CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION
Connecticut State Colleges & Universities
APPLICATION FOR MODIFICATION OF ACCREDITED PROGRAM

SECTION 1: GENERAL INFORMATION

Institution: Central Connecticut State University	Date of Submission to CSCU Office of the Provost: March 26, 2019

Most Recent NEASC Institutional Accreditation Action and Date: August 2013

Original Program Characteristics	**Original** Program Credit Distribution
CIP Code No. 09.0900 Title of CIP Code Public Relations, Advertising, and Applied Communication Name of Program: MS Communication Degree: Title of Award *(e.g. Master of Arts)* **MS** Certificate: *(specify type and level)* **Graduate** Date Program was Initiated: 1976 Modality of Program: x On ground Online Combined If "Combined", % of fully online courses? Total # Cr the Institution Requires to Award the Credential *(i.e. include program credits, GenEd, other)*: 33	# Cr in Program Core Courses: 12 # Cr of Electives in the Field: 12-21 # Cr of Free Electives: 0-6 # Cr Special Requirements *(include internship, etc.):* 0-3 Total # Cr in the Program *(sum of all #Cr above)*: 33 From "Total # Cr in the Program" above, enter #Cr that are part of/belong in an already approved program(s) at the institution: **33**

Type of Program Modification Approval Being Sought (mark all that apply):

Licensure and Accreditation (specify whether New Certificate, Minor, Option, Concentration, or Other)
 	
    Significant Modification of Courses/Course Substitutions*
 	
    Offering of Program at Off-Campus Location (specify new location)
 	
x Offering of Program Using an Alternate Modality (e.g. from on ground to online) **We will continue to deliver the program with on ground and online options but are adding a fully online track to our existing program. Full-time students can complete the online track within 2 years.**
 	
x Change of Degree Title or Program Title

Modified Program Characteristics	**Modified** Program Credit Distribution
Name of Program: MS Strategic Communication Degree: Title of Award *(e.g. Master of Arts)* **MS** Certificate[1]: *(specify type and level)* **Graduate** Program Initiation Date: Fall 2019 Modality of Program: On ground **X** Online x Combined If "Combined", % of fully online courses? 60% of courses offered per semester Total # Cr the Institution Requires to Award the Credential *(i.e. include program credits, GenEd, other)*: 33	# Cr in Program Core Courses: 12 # Cr of Electives in the Field: 12-21 # Cr of Free Electives: 0-6 # Cr Special Requirements *(include internship, etc.):* 03 Total # Cr in the Program *(sum of all #Cr above)*: 33 From "Total # Cr in the Program" above, enter #Cr that are part of/belong in an already approved program(s) at the institution: **33**

*Significant is defined as "more than 15 credits in a previously approved undergraduate degree program or more than 12 credits in a previously approved graduate degree program.

CSCU REVIEW STATUS *(For System Office Use Only - please leave blank)*

Notes regarding Application: Log of Steps Toward Approval: Date of Approval: Date for Inclusion in BOR-ASA Meeting Package:

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[1] If creating a Certificate program from existing courses belonging to a previously approved baccalaureate/associate degree program, enter information about that program in the "Original Program" section.

Comments:	Conditions for Approval (if any)

SECTION 1: GENERAL INFORMATION   (continued)

If program modification is concurrent with discontinuation of related program(s), please list for such program(s):

Program Discontinued: CIP: OHE#:   Accreditation Date:

Phase Out Period   Date of Program Termination

Institution's Unit *(e.g. School of Business)* and Location *(e.g. main campus)* Offering the Program: College of Liberal Arts & Social Sciences

Other Program Accreditation:
- If seeking specialized/professional/other accreditation, name of agency and intended year of review:
- If program prepares graduates eligibility to state/professional license, please identify:

(As applicable, the documentation in this request should addresses the standards of the identified accrediting body or licensing agency)

Institutional Contact for this Proposal: Chris Pudlinski   Title: Dept. Chair   Tel.: 832-2701   e- mail: pudlinskic@ccsu.edu

SECTION 2: BACKGROUND, RATIONALE AND NATURE OF MODIFICATION
(Please Complete Sections as Applicable)

Background and Rationale *(Please provide the context for and need for the proposed modification, and the relationship to the originally approved program)*

This proposed MS in Strategic Communication, with an online track, is tailored to the needs of students seeking a graduate program in Communication as it allows for more flexible ways to complete class activities and assignments from any location. For the past few years, our department has consistently and increasingly offered online graduate courses that have proven to be effective in delivering the material and assessing students´ content knowledge. The requirements of the newly proposed program will not differ from the existing MS Communication except for the delivery of instruction.

In regards to the degree name change, the term Strategic Communication has become popular over the past 25 years, as a better way to describe a large sub-area of the field of Communication. For us, it represents the combination of Public Relations (& Promotions) and Organizational Communication. In general, the following explanation, from 2011, most accurately reflects our department views:

> The term "strategic communications" … means infusing communications efforts with an agenda and a master plan. Typically, that master plan involves promoting the brand of an organization, urging people to do specific actions, or advocating particular legislation. . . .
> The field of 'communications' is broad, encompassing professionals who *create* news or want to *push* information to the public (public relations, public information, marketing), people who *deliver* news and media to the public (journalists, audio and video producers, public speakers, educators), and people who *study* the interplay of media and society (researchers).
> According to Shayna Englin, who teaches public relations and corporate communications at Georgetown, "being strategic means communicating the best message, through the right channels, measured against well-considered organizational and communications-specific goals. It's the difference between doing communications stuff, and doing the *right* communications stuff."

> Several factors spawned the field:
- *New methods of outreach* — . . . For example, a scientific or arts organization might simultaneously pitch stories to journalists, write a blog for the public, and post to Facebook and Twitter.
- *Consistency & coordination* — There is a greater need for consistency . . ., since the public can easily Google anything online. More coordination is also needed, as the same communication channels (e.g., Facebook) are useful for education, marketing, education, advocacy, fundraising, etc., and organizations need to strike a balance between getting out important messages and attracting readers.
- *More professionalism* — . . . Just as desktop publishing allowed anyone with a PC to make a newsletter or

magazine; the Internet de-professionalized communications.. . . **Un**strategic communication became more common. Sure you got a lot of hits, impressions or followers, but so what? Executive management wanted their communications to accomplish more concrete goals.
(Retrieved from http://www.idea.org/blog/2011/03/16/what-is-strategic-communications/)

The Communication department is asking for the degree name change for the following reasons:
(1) To be consistent with our newly named B.A. degree in Strategic Communication
(2) Because the term Communication represents a large field, including Media Studies, Television Production and Journalism (in many cases), the revised degree name will more clearly indicate to students what this degree is and what it is not (e.g., a Media Studies degree). For example, newer Master's degree programs in Connecticut are also specialized (e.g., Sacred Heart: Corporate Communications & Public Relations; Quinnipiac University: Public Relations).
(3) The name change will signal our students' readiness for jobs in the fields of Strategic Communication, Public Relations, Organizational Communication, Marketing Communication, and the like.
(4) We believe the name change will make our degree more attractive, representing a newer 21st century approach and understanding of Communication.

As applicable, please describe:

How does the program address CT workforce needs and/or the wellbeing of CT society/communities? *(Succinctly present as much factual evidence and evaluation of stated needs as possible)*
The Connecticut Department of Labor expects that in the next decade there will be a 9.3% increase in the number of jobs for Public Relations Managers and a 7.7% growth in the area of Human Resource Specialists. With over 2,600 public relations specialists or managers employed annually in the state of Connecticut and 215 new positions anticipated over the next decade, the Strategic Communication major prepares graduates for these and many other career opportunities (Connecticut Department of Labor, *Labor Market Information*, retrieved from http://www.ctdol.state.ct.us/).

How does the program make use of the strengths of the institution (*e.g. curriculum, faculty, resources)* **and of its distinctive character and/or location?**
For the past several years, our Communication faculty, working with the Instructional Design and Technology Resource Center (IDTRC), have effectively designed and delivered online coursework at all levels, including graduate course. We have purchased licensing permits to use Camtasia, a program that has allowed us to create professional videos through which we deliver some instruction. Our department has also purchased high-definition microphones for all faculty to record our presentations with the highest possible quality. Our courses are delivered though Blackboard Learn. Regular interaction between faculty and students as well as among students occur through chat rooms and WebEx, within the Blackboard learn shell.

Please describe any transfer agreements with other institutions under the BOR that will become instituted as a result of the approval of this program *(Please highlight details in the Quality Assessment portion of this application, as appropriate)*
There are no graduate-level transfer agreements in place at this time. However, the Communication department does have a dual enrollment agreement at the undergraduate level with Kanto Gakuin University in Japan. Additionally, given CCSU's distinctiveness in the area of international education, we expect that the online track will be quite appealing to students abroad seeking an advanced degree from a United States university.   "CCSU has over twenty partnerships and exchanges in 17 countries" (http://web.ccsu.edu/cie/studyabroad.asp); we expect to enroll students into the online track through these partnerships, and those we have with United Technologies Worldwide.

Please indicate what similar programs exist in other institutions within your constituent unit [2], and how unnecessary duplication is being avoided.

This will be the first completely online MS (strategic) communication program in the state system.

Please provide a description/analysis of employment prospects for graduates of this proposed program.

Students who emphasize organizational communication have an especially wide range of careers from which to choose in both nonprofit and profit sectors (e.g. corporate communication, facility management, hospital and health care administration, sports management, entertainment, industrial and labor relations representative, campaign manager, press secretary, negotiator, lobbyist). Job growth rates vary, but the U.S. Department of Labor expects 11% job growth for training and development specialists and managers, and 7% growth for human resources managers (Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook,* on the Internet at https://www.bls.gov/ooh/ (visited *October 03, 2018*).). Employment prospects are similar nationally (e.g., 10% growth) for public relations and fundraising managers.

Description of Modification *(Please provide a summary of the modifications to curriculum, admissions or graduation requirements ,mode of delivery etc., and concisely describe how the institution will support these changes.*

The modification includes a name change and the inclusion of an online track of instruction. Students can complete the program as a mix of online and on-ground courses or entirely online (the proposed online track). The proposed MS in Strategic Communication (with or without the online track) will not differ from the existing MS in Communication in terms of admission criteria, course requirements, or number of credits.

CCSU has infrastructure in place to support the completely online track, as described above. Faculty can request additional training for online course design and instruction through the IDTRC.

Description of Resources Needed *(As appropriate please summarize faculty and administrative resources, library holdings, specialized equipment, etc. Details to be provided in the next section, as appropriate)*

There are no additional resources needed at this time. However, if enrollment grows by 5 students per term as projected, an additional course section may need to be offered by Fall 2021. An adjunct faculty member could be hired to teach a lower-level undergraduate course and enable a full-time faculty member to teach the additional course within the Master's program.

Other Considerations: None.

Previous Three Years Enrollment and Completion for the Program being Modified

ACTUAL Enrollment	Fall Term, Year 2016		Fall Term, Year 2017		Fall Term, Year 2018	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Transfers In	0	0	0	0	0	0
New Students	4	6	5	5	5	5
Returning Students	3	20	3	17	3	17
ACTUAL Headcount Enrollment	7	26	8	22	12	23
Fall FTE accounted for by Program Majors*	16		15		20	
Size of Credentialed Group(s)	9**		12		N/A	

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[2] Constituent units are: the Connecticut Community College System, the Connecticut State University System, Charter Oak State College, and the University of Connecticut

[Completions] for Given Year			

*FTE is considered 12 credits for graduate students. Part-time students are calculated at 1/3 FTE, or 4 credits.

**In AY15, 7 students earned their degree.

Please note: We also have new students entering the program in the Spring Term (e.g., Spring 2015, 5; Spring 2016, 4; Spring 2017, 3).

Curriculum Details for a Program Modification *(to be use as appropriate for specific modification request)*[3]						
Course Number and Name [4] *denotes course offered online*	L.O. #	Pre-Requisite	Cr Hrs	Course Number and Name *denotes course offered online*	L.O. #	Cr Hrs
Program Core Courses			**12**	**Capstone Requirements**		**0-3**
*COMM 500 (Intro to Grad Studies in Comm)	1		3	* Plan A (COMM 599 Thesis) OR	1,2,3	3
*COMM 503 (Research Methods in Comm)	2, 3, 6	Comm 500	3	*Plan B Comprehensive Exam OR	1,2,3	0
*COMM 501 (Theories of Human Comm within an Organizational Context) OR *COMM 505 (Persuasive Comm)	1, 4	Comm 500	3	*Plan C (COMM 597 Special Project)	1,2,3	3
*COMM 504 (Campaign Monitoring & Evaluation) OR COMM 507 (Campaign Planning) OR *COMM 510 (Public Opinion Research)	3, 5	Comm 500	3			
Core Course Prerequisites				**Elective Courses in the Field** *denotes course offered online*		**12-21**
				COMM 450 (Comm Skills for Training & Development)	1, 5	3
				COMM 451 (Environmental Comm)	1	3
				*COMM 454 (Comm & Social Change)	1,4,5	3
				*COMM 506 (Case Studies in PR)	1	3
				*COMM 508 (PR Writing Strategies)	1, 2	3
				*COMM 522 (Corporate Comm)	1, 4	3
				*COMM 539 (PR & Social Media)	1, 5	3
				*COMM 543 (Intercultural Comm)	1, 4	3
				COMM 551 (Policy Issues in Organizational Comm)	1, 4	3
				*COMM 562 (Comm & Relationship Management)	1, 6	3
				*COMM 585 (Special Topics)	Varies	3
				COMM 586 (Graduate Field Studies in Comm)	Varies	3
				*COMM 590 (Independent Study)	Varies	3-6
Total Other Credits Required to Issue Modified Credential						0-6

Students will be expected to:
1. Explain communication processes, internal and external, of an organization
2. Be able to write appropriately and effectively in both academic and professional settings
3. Employ research methods in the diagnosis of communication problems within organizations and between organizations and their target audiences
4. Critique and evaluate existing models, approaches and theories in an organizational and/or intercultural context
5. Examine the use and impact of communication technologies in the design and evaluation of public

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[3] **Details of course changes for Community College institutions should be provided with enough detail to introduce necessary changes in the centralized programmatic database for that system.**

[4] Make any detail annotations for individual courses as needed to understand the curricular modifications taking place

relations, strategic communication campaigns, and other organizational applications, and

6. Practice sound and ethical reasoning.

SECTION 3: RESOURCE AND FINANCIAL CONSIDERATIONS

Two-Year Cost Effectiveness and Availability of Adequate Resources
(Please complete the Pro-Forma Budget – Projected Revenues and Expenditures on the following page. Provide any necessary annotations for the Pro-Forma Budget and other commentary regarding the cost effectiveness and availability of adequate resources for the proposed modification below:

This budget reflects only the expected revenue and costs for the entire MS Strategic Communication program. Increased enrollment in the program may necessitate an additional 3 credits of part-time employment by Fall 2021. We do not anticipate additional expenses.

Annotations for the pro-forma budget include:

[1]We use Fall 2018 enrollment to project Fall 2019, such that projected enrollment for Fall 2019 will be the same as Fall 2018: 15 new students (7 full-time, 8 part-time) and 20 continuing students (5 full-time, 15 part-time). The budget figures for Fall 2020 and Fall 2021 modestly predict 5 additional newly enrolled students (2 full-time, 3 part-time) each year.

[2]Tuition reflects 2018-19 current tuition costs for in-state CT residents ($5917.50 per semester); it does not include any other general, online or university fees nor assumes tuition increases for 2019-22. With over 75% of our part-time students taking 6 load credits, tuition for part-time students is calculated at an average of 5 credits per part-time student per current tuition rate for graduate students ($654 per credit). Values reflect the incremental increase in tuition with expected enrollment growth, using the CT resident rate as a conservative estimate.

[3]Other revenue reflects the $50 per course fee for online courses. We estimate that 60% of credits in a given semester will be earned online.

[4]The Department Chair administers the program and receives 15 load credits of reassignment for those duties per academic year. We estimate that 1.5 load credits per semester are spent administering the Graduate Program. The total reflects 6.25% of the Chair's salary plus fringe, estimated at 71% of base salary. The increase across years represents a 3.7% change as reflected in Articles 12.3 and 12.4 of the AAUP Contract. (Note: The Chair may change within the next 3 years.)

[5]Currently, full-time faculty teach 24 credits per academic year within the program. We assume 12 credits will be offered each Fall. We scaled the salary of each faculty member teaching in the program to the number of credits they teach and divided by 2 to obtain the semester cost. We estimated fringe at 71% of base salary for long-standing faculty members and at 45% for newer faculty members. The increase across years represents a 3.7% change as reflected in Articles 12.3 and 12.4 of the AAUP Contract through AY2020. (Note: Faculty members teaching within the program and/or their ranks may change within 3 years.)

[6]We assume one additional section taught by an adjunct in AY2021-22 at a salary of $5778 per 3-credit course (Level E; Article 12.7.6 of the CSU-AAUP), as enrollment increases. Fringe benefits are estimated at 31%.

[7]The Department Secretary clerically supports the operations of the MS program. We estimate that 12.5% of her time is spent in direct support. The estimates below include 12.5% of base salary and fringe (found at transparency.ct.gov) and the increases reflect the 3.5% expected contractual increases set to take place in July 2019.

[8]We intend to devote more resources to publicize the online track of our program. Such publicity could include brochures, materials for open houses, and advertisements particularly geared towards attracting international students. We estimate $1000 per semester.

PRO FORMA Budget - Projected Revenues and Expenditures
(Whole Dollars Only)

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PROJECTED Program Revenue[1]	Fall 2019	Fall 2020	Fall 2021
Tuition (do not include internal transfers)[2]	$ 146,220	$ 167,865	$ 189,510
Program-Specific Fees	$ -	$ -	$ -
Other Revenue (Annotate in narrative)[3]	$ 2,250	$ 2,550	$ 2,900
Total Estimated Program Revenue	**$ 148,470**	**$ 170,415**	**$ 192,410**

PROJECTED Program Expenditures	Fall 2019	Fall 2020	Fall 2021
Administration (Chair or Coordinator)[4]	$ 10,650	$ 10,810	$ 10,972
Faculty (Full-time, total for program)[5]	$ 79,540	$ 82,483	$ 82,483
Faculty (Part-time, total for program)[6]			$ 7,569
Support Staff[7]	$ 6,990	$ 7,235	$ 7,488
Library Resources Program			
Equipment (List as needed)			
Other (e.g. student services)			
Estimated Indirect Costs (e.g. student services, operations, maintenance)[8]	$ 1,000	$ 1,000	$ 1,000
Total Estimated Program Expenditures	**$ 98,180**	**$ 101,527**	**$ 109,511**

*Note: Capital outlay costs, institutional spending for research and services, etc. can be excluded.

This PRO FORMA Budget provides reasonable assurance that the proposed program modification can be established and is sustainable. Some assumptions and/or formulaic methodology may be used and annotated in narrative on page 6 of Application.