assessing market demand in the private/corporate sector, a search for full-time mid-level to senior level communication specialist positions in Florida on Indeed.com conducted on September 4, 2018 returned 2,831 advertised

positions. As a whole, these positions required bachelor’s and master’s degrees with two to eight years of experience in public relations, communications, public affairs, and other related experience. Advertised positions included but were not limited to universities, hospitals, corporations, and non-profit organizations.

Board staff also reviewed job openings at the top four public relations firms in the country to identify openings that required or preferred a Ph.D. in Strategic Communication<sup>1</sup>. Upon review of upper-level openings specific to healthcare and general not one required or preferred a Ph.D. As noted in the table below, most openings require a minimum of a bachelor’s degree and several years of experience.

**Table 2: Sample Job Opportunities, Required Education, and Qualifications**

<b>Job Title</b>	<b>Education Qualifications</b>	<b>Experience Qualifications</b>
Senior Manager, Healthcare Public Relations	BA/BS	Seven years of public relations experience required
Senior Manager, Media Relations (Healthcare)	BA/BS	Four to six years in a public relations/communication and strategy and execution
Senior Vice President Corporate Communications	MA/MS	
Managing Supervisor Healthcare	BA/BS	Seven to nine years of public relations agency experience in healthcare
Global Manager, Strategy and Operations	None required BA/BSA or MBA preferred	Eight years of related experience in the communications field
Manager, Influencer Research & Measurement (risk)	BA/BS	Three to five years of experience with research, digital analytics, and PR a plus
Research Manager	BA/BS	Two years required Four years of research experience preferred
Vice President of Public Affairs and Issues Advocacy	BS/BA	Eight years of experience
Vice President of Health	BA/BS	Eight years in public relations or related fields
Senior Director of Communications	BA/BS	Seven years of experience in communications

<sup>1</sup> Board staff reviewed the Holmes Report’s *The Global Top 250 PR Agency Ranking 2017*, to identify the Top 4 PR firms.

Senior Manager, Healthcare Public Relations	BA/BS	Seven years of public relations experience required
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**Federal/State Labor Market.** On September 4, 2018, board staff conducted a search of federal job postings (USAjobs) for public affairs specialists, emergency management specialists, health communication specialists, and similar positions. Although the search returned 685 openings in these areas, most postings listed years of service requirements and at least a year or more of specialized experience. Examples of GS-11 and above job positions listing specialized experience include the following.

- A public affairs specialist for the Army National Guard required a bachelor’s with general and specialized experience. Specialized experience is a minimum of 36 months of writing and communication experience related to public affairs of the military.
- A public affairs specialist position for the U.S. Census Bureau required one year of experience equivalent to the GS-12 level in federal service, but explicitly notes that education cannot substitute for experience.
- An emergency management specialist position, also listed in the proposal (Appendix J, p. 280), states prior experience must be in a federal service management position including “participating in briefing and strategy meetings; develop, analyze, and prepare plans and reports for preparedness and emergency response activities; and receive, track and post requests for information that require agency action and furnish real time alerting and reporting on potential or real emergency situations.”

Additional job postings listed in the proposal also highlighted specialized experience.

- An emergency management specialist posting listed in the proposal (Appendix J, p. 297) is reserved for current Federal Emergency Management employees or reservist as noted by its incident core (IC-11) designation. This job opening is temporary and not open to the public.
- A health communications specialist for the Food and Drug Administration (FDA) (Appendix J, p. 281) requires “one year of specialized experience, equivalent to the GS-11 level in the federal service that included planning and implementing communications and marketing strategies; evaluating communications and marketing strategies and campaigns to measure its effectiveness; drafting and disseminating information, products; and disseminating program information through presentations.”

Since job postings did not list education requirements, a supplemental search for similar job postings on Indeed.com returned jobs in the corporate sector with minimum qualifications of an MA, MS, or MPH.

On September 14, 2018 Board staff received communication from UCF using information from the Office of Personnel Management’s (OPM) guidelines on

clarification and qualification of staff grades. The proposal and response letter suggest (p. 16) and provide evidence of government job postings at the GS-12 and above (pp. 17-18 and Appendix J pp. 248-297) which, according to OPM guidelines on research positions, requires a doctorate degree. According to the OPM website, research positions “primarily involve scientific inquiry or investigation” and academic preparation is sufficient because it allows the individual to perform a full range of tasks after a short orientation period. The occupational series covered under this guideline includes jobs in the fields of engineering, architecture, pathology, biological science, operations research, and others. The only related occupational series is public health educator, which requires a doctorate from an accredited program in public health.

The positions supplied in the proposal and Appendix A (e.g., public affairs specialist, health communications specialist, emergency management specialist, etc.) fall under the administrative and management positions’ job family. The OPM guidelines clarify that for some positions the work may be “sufficiently technical or specialized that graduate study alone may not provide the knowledge and skills needed to perform the work.” Administrative and management positions may require at least one year of specialized experience at the previous grade (i.e., a GS-11 must have one year of specialized experience at the GS-9 level). Applicants with one year of specialized experience “are not required by this standard to have general experience, education above the high school level, or any additional specialized experience to meet the minimum qualification requirements.” As noted in the proposal (p. 16), students of the program will graduate with:

- one to two years of experience in grant writing, administration, research design, data collection, and analysis;
- two years of experience as instructor of record designing and developing their own coursework and training for undergraduate level students; and
- at least six months of externship work with community partners engaging in tasks such as program evaluation and assessment, public communication campaign development, and strategic planning.

While the externship may provide specialized experience, according to the OPM guidelines, the six months of experience would only meet 50% of the requirement. However, in Appendix A, the proposal does note recruitment of professionals in the field. Individuals who begin the program with years of experience will meet these requirements and be able to further develop research and data analytics skills.

It is difficult to assess the workforce demand outside of academia for graduates of this Ph.D. program. The analysis of the non-academic strategic communication job market suggests students may have a greater return on investment by entering the field and gaining experience once they have completed their bachelor’s or master’s degree.

**Student Demand for the Program**

The University of Central Florida surveyed all master’s level alumni from the last 10 years ( $n = 302$ ) and active students ( $n = 56$ ). Per the proposal, 50% expressed interest in enrolling in a Ph.D. program in the future and 46% of those would definitely or probably apply to the proposed program once it is available. Twenty-five respondents (17%) had already enrolled in another Ph.D. program.

Within the State University System, this would be the first doctoral program offered with CIP code 09.0900 with an emphasis on health or risk/crisis. While no other doctoral program in the System is substantially similar, the enrollment and degrees awarded for the System doctoral programs in communications are included below.

**Table 3: Enrollment, Ph.D. in Mass Communication and Media Studies (CIP 09.0102)**

	2013	2014	2015	2016	2017
UF	62	67	61	57	64

Source: Florida Board of Governors, Enrollment by CIP, retrieved September 4, 2018

**Table 4: Degrees Awarded, Ph.D. in Mass Communication and Media Studies (CIP 09.0102)**

	2014 - 2015	2015 -2016	2016- 2017
UF	12	12	18

Source: Florida Board of Governors, Degrees by CIP, retrieved September 4, 2018

**Table 5: Enrollment, Ph.D. in Speech Communication and Rhetoric (CIP 09.0101)**

	2013	2014	2015	2016	2017
USF – T	*	*	41	41	42

\*Data unavailable

Source: Florida Board of Governors, Enrollment by CIP, retrieved September 4, 2018

**Table 6: Degrees Awarded, Ph.D. in Speech Communication and Rhetoric (CIP 09.0101)**

	2014 - 2015	2015 -2016	2016- 2017
USF – T	*	*	2

\*Data unavailable

Source: Florida Board of Governors, Degrees by CIP, Retrieved September 4, 2018

**Table 7: Enrollment, Ph.D. in Communication and Media Studies CIP (09.0199)**

	2013	2014	2015	2016	2017
FSU	34	32	29	25	29

Source: Florida Board of Governors, Enrollment by CIP, Retrieved September 4, 2018

**Table 8: Degrees Awarded, Ph.D. in Communication and Media Studies CIP (09.0199)**

	2014 - 2015	2015 -2016	2016- 2017
FSU	10	7	4

Source: Florida Board of Governors, Degrees by CIP, Retrieved September 4, 2018

The projected headcount is six the first year and 24 by year 5. Per the proposal, the primary source of students for this program will be individuals who have graduated from other degree programs (Appendix A, Table 1-B). Other sources of students indicated include additional out-of-state residents and additional foreign residents as well as individuals drawn from agencies/industries in the service area (Appendix A, Table 1-B).

**External Consultant’s Report**

Dr. Sandra Petronio, Professor in the Department of Communication Studies at Indiana University-Purdue University, and Dr. Matthew Wayne Seeger, Dean of the College of Fine, Performing and Communication Arts at Wayne State University, reviewed the University of Central Florida’s proposal for the Ph.D. in Strategic Communication. Both consultants provided letters of support for the program.

Dr. Petronio and Dr. Seeger commented that this program will address a highly significant topic in need of expansion given the challenges of dealing with risk and crisis, which continue to grow. Dr. Petronio wrote, “addressing the challenges with a rich arsenal of dedicated research scientists and expert faculty can foster our ability to develop best practices dealing with these issues” (Appendix D, p. 108). Dr. Seeger commented, “risk and crisis is a growing area of research and practice, and Florida, as was vividly demonstrated by recent events, is obviously an appropriate place for this area of work” (Appendix D, p. 112). Both reviewers also commented on the relevance of the applied program focus, translating research into practice. Dr. Seeger wrote, “the market for doctoral education has changed significantly with a shift toward applied research and jobs in research, business, industry and government as opposed to traditional academic appointments” (Appendix D, p. 112). Dr. Seeger recommended incorporating an internship, a co-op experience, an international service or research experience or a teaching experience which would enhance the applied program focus and elevate the innovation of the program (Appendix D, p. 113).

Both reviewers offered constructive suggestions including the need for consistency and specificity in the curriculum tracks (Appendix D. p. 109 and p. 113) and noted the importance of recruitment efforts to recruit, retain, and graduate a diverse group of students (Appendix D, p. 110 and p. 113). Dr. Seeger questioned the number of UCF faculty with experience training doctoral students and suggested training faculty members through a fellowship program or seminar series to “insure they have the necessary skills to be successful as doctoral mentors” (Appendix D, p. 113).



**Summary**

The University of Central Florida is proposing to develop a Ph.D. in Strategic Communication with two tracks: health communication and risk/crisis communication. This will be the first doctoral program with CIP 09.0900 in the State University System. The purpose of the program is to prepare students to research, teach, develop and test messages that prepare for, and/or respond to, critical situations where health, social, and/or economic interests are at risk or in crisis (p. 3). The proposed program requires a minimum of 60 credit hours beyond the master’s degree and will be offered at the UCF Downtown campus beginning fall of 2019. The curriculum is designed to be completed in four years (p. 4).

It is difficult to assess the workforce demand outside of academia for graduates of this Ph.D. program. Review by Board staff of upper-level openings (both specific to healthcare, public relations, emergency management, and general) yielded positions requiring bachelor’s and master’s degrees. Further inquiry in federal positions in the administrative and management job families listed levels of specialized experience where education could not serve as a substitute. For students conducting externships with federal agencies, the program’s six month externship would need to be supplemented with an additional six months of experience. This supplemental experience is possible for students who were previously working in emergency management or other governmental sectors and seeking an advanced degree.

**C. Assessment of the University Review Process in accordance with BOG Regulation 8.011:**

*Due to the system of stair step accountability set in place by the Board of Governors in Regulation 8.011, it is now incumbent upon University Board of Trustees to verify that all doctoral programs coming before the Board of Governors have met the requirements of the regulation. The following is an assessment of the university review process to ensure that all criteria set forth have been considered by the university prior to submission to the Board of Governors office.*

**ACCOUNTABILITY**

*Check ‘yes’ or ‘no’ box, and make comments beneath criterion as appropriate.*

**1. Overall** – *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

**YES NO**

**The proposal has been approved by the university board of trustees and includes all required signatures.**

The proposed program was approved by the University of Central Florida’s

Board of Trustees on March 22, 2018.

- The university has provided a proposal written in the standard SUS format which addresses new academic program approval criteria outlined in BOG Regulation 8.011.**

The new academic program proposal was written in the standard SUS format and in accordance with the criteria set forth in Board Regulation 8.011.

- The pre-proposal was reviewed by the Council of Academic Vice Presidents (CAVP) workgroup and any concerns identified by the group have been listed and addressed in the proposal.**

The pre-proposal was presented to the Council of Academic Vice Presidents (CAVP) in spring 2015. There was no formal concern raised.

- The university has provided data that supports the need for an additional program in the State University System as well as letters of support or concern from the provosts of other state universities with substantially similar programs.**

The proposed degree program would be the first Doctoral program in the State University System under this CIP code and the first program in strategic communication related to public health, risk, and crisis communication. Letters of support for the program were included from the University of South Florida, Florida Institute of Technology, Florida International University, Florida Atlantic University, Florida State University, University of Florida, University of Miami, and University of North Florida. Letters of support were included from additional universities as well as from professionals/advisory boards.

- The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.**

- The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the goals of the university's equity accountability plan.**

The University of Central Florida's Equal Opportunity Officer reviewed and signed the proposal on April 24, 2017.

- The program does not substantially duplicate programs at FAMU or FIU or, if it does, evidence was provided that consultations have occurred with**

**the affected university on the impact of the new program on existing programs.**

The program does not duplicate programs at FAMU or FIU.

*2. Budget – The proposal presents a complete and realistic budget for the program consistent with university and BOG policy, and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.*

YES NO

- The University Board of Trustees has approved the most recent budget for this proposal.**

The current budget was approved by the University Board of Trustees on March 22, 2018.

- The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears in alignment with expenditures by similar programs at other SUS institutions.**

The projected E&G cost per FTE in year one is \$28,834 and in year five is \$24,933. The projected costs for the program corresponds with the calculated average cost per FTE of \$28,834 for CIP 09 as provided in the 2016-2017 expenditure analysis report.

- The proposal indicates that the program will follow the cost-recovery or market-rate funding models. If so, details and timelines for getting approvals for these funding models are included in the proposal.**

The program will operate as a traditional graduate program.

- In the event that resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not have a negative impact on undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.**

The proposal indicates that the implementation of the Ph.D. in Strategic Communication will reduce Graduate Teaching Assistantships (GTA) funded positions for the NSC M.A. students. Currently, 16 of the M.A. students are supported on GTA waivers, and per the proposal, at least 13 of those waivers will shift to the Ph.D. students over four years (p. 39). However, the NSC has secured a donation from an alumnus that will

provide six funded positions for M.A. students. Per the proposal, the undergraduate and graduate programs will benefit from the addition of the Ph.D. program with the doctoral level graduate teaching assistants, independent original research as well as creating research teams with students in the undergraduate and master's programs with research expectations involving external funding.

**READINESS**

*Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.*

**3. Program Quality** – *The proposal provides evidence that the university planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

YES NO

- The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the University Board of Trustees.**

The proposal describes a collaborative planning process involving faculty, administrators, doctoral program proposal committees, and external reviewers. A chronological table outlining the collaborative planning process is included in the proposal on pp. 49-52.

- An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.**

Dr. Sandra Petronio, Professor, Department of Communication Studies at Indiana University-Purdue University, served as an external reviewer for the proposed program. Dr. Matthew Wayne Seeger, Dean of the College of Fine, Performing and Communication Arts at Wayne State University, also served as an external reviewer. Their reviews of the proposal were provided (Appendix D). Dr. Petronio and Dr. Seeger noted the need for the program and identified strengths of the proposed program. The reviewers also provided constructive suggestions for further strengthening the program and it was reported that these were incorporated into the proposal (p. 7). Dr. Petronio and Dr. Seeger provided letters of support for the program (Appendix D).

- The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program to be satisfactory.**

Per the proposal, a program review was completed in 2012-2013 by external consultants for the Nicholson School of Communication and the M.A. program. Each recommendation was noted in the proposal as either in progress or completed and the actions taken for each were detailed in the proposal.

- The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.**

According to the proposal, the core courses, and most electives will be delivered either face-to-face on the UCF Downtown Campus or in mixed mode formats.

- If necessary, the university has made allowances for licensure and legislative approval to be obtained in a timely manner.** N/A

*4. Curriculum – The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.*

YES NO

- The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry driven competencies discussed in the proposal.**

The program proposal identifies specific program outcomes in the areas of knowledge, research, applied research or immersion experience, and employment post-graduation (pp. 52-54). The assessment measures for each program outcome are also identified. The program's doctoral colloquium (0 credit hours), core requirements (9 credit hours), research requirements (12 credit hours), community engagement requirement (3 credit hours), restricted elective courses (6 credit hours in area of concentration), and unrestricted electives (15 credit hours) are listed, as well as the dissertation requirement of 15 credit hours. The program is designed to be completed in four years.

The concentration in risk and crisis communication has two required elective courses which are Risk Communication and Seminar in Risk and

Crisis Communication. For the concentration in Health Communication the two required elective courses are Health Communication and Seminar in Health Communication. The curriculum also consists of 15 credit hours of unrestricted electives. Of the unrestricted elective courses listed, three appear to be related specifically to the risk and crisis concentration and it is noted that students may complete, with approval, up to six hours outside of the Nicholson School of Communication (e.g., Emergency Management). The proposal provides letters of support from UCF's Department of Health and Informatics and the Public Affairs doctoral program expressing support, potential research collaboration, and the opportunity for students to take courses in both programs.

Board staff expressed concern regarding the instructional communication course and its alignment with both academic and professional market needs. Based on the syllabus for the course (Appendix H), this core course appears to prepare students only towards academic job market preparation. However, in the institution's response letter received on September 14, 2018, the department stated the course will also prepare students to conduct training.

- The university anticipates seeking accreditation for the proposed doctoral program, or provides a reasonable explanation as to why accreditation is not being sought.**

There are no accrediting agencies for doctoral programs in this field of communication.

*5. Faculty – The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments, and that faculty in the aggregate have the necessary experience and research activity to sustain a doctoral program.*

YES NO

- The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.**

According to Appendix A Table 4, 17 current faculty will participate in the doctoral program. The faculty includes three professors, 10 associate professors, three assistant professors, and one lecturer. Each of the faculty participating holds a Ph.D. in their degree field. No new faculty are anticipated.

- The university has reviewed the evidence provided and found that the faculty in aggregate has the necessary experience and research activity to sustain the program.**

Appendix A, Table 4 of the proposal identifies the academic discipline for current faculty to be Human Communication, Advertising/Public Relations, Radio Television, Journalism, Strategic Communication, and Academic Discipline. According to the Board of Governors data, the University of Central Florida Master of Arts in communication has graduated 144 students since 2011-2012. The Nicholson School of Communication's graduate faculty are actively involved in scholarly productivity with a reported 313 journal articles; 20 books, monographs, compilations, manuals; 112 chapters, cases, readings, supplements; 16 conference proceedings; and 535 scholarly or professional presentations in 2012-2017 (p. 83). The faculty are also active in service to the discipline by serving on journal editorial review boards, advisory boards, professional association committees, book/textbook reviewers, grant proposal reviewers, editors, and serve on executive boards of organizations/associations.

- The university has reviewed the evidence provided and found the academic unit(s) associated with this new degree to be productive in teaching, research, and service.**

According to the proposal narrative on page 79, the faculty who will contribute to the program have been active in teaching, research, and service. The abbreviated curriculum vitae for the faculty members were included in the proposal (Appendix C).

- If appropriate, the university has committed to hiring additional faculty in later years, based on estimated enrollments.** N/A

According to the proposal and Appendix A, no new program faculty are anticipated.

**6. Resources** – *The proposal provides evidence that the university has ensured the available library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships will be sufficient to initiate the program, and that if applicable, funding has been secured to make more resources available as students proceed through the program..*

YES NO

- The university has provided a signed statement from the Library Director verifying that the library volumes and serials available are sufficient to initiate the program.**

Per the proposal, no additional databases or journals are needed to support the program. Additional book titles are needed to implement and sustain the program through year 5. The estimated cost of these resources is \$2,500 per year for five years (a total of \$12,500). The projected cost is correctly reflected in Appendix A Table 2. The Library Director submitted a full report of library resources (Appendix B of the proposal), signed and dated March 30, 2017.

- The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories and office space, is sufficient to initiate the program.**

According to the proposal, the Nicholson School of Communication graduate programs and Human Communication program will reside on the UCF Downtown campus with some of the facilities being maintained at the UCF East campus Nicholson School of Communication building and lab space in the industrial park. Adequate classrooms, laboratories, and office space is anticipated.

- The university has ensured that necessary equipment is available to initiate the program.**

Per the proposal, no additional or specialized equipment is needed for the proposed program. Existing resources are anticipated to continue.

- The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.**

All students enrolled in the Ph.D. are intended to receive \$18,000 academic-year stipends and tuition waivers for four years. In the third year, six students will enter the dissertation phase and will be paid the academic year stipend as well as a stipend of \$4,500 during the summer due to the requirement for continuous enrollment. These are identified as being supported by contracts and grants and philanthropy endowments.

- If applicable, the university has ensured that the department has arranged a suitable number of clinical and internship sites.**



Internship sites are secured primarily by the students (p. 91); however students will receive assistance in identifying internships by the Coordinator for Community Engagement. This coordinator role will be filled by a faculty member who will oversee the Community Engagement course. Students are also able to gain information for opportunities available through student-sponsored internship fairs, Career Services, and alumni. The program proposal does include ideas for future development of internship opportunities (p. 91).

Analyst Comments:

- The proposed program seeks to enroll and graduate approximately six students a year. Currently the job market demand is stronger for academic positions. While the analysis suggests students may have a greater return on investment by entering the field and gaining experience once they have completed their bachelor's or master's degree, letters from individuals of the Orlando community and other institutions (Appendix I) express growing interest in and possible future need for more research-oriented strategic communication practitioners. Additionally, the proposal does suggest possible recruitment of individuals who are currently working in public relations who may benefit from increasing their data analytic and research abilities.