MA in Strategic Communication
Program Policy Statement
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Program Policy Statement

I. Description

The mission of the Department of Communication's MA program in Strategic Communication is to provide training to practitioners and students in the fields of strategic communication, public relations, digital media, and social media. Areas of study are driven by the strengths of the curriculum offered by the Department of Communication, the instructional strengths of the department's faculty, and the market demands for post-baccalaureate degrees for individuals working in these fields. This program will provide high quality online instruction through a core graduate curriculum, hence allowing students to focus their program of study in one of the degree's two core ~~concentrations~~ specializations or to build an individualized program of study of their own. The program also includes a capstone course that will allow students to demonstrate what they've learned through a practical, hands-on project/experience. An added expectation of this program is an increased visibility, both regionally and nationally, particularly furthering the Department of Communication's reputation of producing high quality Master's level graduates ready to take on careers within the growing areas of the field of Communication.

The proposed Master of Arts degree in Strategic Communication will build upon the Department of Communication's existing reputation of quality undergraduate education within the fields of public relations and strategic communication. Students in this proposed program are expected to develop a deeper understanding of strategic communication and acquire the skill set to apply what they learn in the professional world. These students will be able to immediately apply the theoretical and practical content of the coursework to their current and future positions of employment. All of this will be accomplished in a flexible program that a student can complete while maintaining full-time employment in as little as two years.

Students must demonstrate proficiency with course content through successful completion of coursework, including successful completion of a capstone course. The capstone course will require students to identify a strategic communication-related project and conduct research or design a communication campaign. It will also require students to deliver recommendations for the future based upon knowledge and skills gained through their coursework. The markers of success for this program will include the quality of its applicants, the future ranking of the Master of Arts program, and the job placement or advancement of the program's graduates.

II. Rationale and Demand

A. Institutional Demand

1. Compatibility with the University of Delaware Mission

This MA program in Strategic Communication is a critical component supporting the academic priorities of the University of Delaware. Consistent with major initiatives of both the College of Arts and Sciences and the University of Delaware, this MA program will help to achieve the recommendations put forth by the strategic principles of the University of Delaware President and administrators. The implementation of this MA degree would contribute to the University of Delaware's goal of increasing the size of the graduate student population. The students added to the UD graduate student population would assist in the Delaware First's initiative to increase graduate enrollment overall to 7,000 students. In addition it will add another new and diverse educational opportunity, delivered in a unique medium, not offered before at the University of Delaware while preparing them for a wide range of careers in the professional world of communication. This program will bring a diverse population of students, from various backgrounds, while supporting professionals as they strive to increase their skillsets in the field of strategic communication. The goal of the Department of Communication is to be a contributor to the excellence of the University of Delaware's graduate programs while also working toward the university's strategic goals by increasing student diversity and building toward an environment of inclusive excellence, by engaging students in challenges that would go beyond traditional academic ideas about communication, and by continuing to have an impact on the discourse and the knowledge about communication in the professional world.

2. Description of the Planning Process

The proposal planning process began for the Department of Communication soon after the completion of the application process for the department's recently instituted Ph.D. program in Communication. The Dean's Office of the College of Arts and Sciences inquired about the feasibility of a professionally based master's program in an effort to offset some of the potential costs of the Ph.D. program. The former Chair of the department, John Courtright, the current Chair of the department, Kami Silk, and the Director of Graduate Studies, James Angelini, began to review the existing master's degree programs already in place at the University of Delaware, with a particular emphasis on those graduate degrees being offered in an online only format.

Upon concluding this investigation, meetings were held with teams from Wiley Education Services, an online service partner with whom UD has a master services agreement, to further explore the potential successes and pitfalls an online graduate degree in communication might carry. These meetings with Wiley were a data driven process during which they demonstrated, through their market analysis, the desire for an online program like the one being proposed here. After these meetings it was decided that an online MA degree in Strategic Communication would be a viable degree program and the proposal for the program was created.

This proposal was then brought to the Department of Communication's Graduate Committee for review in August, 2018, which consists of the Department Chair, the Director of Graduate Studies, and three additional faculty members: Paul Brewer, Professor and Research Director of the Center for Political Communication, Jennifer Lambe, Associate Professor, and Dannagal Young, Associate Professor. The members of the committee raised questions, concerns, and further ideas which led to revisions to the initial proposal of the draft.

The proposal draft was then brought to the entire faculty of the Department of Communication. Further discussion was held about the proposal and all members of the faculty were informed of revisions to the proposal based on faculty and administrative input. This planning process culminated with an endorsement of the program by the Department of Communication faculty in a vote on 8/27/2018. Of the 13 faculty members, 11 voted to approve the program.

3. Impact on Other University Programs

This is a self-contained program with all courses emanating from the Department of Communication. We see no impact on other academic units at the university.

4. Utilizing Existing Resources

The MA in Strategic Communication will utilize existing resources at the university and within the Department of Communication. All members of the faculty in the Department of Communication will be given the opportunity to teach courses within this graduate program, either on load or as paid overload with a supplemental S-contract. If any teaching needs for the online MA program in Strategic Communication are not met by existing members of the Department of Communication faculty S-contracts will be offered to qualified individuals from outside the University of Delaware community.

B. Student Demand

Enrollment is projected by Wiley Education Services to be approximately 66 students in the first year, building to approximately 100 students by the end of the third year. The enrollment projections have been developed based on calculations by various inputs from Wiley's marketing, sales, and enrollment specialists. Program parameters for the projections include tuition, time to completion, number of courses, and number of admissions dates throughout the year. Enrollment projections can be seen in Appendix A.

Students must have, at minimum, a baccalaureate degree to enroll in the MA in Strategic Communication program. Admitted students can be both new to the University of Delaware or potential graduates from established undergraduate programs. The 30-credit, single major program is projected to take two years to complete, but students may take up to five years. Courses will not be restricted to Strategic Communication majors, however we expect the majority of students in these courses will be in the Strategic Communication MA program. University of Delaware graduate students that are not Strategic Communication majors must seek approval from the Department of Communication's Director of Graduate Studies in order to enroll in the online courses for this degree program.

The curriculum is designed to meet the needs of currently employed members of the strategic communication and public relations fields who wish to improve their skillset and to make themselves more marketable in their chosen careers. Though an undergraduate degree in Communication is not required for enrollment, this program will also better equip those individuals with such an undergraduate degree to enter into positions that require knowledge of strategic communication, social media, and public relations. The online delivery format for all courses will allow individuals from many states (and potentially around the world) to participate in the program.

C. Transferability

Students interested in transferring master's level credit from other institutions will be evaluated on an individual basis. For specific details about the program's transfer policy see Section III, Subsection C.

D. Demand and Employment Factors

Strategic communication and public relations are professional fields that are continually growing. The United States Bureau of Labor and Statistics project a growth of 9-10% in these fields through 2026 (2018a; 2018b). In addition, an online exploration of jobs showed more than 17,000 jobs in strategic communication, more than 38,000 positions in digital media, more than 46,000 positions in public relations, and more than 127,000 positions in the fields of social media as managers and analysts (LinkedIn, 2018a; 2018b; 2018c; 2018d). This data demonstrates that this industry has a clear, growing, long-term demand for individuals with the skill sets that a student who completes the MA in Strategic Communication can provide.

References

LinkedIn. (2018a). Online job search retrieved from
https://www.linkedin.com/jobs/strategic-communications-jobs/.

LinkedIn. (2018b). Online job search retrieved from
https://www.linkedin.com/jobs/search/?keywords=digital%20media&location=United%20States&locationId=us%3A0.

LinkedIn. (2018c). Online job search retrieved from
https://www.linkedin.com/jobs/search/?keywords=public%20relations&location=United%20States&locationId=us%3A0.

LinkedIn. (2018d). Online job search retrieved from
https://www.linkedin.com/jobs/search/?keywords=social%20media&location=United%20States&locationId=us%3A0.

United States Bureau of Labor and Statistics. (2018a). *Public relations and fundraising managers*. Retrieved from https://www.bls.gov/ooh/management/public-relations-managers.htm.

United States Bureau of Labor and Statistics. (2018b). *Public relations specialists*. Retrieved from https://www.bls.gov/ooh/media-and-communication/public-relations-specialists.htm.

E. Regional/State/National Factors

1. List of Comparable Courses of Study

In an examination of similar programs within close proximity to the University of Delaware, there are no programs within 50 miles that offer a program in Strategic Communication, Public Relations, or Digital Media delivered to students 100% online. Moving beyond that 50 mile radius there are programs that do provide online degrees in Communication. These programs are:

- Johns Hopkins University (Baltimore, MD) – MA Communication
- American University (Washington, DC) – MA Strategic Communication
- Georgetown University (Washington, DC) – MPS Public Relations & Corporate Communications
- Southern New Hampshire University (Hookset, NH) – MA Communication
- Northeastern University (Boston, MA) – MS Corporate & Organizational Communication

In comparison to the five programs above, the proposed MA in Strategic Communication is unique based upon a student's ability to focus their studies in the areas of Public Relations or Digital/Social Media, or a student can potentially build a program of study that best fits their own personal career goals. In addition the reputation of the University of Delaware within the field of Communication is strong. The University of Delaware's current on-site MA in Communication is ranked #11 in the United States, (#17 overall in North America) which will broaden its appeal among prospective students for both the on-site and this proposed online MA program (Eduniversal Best Masters Ranking, 2018).

Nationally, the two online MA programs that are seen as potential competitors for students in this arena are the MA in Strategic Communication from Michigan State University and the MS in Communication from Purdue University. However, in information provided from Wiley Education Services, their market analyses show that even when looking for online degrees individuals tend to choose schools and programs that are geographically close and known to them. Although an online program is technically geographically boundless, with no direct regional competition for this program, any threat Michigan State or Purdue appear to have when it comes to attracting students is minimal.

References

Eduniversal. (2018). *Eduniversal best masters ranking – corporate communication in North America*. Retrieved from http://www.best-masters.com/ranking-master-corporate-communication-in-north-america.html

2. Describe the Participation of any Non-Campus Person or Organization in the Development of this Proposal

Wiley Education Services, a division of John Wiley & Sons academic publishing, is a business that markets online educational programs for various academic institutions across the country and will provide support for the proposed MA in Strategic Communication program. Wiley will provide services to assist with program marketing, recruitment and enrollment of students, and academic needs such as technical support and instructional training for course management.

Wiley provides technical support for all students, faculty and staff through their Personal Support Center, which is available 24 hours a day, seven days a week, every day of the year via e-mail or inbound telephone calls.

In order to develop a program that works within Wiley's guidelines and still fits the curricular goals of the Department of Communication, several decisions were made and agreed upon. Those decisions included offering courses in seven-week cycles, having three admission starts (beginning of fall semester, beginning of spring semester, and summer session), and designing a program that could be completed in two years. While these parameters were part of the agreement in working with Wiley, all decisions were evaluated and agreed upon by Department of Communication faculty.

At the end of the contract term with Wiley Education Services, the contract states that UD retains ownership of the MA in Strategic Communication program and all materials UD develops as part of this program, and UD has the right to offer the program on its own or to contract with a company other than Wiley for the provision of similar services.

F. Other Strengths

There are several special features that can be considered strengths of the newly proposed MA program in Strategic Communication. First, it provides practitioners already working in the field the opportunity to increase their skillset and marketability, while also providing those not already in the fields of strategic communication, public relations, or digital media the background to make them able to be competitive when searching for employment in these areas. Second, it allows students to concentrate in either the areas of public relations or digital/social media while also allowing other students the opportunity to build a program that is individualized to their own desired goals. Third, it requires students to apply what they learn in a practical manner through the completion of a capstone course in order to complete the degree.

Finally, the program is delivered 100% online, can be completed in 24 months, is delivered in a seven-week format, and candidates can enter the program during three admissions points throughout the year. These factors increase the convenience of the program and its viability for those looking for a flexible educational experience in the professional field of their choice.

III. Enrollment, Admissions, and Financial Aid

A. Enrollment Limitations/Criteria

Enrollments will not be limited. We are projecting enrollments will not reach above 125 active students in the first three years of this program. Projections are based on research from Wiley Education Services and are included in Appendix A.

B. Admission Requirements/Criteria

Admission to the MA program is competitive. Those who meet standard minimum requirements are not guaranteed admission nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer appropriate strengths and skills.

Applicants will adhere to the University's Office of Graduate and Professional Education procedures using the online admission process accessible at http://grad.udel.edu/apply/.

Admission decisions will be made by the Graduate Committee of the Department of Communication. Students will be admitted to the program based on enrollment availability and their ability to meet the following minimum entrance requirements:

- A baccalaureate degree from an accredited college or university. This degree need not be in communication or a related field. Transcripts for all undergraduate (and graduate studies where applicable) must be included. Transcripts issued in a language other than English must be accompanied by an official translation into English.

- An undergraduate cumulative GPA of 3.0.
- ~~A Graduate Record Examination (GRE) score is required. This requirement can be waived if the applicant has an undergraduate GPA greater than 3.25. Applicants should contact the Department of Communication's Director of Graduate Studies to determine if they qualify for a waiver.~~
- A written statement of goals and objectives (the personal statement) that clearly describes why the applicant wants to pursue this degree and how it could assist them now (or in the future) in achieving their professional or career goals.
- Three letters of recommendation from professional sources and/or professors that can speak to the applicant's ability as a student or to their academic and/or professional motivations and/or potential. All letters of recommendation will be submitted online per the Office of Graduate and Professional Education admission policy. See http://grad.udel.edu/apply/ for details.
- Official results from the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) exam taken with the last 2 years (for non-native English speaking applicants only). For the TOEFL a score of at least 600 for the paper-based exam or 100 for the internet-based exam is required. For the IELTS exam a minimum score of 7.0 is expected. All scores must be received before an admissions decision can be rendered.
- A résumé or curriculum vitae (CV).
- Applicants applying for admission to begin the program at the start of the fall semester must have their complete application submitted by August 10. Applicants applying for admission to begin the program at the start of the spring semester must have their complete application submitted by January 21. Applicants applying for admission to begin the program at the start of the summer session must have their complete application submitted by May 20.

Completed applications (application form, official transcript(s), ~~GRE scores,~~ TOEFL or IELTS scores (if required), letters of recommendation, résumé/CV, and statement of purpose will be compiled by the Department of Communication's Director of Graduate Studies. This information will be disseminated for review to members of the department's Graduate Committee.

C. Transfer Policy

Graduate credit earned at another institution will be evaluated at the written request of the student. Such a request will be evaluated by the Department of Communication's Graduate Committee. In order for the transfer to be considered the following are required:

- The grade earned in the course is no less than a B-.
- The course was completed at an accredited college or university.
- The original course syllabus must be submitted with the written request.
- The course must have an equivalent course in the Department of Communication's course inventory.
- The course was completed in the last five years.
- Transferred courses may not have been used in the completion of another degree.

If approved by the Graduate Committee the credits, but not the grades or quality points, are transferable to the University of Delaware graduate records. Credits from institutions outside of the United States are generally not transferable to the University of Delaware. A maximum of nine credits will be allowed for transfer.

D. Retention Policy

Students are expected to complete the MA program in Strategic Communication in two years but may take up to five. Students must maintain an overall GPA of 3.0 to stay in good standing.

E. Student Expenses and Financial Aid

   1. Extraordinary Expenses

   All courses will be delivered completely online and will be asynchronous. Students should be prepared with the following set of technology tools (not all courses will require all items):

   - Broadband internet connection
   - Mac or Windows personal computer with up-to-date antivirus software
   - Digital Video Camera or WebCam
   - Internal or external microphone
   - Sound card with speakers
   - Scanner
   - Flash player
   - Microsoft PowerPoint
   - Microsoft Word
   - Microsoft Excel
   - Adobe Reader

   2. Sources of Financial Support

   Students in the MA program in Strategic Communication will not be supported by graduate teaching assistantships or other forms of internal or external funding awarded through the Department of Communication. It is anticipated that many students will receive tuition reimbursements by employers for seeking further education in their associated career fields. When necessary, students who are planning on taking a minimum of six credit hours a semester (the minimum required to qualify and comply with federal guidelines for financial aid in this program) are strongly encouraged to complete a FAFSA (Free Application for Federal Student Aid) form.

IV. Curriculum Specifics

A. Degrees Awarded

Master of Arts (MA) degree

B. Curriculum

The Master of Arts in Strategic Communication requires 30 credits, including 27 credits of graduate level coursework and 3 credits from a required capstone. The program is designed to be completed in two years, but due to the online nature of the program students may take up to five years. See Appendix B for proposed communication courses with descriptions.

No class may be used to fulfill more than one requirement.

Curriculum for Students Who Choose a ~~Concentration~~Specialization:

Required Core Courses	12 credits	
~~Concentration~~ Specialization Courses		9 credits
Elective Courses	6 credits	
Required Capstone	3 credits	
Total	**30 credits**	

Required Core Courses (12 credits)

COMM702	Principles of Strategic Communication	3
COMM703	Strategic Communication – Research	3
COMM706	Strategic Communication – Theory	3
COMM707	Strategic Communication Ethics	3

~~Concentration~~ Specialization Courses (9 credits)

Each student will choose and declare one of two ~~concentrations~~ specializations within the Strategic Communication program by the time of their completion of their Required Core Courses. ~~Concentration~~ Specialization requirements consist of the completion of three ~~concentration~~ specialization courses (9 credits) from their chosen ~~concentration~~specialization.

~~Concentration~~ Specialization 1 – Public Relations ~~Concentration~~ (choose 3)

~~COMM609~~	~~Public Relations Campaign Planning~~	~~3~~
~~COMM613~~	~~Public Relations Management~~	~~3~~
~~COMM652~~	~~Communication and Persuasion~~	~~3~~
COMM719	Reputation Management	3
COMM721	Public Relations Campaigns	3
COMM722	Crisis Communication	3
COMM723	Strategic Communication Campaigns	3
COMM724	Public Relations Writing	3
COMM725	Branding	3
COMM727	PR Management	3
COMM728	Strategic Communication and Persuasion	3
COMM729	Topics in Public Relations	3
COMM756	Advanced Strategic Communication Writing	3
~~COMM814~~	~~Communication Campaigns~~	~~3~~

~~Concentration~~ Specialization 2 – Digital Media/Social Media ~~Communication~~ (choose 3)

~~COMM676~~	~~Social Media and Communication~~	~~3~~
COMM719	Reputation Management	3
COMM731	Interactive Marketing	3
COMM732	Social Media Campaigns	3
COMM733	Writing for Digital Media	3
COMM734	Digital Media Content Strategy	3
COMM735	Social Media Management	3
COMM736	User Data Analytics	3
COMM739	Topics in Digital Media	3
COMM756	Advanced Strategic Communication Writing	3

Elective Courses (6 credits)

Students must take six additional course credits over the course of their program. These courses may come from their chosen ~~concentration~~specialization, the other ~~concentration~~specialization, or from the list of courses below.

COMM740	Effective Health Communication	3
COMM751	Digital Political Strategy	3
COMM752	Sports Communication & Branding	3
COMM753	Media Analytics	3
COMM754	Communication & Leadership	3

Required Capstone Course (3 credits)
COMM769 Strategic Communication Capstone   3

Curriculum for Students Who Choose to Develop and Individualize Plan of Study:

Required Core Courses	12 credits
Elective Courses	15 credits
Required Capstone	3 credits
Total	**30 credits**

Required Core Courses (12 credits)

COMM702	Principles of Strategic Communication	3
COMM703	Strategic Communication – Research	3
COMM706	Strategic Communication – Theory	3
COMM707	Strategic Communication Ethics	3

Elective Courses (15 credits)

Students must take fifteen elective course credits from the list below over the course of their program to develop their own individualized program of study. Students must consult with an adviser (the Department of Communication's Director of Graduate Studies unless another adviser is assigned to the student) to ensure their course selections best fit their academic and career goals.

~~COMM609~~	~~Public Relations Campaign Planning~~	~~3~~
~~COMM613~~	~~Public Relations Management~~	~~3~~
~~COMM652~~	~~Communication and Persuasion~~	~~3~~
~~COMM676~~	~~Social Media and Communication~~	~~3~~
COMM719	Reputation Management	3
COMM721	Public Relations Campaigns	3
COMM722	Crisis Communication	3
COMM723	Strategic Communication Campaigns	3
COMM724	Public Relations Writing	3
COMM725	Branding	3
COMM727	PR Management	3
COMM728	Strategic Communication and Persuasion	3
COMM729	Topics in Public Relations	3
COMM730	Multimedia Authoring	3
COMM731	Interactive Marketing	3
COMM732	Social Media Campaigns	3
COMM733	Writing for Digital Media	3
COMM734	Digital Media Content Strategy	3
COMM735	Social Media Management	3
COMM736	User Data Analytics	3
COMM739	Topics in Digital Media	3
COMM740	Effective Health Communication	3
COMM751	Digital Political Strategy	3
COMM752	Sports Communication & Branding	3
COMM753	Media Analytics	3
COMM754	Communication & Leadership	3

COMM756 Advanced Strategic Communication Writing   3
COMM814 Communication Campaigns   3

Required Capstone Course (3 credits)
COMM769 Strategic Communication Capstone   3
MA in Strategic Communication Sample Curriculum

Courses in this degree are non-sequence dependent and do not include prerequisites. Each course runs for 7 weeks. Fall A and Spring A begin when courses begin according to the University academic calendar. Fall B and Spring B begin during the eighth week of the semester and end before the last day of the semester. The summer session will run during the 7.5 week summer session.

For a student who chooses one of the two ~~concentrations~~ specializations their curriculum could be as follows:

Year 1   Fall A   Core Course #1
             Fall B   Core Course #2
             Spring A   Core Course #3
             Spring B   Core Course #4
At the conclusion of their core courses students declare a concentration
             Summer   ~~Concentration~~ Specialization Course #1

Year 2   Fall A   ~~Concentration~~ Specialization Course #2
             Fall B   ~~Concentration~~ Specialization Course #3
             Spring A   Elective #1
             Spring B   Elective #2
             Summer   Capstone

For a student who chooses to design an individualized plan of study their curriculum could be as follows:

Year 1   Fall A   Core Course #1
             Fall B   Core Course #2
             Spring A   Core Course #3
             Spring B   Core Course #4
At the conclusion of their core courses students inform the Department of Communication's Director of Graduate Studies of their intention to design an individualized plan of study
             Summer   Elective #1

Year 2   Fall A   Elective #2
             Fall B   Elective #3
             Spring A   Elective #4
             Spring B   Elective #5
             Summer   Capstone

C. Consequences for Failure to Make Satisfactory Progress

Each student's progress to degree will be reviewed at the end of every academic year. Students must maintain a cumulative GPA of 3.0 to remain in good standing. In addition students must achieve, at minimum, a B in each of the core courses. If a minimum of B is not achieved the course may be retaken a maximum of once in an effort to achieve the required grade. If the required grade of B is not achieved after completion of the retaken course the student will be recommended for dismissal from the program.

Students who fail to maintain good academic standing in their course work will be notified in writing of their progress by the Department of Communication's Director of Graduate Studies. Students are required to submit a written revised plan to continue their plan of study. This revised plan must be approved by the Director of Graduate Study and the Graduate Committee. Each student will be evaluated on an individual basis for extenuating circumstances influencing their progress toward degree completion.

The Office of Graduate and Professional Education monitors the academic progress of all graduate students and notifies students in writing of all academic deficiencies. The cumulative GPA after each 9-hour increment determines academic standing. Students who fail to make progress necessary to achieve the required cumulative GPA of 3.0, or whose cumulative GPA falls below a 2.0, will be dismissed from the program.

V. Resources Available

A. Learning Resources

The MA in Strategic Communication will be supported by the excellent resources–both print and electronic–made available through the Morris Library. The Morris Library holds electronic versions (and some older, print versions dating back many decades) of literally all of the primary and secondary scholarly journals in the discipline of Communication. In addition, there are several important databases (e.g., Lexis-Nexis, Mass Communication Complete) that could potentially be useful to professional graduate students.

A support letter from University Library Services can be found in Appendix C.

B. Faculty / Administrative Resources

The ultimate responsibility for this proposed MA program in Strategic Communication resides with the Chair of the Department of Communication. Much of the day to day administration, however, will be delegated to the Director of Graduate Studies. This position currently exists and is described in detail on the Department's bylaws.

The Director also serves as the Chair of the Departmental Graduate Committee, whose members include the Department Chair and three faculty members elected by the Department faculty. The Graduate Committee is responsible for graduate curricular issues, including but not limited to maintaining the quality of instruction, evaluating and proposing revisions to programs of study, graduate student recruitment, admission decisions, and funding decisions, and other issues relevant to graduate education in the Department.

Faculty members in the Department of Communication are listed in Appendix D.

C. External funding

Not applicable at this time.

VI. Resources Required

A. Learning Resources

Faculty will make use of existing resources with support from the IT department and Wiley Education Services to deliver online courses.

B. Personnel Resources

Although current faculty members will be given the opportunity to teach the courses to be offered in this MA in Strategic Communication program, it will become necessary to hire adjunct instructors/professors utilizing S-contracts. We have been assured by the Arts and Sciences Dean's Office that the support for these S-contracts will be provided (see Appendix E for the Deans letter of support).

The addition of this MA program in Strategic Communication will require a full time staff position, who will work with the Department Chair and the Director of Graduate Studies, to serve as Program Coordinator. The person who fills this role will likely have experience teaching in an online program as well as administration experience in handling programs similar to the one proposed here.

C. Budgetary Needs

See proposed personnel resources in the previous section which have budgetary needs.

VII. Implementation and Evaluation

A. Implementation Plan

2018-2019
- Submission and approval of this proposal, as well as new course proposals needed to complete the curriculum as proposed.

- Infrastructure is implemented (establishment of course curriculum, hiring of full time staff position, if necessary hiring any s-contract faculty needed for first courses offered)

2019-2020
- First cohort of graduate students is admitted and begins program

B. Assessment Plan

The Graduate Committee will be responsible for the quality of this new MA program. Both formative and summative methods will be used to assess achievement of the program's learning outcomes. Each course in the curriculum contributes to this final outcome. Each course will be evaluated by students after completion of the course. Course evaluation summaries identifying strengths, weaknesses, and suggested revisions will be completed annually by the faculty members who have taught them. These summaries will be reviewed by the Graduate Committee so that an overall evaluation of the curriculum will take place annually.

APPENDIX A
ENROLLMENT PROJECTIONS FOR MA PROGRAM IN STRATEGIC COMMUNICATION BY WILEY EDUCATION SERVICES

2019 / 2020

	Fall A	Fall B	Spring A	Spring B	Summer	Fall A	Fall B
Student - Continuing Prior Term		17	14	30	25	34	56
Student - New	21		22		23	30	
Students - Re enter				1	1	2	2
Student - Total Enrollment	21	17	36	31	49	66	58

2021

	Spring A	Spring B	Summer	Fall A	Fall B
Student - Continuing Prior Term	49	65	54	58	82
Student - New	25		25	35	
Students - Re enter	2	3	3	3	3
Student - Total Enrollment	76	68	82	96	85

2022

	Spring A	Spring B	Summer	Fall A	Fall B
Student - Continuing Prior Term	68	86	70	86	110
Student - New	30		27	37	
Students - Re enter	4	4	4	4	4
Student - Total Enrollment	102	90	101	127	114

APPENDIX B
PROPOSED NEW COMMUNICATION COURSES WITH DESCRIPTIONS

COMM702   Principles of Strategic Communication   3 credits
An introduction to the world of strategic communication practice in the 21st century. Will strike a balance for students between an academic perspective, through academic research and questioning the overall role of strategic communication, and a practicing perspective, through increasing familiarity with the field.

COMM703   Communication Research   3 credits
An introduction to quantitative and qualitative research methods in communication, including survey research and focus groups, to be utilized in professional and applied settings.

COMM706   Communication Theory   3 credits
An exploration of major theories and perspectives on how to understand public communication and its influence on organizations, individuals, and our society.

COMM719   Reputation Management   3 credits
An examination of the role of personal reputation in an overall organization, including how corporate culture can influence a company's reputation and how internal communications can serve as a tool. Will also examine the factors of reputational risk and the strategies behind building a reputation.

COMM722   Crisis Communication   3 credits
This course provides a fundamental understanding of crisis and issues management. This course will discuss the process of prevention, preparation, and response a professional must employ during crisis management. An emphasis will be placed on practical applications of crisis communications theory.

COMM724   Public Relations Writing   3 credits
Development of professional writing skills expected of PR practitioners, including the writing of press releases, features, profiles, public service announcements, fact sheets, and media correspondence among others, as geared to specific audiences and appropriate channels.

COMM725   Branding   3 credits
Students learn how to develop brands, create concepts, and develop advertising campaigns. Included are how to determine appropriate media for particular campaigns, how to organize a creative department, how to create budgets and timelines, and how to research and purchase visual imagery.

COMM729   Topics in Public Relations   3 credits
Further examination of areas of interest within the fields of strategic communication and public relations. Topics areas explored could include organizational communication, health communication, political communication, sports communication, or advertising.

COMM731   Interactive Marketing   3 credits
Explores the growing promise of mobility, the possible pitfalls of marketing in social media, and web analytics, including search engine marketing and search engine optimization. Will learn how to define their audience, establish key performance indicators, measure results, and optimize the experience for the user.

COMM733   Writing for Digital Media   3 credits
Focuses on crafting and structuring written work so that it may be easily translated to various platforms and can reach the widest possible audience. Different writing processes will be used to demonstrate new ways of thinking about information.

COMM734   Digital Media Content Strategy   3 credits
Examines how compelling digital media content is essential in engaging site visitors and driving their behavior. Topics include the intersection of search engine optimization, social media, and content marketing strategies and the future of content strategy.

COMM735   Social Media Management   3 credits
Gain knowledge of social media ecosystems and social business models. Will analyzed data to extra audience insights, develop and implement strategies, and ultimately become skilled social media practitioners.

COMM736   User Data Analytics   3 credits
Emphasizes understanding which data collection method is best for a particular context. A focus on the use and interpretation of digital analytics as well as data collection methods and basic statistics for digital sites and apps.

COMM739   Topics in Digital Media   3 credits
Further examination of areas of interest within the areas of digital media. Topics areas explored could include social media, online consumer behaviors, digital political strategies, and digital health promotion.

COMM740   Effective Health Communication   3 credits
Examines how communication professionals can improve communication among patients, providers, governmental agencies, and other stakeholders. A focus will be on the design, transmission, and evaluation of effective health promotional messages.

COMM751   Digital Political Strategy   3 credits
Students explore new political strategies in an ever increasingly networked world and learn what it takes to be a digital political strategist.

COMM752   Sports Communication & Branding   3 credits
Examines how communication professionals can use sports culture to leverage brand awareness for sports organizations as well as gain a positive brand association for those companies whose identities are linked to sports. Will look at what communication strategies can be utilized to advance the brand.

COMM753   Media Analytics   3 credits
Introduction to the basic concepts and uses of media analytics. Included are an exploration of data acquisition about audiences, sources of commercial data, and an overview of some of the popular analytics platforms and tools.

COMM754   Communication and Leadership   3 credits
Examination of the variety of leadership roles present in dynamic environments. Focus on organizational culture, conflict in organizational environments, socialization, power in professional relationships, and group and team communication.

COMM756   Advanced Strategic Communication Writing   3 credits
Strong focus on honing students' abilities to create effective, strategic messages across many forms of mass media. Students create short and long strategic messages targeting specific demographic and psychographic audiences. Other topics include audience analysis, metrics, engagement, digital influence, and new media relations. PREREQUISITE: COMM724 OR COMM733

COMM769   Strategic Communication Capstone   3 credits
Students identify a communication-related project, conduct research or design a relevant project or campaign, and deliver recommendations. Offers the opportunity to apply knowledge and skills gained through their course work.

APPENDIX C
SUPPORT LETTER FROM
UNIVERSITY LIBRARY SERVICES

September 6, 2018

<u>Memorandum</u>

To: Kami Silk
        Chair and Edward F. and Elizabeth Goodman Rosenberg Professor
        Department of Communication

From: Trevor A. Dawes
        Vice Provost for Libraries and Museums
          and May Morris University Librarian

I am responding to your request to supply information about the capability of the University of Delaware Library to support the proposed MA in Strategic Communication.

The University of Delaware Library with its strong social sciences, interdisciplinary and electronic collections is well able to support this program. Enclosed is a description of collections, resources and services available for this purpose. In your proposal you state: "The MA in Strategic Communication will be supported by the excellent resources—both print and electronic—made available through the Morris Library." Also, of note, this MA program is a completely online program with its courses delivered by Wiley Education Solutions.

I would be pleased to respond to any questions.

/nb
Enclosure

c: University of Delaware Library
        Susan A. Davi, Associate Librarian and Head, Collection Management and Licensed
            Electronic Content Department
        M. Dina Giambi, Associate University Librarian for Budget and Collections
        Dianna L. McKellar, Librarian, Reference and Instructional Services Department
        Sandra K. Millard, Deputy University Librarian and Associate University Librarian for Services,
            Outreach and Assessment
        Carol A. Rudisell, Librarian and Head, Reference and Instructional Services Department

September 6, 2018

<u>Report on Library Services and Collections in Support of the
Proposed MA in Strategic Communication</u>

General Description

The University of Delaware Library includes the Hugh M. Morris Library, where the main collection is housed; two branch libraries located on the Newark campus, the Chemistry Library and the Physics Library; and a third branch library, the Marine Studies Library, located in Lewes, Delaware. The Library collections parallel the University's academic interests and support all disciplines. The proposed graduate program is directly supported by the Library's strong collections in communication, education, human development, public policy and other related social sciences.

Books, full-text electronic journals and electronic books, databases, periodicals, microforms, government publications, maps, manuscripts and media provide a major academic resource for the University of Delaware, the surrounding community, the state of Delaware and the nation. Library staff members provide a wide range of services.

The University of Delaware Library is a U.S. depository library and a U.S. patent depository library and contains the complete file of every patent issued by the U.S. Office of Patents and Trademarks.

The online catalog, DELCAT Discovery, provides access to millions of items by author, title, subject and keyword.

Library collections number over 2,720,000 and are broadly based and comprehensive. In 2016/2017, the Library Web <library.udel.edu/> received over 3,900,000 page views.

Specific Support for Communication

The Library's collections are strong and are well able to support the proposed MA program in Strategic Communication. For many years, the Library has supported related graduate and undergraduate programs in communication, education, human development, business and economics, operations research, psychology, political sciences, sociology, statistics and public policy. The collections in these areas are excellent and continue to grow.

An experienced librarian, Dianna McKellar, Librarian, Reference and Instructional Services Department, serves as the Library liaison to the faculty in the Department of Communication. As Library liaison, Ms. McKellar works with the Department of Communication to:

- Further develop Library collections both print and electronic to support the teaching, learning and research needs of the department and its programs

- Provide research support for faculty and students in a consultation setting
- Provide instruction in a classroom setting
- Serve as a resource for the information needs of the Department of Communication as they relate to the Library, Scholarly Communication, Open Access and other topics

More than 250 research guides <guides.lib.udel.edu/> in all subject areas have been developed and are maintained by Library liaisons. These research guides describe Library resources and assist students in the research process. In this context, Ms. McKellar maintains the research guide for Communication <guides.lib.udel.edu/communication>. These guides introduce students to a wide array of useful resources including databases, eJournals, ebooks, reference materials, visual material and more. Ms. McKellar is also available to work with faculty to develop research guides for specific courses within this program.

In addition to its extensive print-based collections, the Library provides access to more than 100,000 electronic journals <library.udel.edu/ejournals/> and more than 670,000 electronic books <library.udel.edu/ebooks/>. Within the Library's eJournal collection, communication, education, sociology, public policy and related social sciences are very strong, including almost all the journals published by Taylor & Francis, SAGE, Elsevier, Springer, Wiley and the archival journals provided by JSTOR. In addition, many full-text journals are included in the *Communication & Mass Media* database.

Information from current newspapers is available from *Nexis Uni* and ProQuest's *Global Newsstream*. Access to *The New York Times* is available from NYTimes.com.

Within the ebook collection, online access to most books published by Springer, now including Palgrave Macmillan, from 2005-present is of particular importance. Other eBooks related to this program are available from *ProQuest Ebook Central, EBSCOhost eBooks* and *Books at JSTOR.*

The Library subscribes to more than 400 online databases <library.udel.edu/databases/> which support research in all areas. A wide range of databases support the study, research and teaching of communication. Among the most important are: *Communication & Mass Media Complete, Business Source Premier, Nexis Uni* (formerly *LexisNexis Academic*) *Education Source, PsycINFO, Scopus* and *Web of Science.* Another potentially important resource is *SAGE Research Methods*, a cross-disciplinary research methods tool which includes cases, videos, books and journal articles. Communication and Media Studies is one of the many areas included in *SAGE Research Methods.*

In addition to these databases, the Library provides access to *Academic Video Online, Docuseek2* and *Kanopy* – streaming video collections which include material in media studies, politics & current affairs, business, psychology and more. The Library also subscribes to *iPoll* (public opinion data from the Roper Center) and *PolicyMap* (a data and mapping platform) which may be useful to students in this program.

The Library also subscribes to *RefWorks*, a web-based citation management tool that can be used with most databases.

The Library has strong collections of film and video <library.udel.edu/filmandvideo/> which support study and teaching in all subject areas.

The Library has a nationally recognized Student Multimedia Design Center <library.udel.edu/multimedia/> which provides access to equipment, software and training related to the creation of multimedia projects. The Student Multimedia Design Center includes over 80 workstations, six studios and two classrooms focused on multimedia creation and delivery of oral presentations. University of Delaware users also may borrow a wide variety of multimedia equipment. Through its Multimedia Literacy program, the Student Multimedia Design Center provides instructional support for faculty seeking to incorporate multimedia into their assignments.

The Library also maintains an Institutional Repository <udspace.udel.edu/>, which archives research reports, documents and other resources produced by University of Delaware faculty and students.

In response to graduate student comments, the Library has created a Graduate Student Research Room, a space accessible only to graduate students via their UD ONEcard. This room provides space for graduate students to work collaboratively or individually.

Trevor A. Dawes
Vice Provost for Libraries and Museums
   and May Morris University Librarian

APPENDIX D
MA IN STRATEGIC COMMUNICATION FACULTY

Faculty Member	Rank
James Angelini	Associate Professor
Carolyn White Bartoo	Instructor
Amy Bleakley	Professor
Paul Brewer	Professor
Scott Caplan	~~Associate~~ Professor
~~Danielle Catona~~	~~Assistant Professor~~
John Courtright	Professor
John Crowley	Assistant Professor
Juliet Dee	Associate Professor
Morgan Ellithorpe	Assistant Professor
Lindsay Hoffman	Associate Professor
Tracey Quigley Holden	Assistant Professor
Jennifer Lambe	Associate Professor
Barbara Ley	Associate Professor
Steven Mortenson	Associate Professor
Kami Silk	Professor
Tara Smith	~~Adjunct Professor~~Instructor
Lydia Timmins	~~Assistant~~ Associate Professor
Danna Young	Associate Professor