

PART II

SUPPLEMENTARY INFORMATION



Question 1. Complete and attach here in the main body of the self-study report the following tables:

Table 1: Students, enrollment and degrees conferred

Table 2: Full-time Faculty, Fall 2017

Table 3: Part-time Faculty, Spring 2017 and Fall 2017

Table 1 Students

Undergraduate Programs of Study	Fresh.	Soph.	Jr.	Sr.	Total Students	Degrees Conferred
						2016-2017
ADV	35	87	181	312	615	174
JM	25	83	115	189	412	98
JM-SAM	4	6	11	2	23	0
PUR	30	94	193	297	614	171
PUR-ONL	0	4	17	8	29	0
TEL-MAN	2	6	9	20	37	10
TEL-MES	9	13	43	78	143	45
TEL-NEWS	10	54	56	102	222	59
TEL-PRD	12	37	84	167	300	59
TEL-OMS	0	9	32	43	84	38
Total Students	127	393	741	1,218	2,479	654

ADV=Advertising

JM=Journalism

JM-SAM=Journalism (Sports and Media) Studies

PUR=Public Relations

PUR-ONL=Public Relations Online

TEL-MAN=Telecommunication Management

TEL-MES=Telecommunication Media Studies

TEL-NEWS=Telecommunication News

TEL-PRD=Telecommunication Production

TEL-OMS=Telecommunication Online Media

Table 2 Full-Time Faculty

Semester or Quarter: Fall, 2017	Yrs full-time prof. exper.	Yrs full-time college teaching	yrs. on this faculty	yrs. at present rank	highest earned degree	tenured (y/n)	teaching load: weekly teaching hours	% of time		
								tchg	rsch	svc
Unit Administrator										
Diane McFarlin, Dean	41	0	5	5	BA	N	0	0%	0%	100%
Spiro Kiousis, Exec. Assoc. Dean	1	17	15	7	PhD	Y	3	25%	20%	55%
Debbie Treise, Sr. Assoc. Dean	18	38	25	15	PhD	Y	3	25%	20%	55%
Michael Weigold, Assoc. Dean	4	28	28	12	PhD	Y	3	25%	20%	55%
Richard Drake, Asst. In.	32	0	32	32	BA	N	3	0%	0%	0%
Yulia Strekalova	7	1	1	1	PhD	N	0	10%	40%	50%
DEPARTMENT OF ADVERTISING										
Professors										
Tom Kelleher, Chair	2	18	3	6	PhD	Y	3	33%	20%	47%
Jon Morris	10	38	31	21	PhD	Y	6	50%	35%	15%
Janice Krieger	1	17	4	1	PhD	Y	3	33%	20%	47%
Associate Professors										
Robyn Goodman	2	17	17	12	PhD	Y	6	50%	35%	15%
Cynthia Morton	7	19	19	13	PhD	Y	6	50%	35%	15%
Assistant Professors										
Huan Chen	0	8	3	7	PhD	N	6	50%	35%	15%
Carla Fisher	3	9	2	9	PhD	N	6	50%	35%	15%
Eunice Kim	0	5	4	4	PhD	N	6	50%	35%	15%
Jordan Alpert	10	1	1	1	PhD	N	3	25%	60%	15%
DEPARTMENT OF JOURNALISM										
Professors										
Ted Spiker, Chair	8	17	16	2	MS	Y	6	25%	20%	55%
Sandra Chance	18	24	24	10	JD	Y	3	25%	5%	10%
Sri Kalyanaraman	3	15	3	3	PhD	Y	3	50%	30%	20%
John Kaplan	12	19	18	13	MA	Y	6	60%	20%	20%
Mindy McAdams	17	18	18	18	MA	Y	6	60%	20%	20%
Kim Walsh-Childers	7	28	28	14	PhD	Y	6	60%	20%	20%
Frank LoMonte	23	0	0	0	PhD					
Wayne Wanta	6	33	9	16	PhD	Y	6	60%	20%	20%
Clay Calvert	4	20	7	10	PhD	Y	3	50%	30%	20%
Associate Professors										
John Freeman	6	36	26	22	MA	Y	9	60%	20%	20%
Norm Lewis	30	9	9	4	PhD	Y	8	60%	20%	20%
Ron Rodgers	22	12	12	7	PhD	Y	6	60%	20%	20%
Bernell Tripp	5	25	25	19	PhD	Y	6	60%	20%	20%
Assistant Professor										
Frank Waddell	0		2	2	PhD	N	6	60%	20%	20%
Lecturers/Instructors										
Mike Foley, Master Lect	30	14	14	14	MA	N	7	75%	0%	25%
Matt Sheehan, Lect.	12	7	7	7	MBA	N	3	50%	0%	50%
Herb Lowe, Lect.	22	8	1	1	MBA	N	6	70%	0%	30%
Dave Carlson, Assoc. In.	23	24	24	15	BA	N	3	40%	0%	60%

DEPARTMENT OF PUBLIC RELATIONS										
Professors										
Ann Christiano	23	7	7	7	MA	Y	6	50%	0%	50%
Mary Ann Ferguson	16	39	35	25	PhD	Y	6	50%	35%	15%
Linda Hon	8	26	23	12	PhD	Y	6	25%	35%	40%
Kathleen Kelly	17	26	14	21	PhD	Y	0	0%	100%	0%
Associate Professor										
Marcia DiStaso, Chair	16	10	1	1	PhD	Y	3	25%	20%	55%
Carma Bylund	16	3		7	PhD	Y	3	25%	60%	15%
Rita Men	1	5	2		PhD	Y	6	50%	35%	15%
Moon Lee	0	16	8	10	PhD	Y	6	50%	35%	15%
Lecturers										
Deanna Pelfrey, Senior Lecturer	26	10	10	1	MA	N	6	75%	0%	25%
Kay Tappan, lecturer	4	5	4	4	MA	N	6	75%	0%	25%
Pat Ford	41				BA	N	6	50%	0%	50%
DEPARTMENT OF TELECOMMUNICATION										
Professors										
Dave Ostroff, Chair	6	38	32	27	PhD	Y	3	50%	25%	25%
Sylvia Chan-Olmsted	8	26	22	12	PhD	Y	6	50%	35%	15%
Churchill Roberts	4	46	19	33	PhD	Y	6	50%	35%	15%
James Babanikos	5	34	24	18	PhD	Y	6	50%	35%	15%
John Wright	6	41	35	35	PhD	Y	6	50%	35%	15%
Associate Professors										
Amy Coffey	9	14	10	4	PhD		6	50%	35%	15%
Michael Leslie	1	33	28	22	PhD	Y	6	50%	35%	15%
Tim Sorel	23	11	11	4	MBA		7	50%	35%	15%
Assistant Professors										
Jasmine McNealy	9	2	2	2	PhD	N	6	50%	45%	5%
Yu-Hao Lee	4	2	2	2	PhD	N	6	50%	45%	5%
Lecturers/Instructors										
Eric Esterline, Lecturer	15	2	2	2	MA	N	6	85%	0%	15%
Houston Wells, Lecturer	16	3	3	3	MA	N	10	85%	0%	15%
Mark Leeps, Asst. In.	15	14	14	14	MA	N		85%	0%	15%

*Note that there are 19 additional College staff who effectively serve in a teaching capacity, but are officially classified as part of the Division of Media Properties, assigned to immersion activities such as The Agency, or who are departmentally affiliated. They are not reflected in this table, but significantly contribute to the educational experience of our students.

**Kathleen Kelly and Amy Jo Coffey will be on sabbatical.

Table 2 Full-Time Faculty

Semester or Quarter: Spring, 2018	Yrs full- time prof. exper.	Yrs full-time college teaching	yrs. on this faculty	yrs. at present rank	highest earned degree	tenured (y/n)	teaching load: weekly teaching hours	% of time		
								tchg	rsch	svc
Unit Administrator										
Diane McFarlin, Dean	41	0	5	5	BA	N	0	0%	0%	100%
Spiro Kiousis, Exec. Assoc. Dean	1	17	15	7	PhD	Y	3	25%	20%	55%
Debbie Treise, Sr. Assoc. Dean	18	38	25	15	PhD	Y	3	25%	20%	55%
Michael Weigold, Assoc. Dean	4	28	28	12	PhD	Y	3	25%	20%	55%
Richard Drake, Asst. In.	32	0	32	32	BA	N	3	0%	0%	0%
Yulia Strekalova	7	1	1	1	PhD	N	0	10%	40%	50%
Jim Harrison	25	0	0	7	BFA	N	8	20%	0%	80%
DEPARTMENT OF ADVERTISING										
Professors										
Tom Kelleher, Chair	2	18	3	6	PhD	Y	3	33%	20%	47%
Jon Morris	10	38	31	21	PhD	Y	6	50%	35%	15%
Janice Krieger	1	17	4	1	PhD	Y	3	33%	20%	47%
Associate Professors										
Robyn Goodman	2	17	17	12	PhD	Y	6	50%	35%	15%
Cynthia Morton	7	19	19	13	PhD	Y	6	50%	35%	15%
Assistant Professors										
Huan Chen	0	8	3	7	PhD	N	6	50%	35%	15%
Carla Fisher	3	9	2	9	PhD	N	6	50%	35%	15%
Eunice Kim	0	5	4	4	PhD	N	6	50%	35%	15%
Jordan Alpert	10	1	1	1	PhD	N	3	25%	60%	15%
Lecturers/Instructors										
Bienvenido Torres	10	2	2	0	BA	N	12	75%	0%	25%
DEPARTMENT OF JOURNALISM										
Professors										
Ted Spiker, Chair	8	17	16	2	MS	Y	6	25%	20%	55%
Sandra Chance	18	24	24	10	JD	Y	3	25%	5%	10%
Sri Kalyanaraman	3	15	3	3	PhD	Y	3	50%	30%	20%
John Kaplan	12	19	18	13	MA	Y	6	60%	20%	20%
Mindy McAdams	17	18	18	18	MA	Y	6	60%	20%	20%
Kim Walsh-Childers	7	28	28	14	PhD	Y	6	60%	20%	20%
Frank LoMonte	23	0	0	0	PhD					
Wayne Wanta	6	33	9	16	PhD	Y	6	60%	20%	20%
Clay Calvert	4	20	7	10	PhD	Y	3	50%	30%	20%
Associate Professors										
John Freeman	6	36	26	22	MA	Y	9	60%	20%	20%
Norm Lewis	30	9	9	4	PhD	Y	8	60%	20%	20%
Ron Rodgers	22	12	12	7	PhD	Y	6	60%	20%	20%
Bernell Tripp	5	25	25	19	PhD	Y	6	60%	20%	20%
Assistant Professor										
Frank Waddell	0		2	2	PhD	N	6	60%	20%	20%
Lecturers/Instructors										
Mike Foley	30	14	14	14	MA	N	7	75%	0%	25%
Matt Sheehan	12	7	7	7	MBA	N	3	50%	0%	50%
Herb Lowe	22	8	1	1	MBA	N	6	70%	0%	30%
Dave Carlson	23	24	24	15	BA	N	3	40%	0%	60%
Cynthia Barnett	28	0	3	0	MA	N	3	50%	0%	50%

PART II: Supplementary Information

DEPARTMENT OF PUBLIC RELATIONS										
Professors										
Ann Christiano	23	7	7	7	MA	Y	6	50%	0%	50%
Mary Ann Ferguson	16	39	35	25	PhD	Y	6	50%	35%	15%
Linda Hon	8	26	23	12	PhD	Y	6	25%	35%	40%
Kathleen Kelly	17	26	14	21	PhD	Y	0	0%	100%	0%
Associate Professor										
Marcia DiStaso, Chair	16	10	1	1	PhD	Y	3	25%	20%	55%
Carma Bylund	16	3		7	PhD	Y	3	25%	60%	15%
Rita Men	1	5	2		PhD	Y	6	50%	35%	15%
Moon Lee	0	16	8	10	PhD	Y	6	50%	35%	15%
Lecturers										
Deanna Pelfrey, Senior Lecturer	26	10	10	1	MA	N	6	75%	0%	25%
Kay Tappan, lecturer	4	5	4	4	MA	N	6	75%	0%	25%
Pat Ford	41				BA	N	6	50%	0%	50%
DEPARTMENT OF TELECOMMUNICATION										
Professors										
Dave Ostroff, Chair	6	38	32	27	PhD	Y	3	50%	25%	25%
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James Babanikos	5	34	24	18	PhD	Y	6	50%	35%	15%
John Wright	6	41	35	35	PhD	Y	6	50%	35%	15%
Associate Professors										
Amy Coffey	9	14	10	4	PhD		6	50%	35%	15%
Michael Leslie	1	33	28	22	PhD	Y	6	50%	35%	15%
Tim Sorel	23	11	11	4	MBA		7	50%	35%	15%
Assistant Professors										
Jasmine McNealy	9	2	2	2	PhD	N	6	50%	45%	5%
Yu-Hao Lee	4	2	2	2	PhD	N	6	50%	45%	5%
Lecturers/Instructors										
Eric Esterline, Lecturer	15	2	2	2	MA	N	6	85%	0%	15%
Houston Wells, Lecturer	16	3	3	3	MA	N	10	85%	0%	15%
Mark Leeps, Asst. In.	15	14	14	14	MA	N		85%	0%	15%
Andrew Selepak	3	6.5	0	0	PhD	N	12	75%	0%	25%

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**Kathleen Kelly and Amy Jo Coffey will be on sabbatical.

Table 3 Part-Time Faculty

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Advertising, Spring 2017										
Lawrence Clark, Adjunct	31	5	MBA	N	N	6	ADV3008, Advertising Strategy	Y	N	Y
Robert Padovano, Adjunct	13	5	MA	N	N	3	ADV3502, Advertising Sales	Y	N	Y
James Baer, Adjunct	23	9	BS	Y	N	3	ADV4101, Copy & Visualization	Y	Y	Y
Tyrone Stude, Adjunct	11	6	MFA	Y	N	6	ADV4101, Copy & Visualization	Y	N	Y
Walter J. Starr, Adjunct	15	7	PhD	Y	N	9	ADV4300, Media Planning (1 section) ADV4800, Advertising Campaigns (2 sections)	Y	N	Y
Robert Marino, Adjunct	18	13	MA	Y	N	9	MMC2100, Writing for Mass Communications	Y	Y	Y
Sean Mccrory, Adjunct	26	3	BS	Y	N	3	MMC2100, Writing for Mass Communications	N	Y	N
David Moore, Adjunct	20	5	BS	Y	N	3	MMC2100, Writing for Mass Communications	N	Y	N
Richard Anguiano, Adjunct	10	1	BA	Y	N	3	MMC2100, Writing for Mass Communications	N	Y	N
Erin Jester, Adjunct						3	MMC2100, Writing for Mass Communications	N	Y	N
Tiffany Robbert, Adjunct	8	1	MA	Y	N	3	MMC3203, Ethics & Problems in Mass Communications	Y	N	Y
Megan Mallicoat, Adjunct	9	4	Ph.D	N	N	6	MMC3203, Ethics & Problems in Mass Coummunications	Y	N	Y
Jihye Kim, Adjunct	3	4	Ph.D	N	N	6	ADV4300, Media Planning and ADV4400 International Advertising	Y	N	Y

PART II: Supplementary Information

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Advertising, Fall 2017										
Lawrence Clark, Adjunct	31	5	MBA	N	N	6	ADV3008, Advertising Strategy	Y	N	Y
Robert Padovano, Adjunct	13	5	MA	N	N	6	ADV3502, Advertising Sales and ADV440, International Advertising	Y	N	Y
James Baer, Adjunct	23	9	BS	Y	N	3	ADV4101, Copy & Visualization	Y	Y	Y
Tyrone Stude, Adjunct	11	6	MFA	Y	N	3	ADV4101, Copy & Visualization	Y	N	Y
Walter J. Starr, Adjunct	15	7	PhD	Y	N	6	ADV4300, Media Planning. ADV4800, Advertising Campaigns	Y	N	Y
Robert Marino, Adjunct	18	13	MA	Y	N	9	MMC2100, Writing for Mass Communications	Y	Y	Y
Sean Mccrory, Adjunct	26	3	BS	Y	N	3	MMC2100, Writing for Mass Communications	N	Y	N
David Moore, Adjunct	20	5	BS	Y	N	3	MMC2100, Writing for Mass Communications	N	Y	N
Richard Anguiano, Adjunct	10	1	BA	Y	N	3	MMC2100, Writing for Mass Communications	N	Y	N
Tiffany Robbert, Adjunct	8	1	MA	Y	N	3	MMC3203, Ethics & Problems in Mass Communications	Y	N	Y
Megan Mallicoat, Adjunct	9	4	Ph.D	N	N	6	MMC3203, Ethics & Problems in Mass Communications	Y	N	Y
Kara Page, Adjunct	7	3	MA	Y	N	3	ADV3008, Advertising Strategy	Y	N	Y
Benny Torres, Adjunct	8	3	BS	N	N	9	ADV4101, Copy & Visualization. ADV4102, Advanced Copywriting. ADV4930, Topics: An Agency	Y	Y	Y

PART II: Supplementary Information

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Journalism, Spring 2017										
Barnett, Cynthia, Adjunct	29	3	MA	Yes	No	3	JOU 4930-Environmental Journalism	Yes	No	Yes
James Bates, Adjunct	20	0	BS	Yes	No	3	JOU-4930 Sports On air-PxP	Yes	No	Yes
Jennifer Braddock, Adjunct	11	7	PhD	No	NO	6	Two sections of MMC 4302-World Communications	Yes	No	Yes
Jason Cole, Adjunct	30	10	BA	Yes	NO	3	JOU 4313-Sports Reporting	Yes	No	Yes
Suzette Cook, Adjunct	15	15	MA	Yes	No	6	Lab section of JOU 3109-Multimedia Writing & MMC Personal Branding	No	Yes	Yes
Darlana Cunha, Adjunct	12	2	MA	Yes	NO	9	MMC 3614-Media & Politics; JOU 3109-Multimedia Writing Lecturer	Yes	No	Yes
Karen Dooley, Adjunct	32	11	MA	Yes	No	3	Lab section of JOU 3109-Multimedia Writing	No	Yes	Yes
Timothy Drachlis, Adjunct	32	19	MS	Yes	No	6	Two lab sections of JOU 3101-Reporting	No	Yes	Yes
Jason Farmand, Adjunct	9	6	MA	Yes	No	3	JOU 3213-Design	Yes	No	Yes
Lillian Guevara-Castro	28	6	BA	Yes	No	6	Lab section of JOU 3101-Reporting & JOU 3109-Multimedia Writing	No	Yes	Yes
Nicole Irving, Adjunct	15	4	BA	Yes	No	3	JOU 4447-Applied Magazines	Yes	No	Yes
Michelle Kimball, Adjunct	17	17	PhD	Yes	No	3	MMC 4200-Law of Mass Comm UFO section	Yes	No	Yes
Andrea Kneeland, Adjunct	20	10	MA	Yes	No	9	MMC 2604-Mass Media & You; JOU 4930-Political Reporting; JOU 4308-Magazine and Feature Writing	Yes	No	Yes
Michael LaForgia, Adjunct	11	3	BA	Yes	No	3	JOU 3110-Fact Finding	Yes	No	Yes
Megan Mallicoat, Adjunct	7	2	PhD	No	No	3	MMC 2121-Writing Fundamentals	Yes	No	Yes
Spencer Mann, Adjunct	33	2	BS	Yes	No	3	JOU 3109-Multimedia Writing lab	No	Yes	Yes
Jessica Marsh, Adjunct	2	2	MA	No	No	3	Lab section of JOU 3109-Multimedia Writing	No	Yes	Yes
Renee Martin-Kratzer, Adjunct	25	24	PhD	Yes	No	6	MMC 2121-Writing Fundamentals	Yes	No	Yes

PART II: Supplementary Information

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Joy Mayer, Adjunct	23	14	MA	Yes	No	1	JOU 4930-Audience Engagement	Yes	No	Yes
Nicole Neal, Adjunct	20	3	MS	Yes	No	3	JOU 4308-Magazine Writing	Yes	No	Yes
Stephen Orlando, Adjunct	29	13	MA	Yes	No	3	MMC 2604-Mass Media & You	Yes	No	Yes
Adam Playford, Adjunct	10	1	BA	Yes	No	3	JOU 3110-Fact Finding	Yes	No	Yes
Gary Ritzenthaler, Adjunct	24	10	MA	Yes	No	3	MMC 3260-Communications on the Internet	Yes	No	Yes
Jon Roosenraad, Adjunct	48	48	PhD	No	No	6	Two lab sections of JOU 3101-Reporting	No	Yes	Yes
James Ross, Adjunct	29	10	BS	Yes	No	3	Lab section of JOU 3101-Reporting	No	Yes	Yes
Melanie Ross, Adjunct	27	13	MS	Yes	No	3	Lab section of JOU 3101-Reporting	No	Yes	Yes
Diana Schuh, Adjunct	32	12	MS	No	No	3	Lab section of JOU 3101-Reporting	No	Yes	Yes
Michael Stone, Adjunct	10	5	MS	Yes	No	12	JOU 2040-Writing Mechanics; two labs of JOU 3109-Multimedia Writing & JOU 4201	Yes	Yes	Yes
Thomas Thompson, Adjunct	48		BA	Yes	No	3	JOU 4603-Specialized Photo Journalism	Yes	No	Yes
Cyd Zeigler, Jr., Adjunct	20	2	BA	Yes	No	3	JOU 4930-Sports and Social Issues	Yes	No	Yes

Journalism, Fall 2017										
Ellen Baisley-Nodine, Adjunct	20	0	MA	Yes	No	3	Lab section of JOU 3109-Multimedia Writing	No	Yes	Yes
James Bates, Adjunct	20	0	BS	Yes	No	3	JOU-4930 Sports On air-PxP	Yes	No	Yes
Jennifer Braddock, Adjunct	11	7	PhD	No	NO	6	Two sections of MMC 4302-World Communications	Yes	No	Yes
Kelly Chernin, Adjunct	2	2	PhD	No	NO	6	Two lab sections of JOU 3109-Multimedia Writing	No	Yes	Yes
Darlena Cunha, Adjunct	12	2	MA	Yes	NO	6	MMC 3614-Media & Politics; JOU 3109-Multimedia Writing Lecturer	Yes	No	Yes
Daron Dean, Adjunct	15	7	MA	Yes	No	3	JOU 4604-Advanced Photo Journalism	Yes	No	Yes
Karen Dooley, Adjunct	32	11	MA	Yes	No	3	Lab section of JOU 3109-Multimedia Writing	No	Yes	Yes

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Timothy Drachlis, Adjunct	32	19	MS	Yes	No	6	Lab section of JOU 3101-Reporting & Advanced News Center Practicum	Yes	Yes	Yes
Gary Green, Adjunct	21	3	MA	Yes	No	3	JOU 4930-Video Storytelling	Yes	No	Yes
Lillian Guevara-Castro	28	6	BA	Yes	No	3	Lab section of JOU 3101-Reporting	No	Yes	Yes
Nicole Irving, Adjunct	15	4	BA	Yes	No	4	JOU 447-Applied Magazines & MMC 3030-Personal Branding	Yes	No	Yes
Andrea Kneeland, Adjunct	20	10	MA	Yes	No	9	MMC 2604-Mass Media & You; JOU 4930-Political Reporting; JOU 4308-Magazine and Feature Writing	Yes	No	Yes
Spencer Mann, Adjunct	33	2	BS	Yes	No	3	JOU 3110-Applied Fact Finding	Yes	No	Yes
Jessica Marsh, Adjunct	2	2	MA	No	No	3	Lab section of JOU 3109-Multimedia Writing	No	Yes	Yes
Renee Martin-Kratzer, Adjunct	25	24	PhD	Yes	No	3	MMC 2121-Writing Fundamentals	No	No	Yes
Kelsi Matwick, Adjunct	17	9	PhD	Yes	No	3	JOU 4930-Food, Media & Culture	Yes	No	Yes
Keri Matwick, Adjunct	17	9	PhD	Yes	No	3	JOU 4930-Food, Media & Culture	Yes	No	Yes
Joy Mayer, Adjunct	23	14	MA	Yes	No	1	JOU 4930-Audience Engagement	Yes	No	Yes
Stephen Orlando, Adjunct	29	13	MA	Yes	No	3	MMC 2604-Mass Media & You	Yes	No	Yes
Gary Ritzenthaler, Adjunct	24	10	MA	Yes	No	3	MMC 3260-Communications on the Internet	Yes	No	Yes
Jon Roosenraad, Adjunct	48	48	PhD	No	No	6	Two lab sections of JOU 3101-Reporting	No	Yes	Yes
James Ross, Adjunct	29	10	BS	Yes	No	3	Lab section of JOU 3101-Reporting	No	Yes	Yes
Melanie Ross, Adjunct	27	13	MS	Yes	No	3	Lab section of JOU 3101-Reporting	No	Yes	Yes
Diana Schuh, Adjunct	32	12	MS	No	No	3	Lab section of JOU 3101-Reporting	NO	Yes	Yes
Richard Shaw, Adjunct	29	18	MA	Yes	No	3	JOU 3213-Design	Yes	No	Yes
Michael Stone, Adjunct	10	5	MS	Yes	No	7	JOU 2040-Writing Mechanics; two labs of JOU 3109-Multimedia Writing; JOU 4201-News Center Practicum	Yes	Yes	Yes
Thomas Thompson, Adjunct	48		BA	Yes	No	3	JOU 4603-Specialized Photo Journalism	Yes	No	Yes

PART II: Supplementary Information

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Public Relations, Spring 2017										
Robert Engle, Adjunct	37	3	MLA	Yes	No	12	PUR3000	No	Yes	Yes
Amelia Bell, Adjunct	6	3	MA	Yes	No	3	PUR4100	No	Yes	Yes
Lawrence Clark, Adjunct	44	5	MBA	Yes	No	9	PUR4100	No	Yes	Yes
Judith Donohue, Adjunct	32	5	MA	Not since 2009	No	3	PUR3500	No	Yes	Yes
Tina McCorkindale, Adjunct	14	16	PhD	Yes	No	3	PUR3801	No	Yes	Yes
Darlena Cunha, Adjunct	10	1	MA	Yes	No	3	PUR4203	No	Yes	Yes
Celeste Martinez, Adjunct	10	2	BA	Yes	No	3	PUR3622	No	Yes	Yes

Public Relations, Fall 2017										
Robert Engle, Adjunct	37	3	MLA	Yes	No	9	PUR3500	Yes	No	Yes
Lisa Buyer, Adjunct	28	4	BS	Yes	No	3	PUR3622	Yes	No	Yes
Lawrence Clark, Adjunct	44	5	MBA	Yes	No	6	PUR4100	Yes	No	Yes
Judith Donohue, Adjunct	32	5	MA	Not since 2009	No	3	PUR3500	Yes	No	Yes
Tina McCorkindale, Adjunct	14	16	PhD	Yes	No	3	PUR3801	Yes	No	Yes

Telecommunication, Spring 2017										
Katherine Allred, Adjunct	5	3	MS	Y	No	3	MMC3420 Con and Aud Analytics	No	No	Y
Mato Brautovic, Adjunct	15	12	PhD	Y	No	6	RTV3106 Interactive Media RTV4591 App Mobile Technology	Y	N	Y
Kathy Chambers, Adjunct	13	3	MA	Y	No	3	RTV3632 Electronic News	No	No	y
Theresa Collington, Adjunct	25	12	MA	Y	N	3	RTV4594 AD Interactive Reporting	Y	N	Y
Robert Engle, Adjunct	37	3.5	MA	Half time	N	3	MMC3420 Con and Aud Analytics	Y	N	Y
Regina Giacusa, Adjunct	8	5	JD	Y	N	6	MMC 3210 Sports Media Law and Ethics	y	N	Y
Paul Gordon, Adjunct	30	5	BA	Retired	N	3	RTV 4930 Media Sales	Y	N	Y
Katrice Graham, Adjunct	13	9	PhD	Y	N	1	MMC1009 Intro to Media & Comm	Y		Y
Jon Levy, Adjunct	10	3	MA	Y	N	3	RTV3303 Electronic News Media 1	Y	N	Y

PART II: Supplementary Information

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Long, Angela 1297-1994	30	7	MS	Y	N	3	RTV 4930 Media Ethics in the Digital Age	Y	N	Y
Ronnie Lovler, Adjunct	35	10	MA	N	N	6	RTV2100 Writing for Electronic Media	N	Y	N
Michael Munroe, Adjunct	38	4	MS	Y	N	3	RTV3511 Fundamentals of Production	N	Y	N
Bill Renkus, Adjunct	10	9	PhD	N	N	6	RTV3001 Intro to Media Industries	Y	N	Y
Annie Sugar, Adjunct	15	11	PhD	Y	N	6	RTV3411 Race Gender & Class Media RTV2100 Writing Electronic Media	Y	Y	Y
Ryan Vasquez, Adjunct	10	6	MA	Y	N	3	RTV3304 Radio News 2	Y	Y	Y
Robert Williams, Adjunct	30	2	BS	Retired	Y	3	RTV 3305 Investigative Reporting	Y	Y	Y
Iman Zawahry, Adjunct	8	3	MFA	Y	N	12	RTV3320 Electronic Field Prod.	N	Y	N
							RTV 4930 Islam and Popular Culture	Y	N	Y
							RTV4905 Collab Narrative Film	N	N	Y
							RTV4905 Chompics	N	N	Y

Telecommunication, Fall 2017										
Katherine Allred, Adjunct	5	3	MS	Y	No	3	MMC3420 Con and Aud Analytics	No	No	Y
Mato Brautovic, Adjunct	15	12	PhD	Y	No	6	RTV3106 Interactive Media RTV4591 App Mobile Technology	Y	N	Y
Kathy Chambers, Adjunct	13	3	MA	Y	No	3	RTV3632 Electronic News	No	No	y
Theresa Collington, Adjunct	25	12	MA	Y	N	3	RTV4594 AD Interactive Reporting	Y	N	Y
Thanos Dimadis, Adjunct	12	3	MA	Y	N	3	MMC3420 Con and Aud Analytics	Y	N	Y
Robert Engle, Adjunct	37	3.5	MA	Half time	N	3	MMC3420 Con and Aud Analytics	Y	N	Y
Regina Giacusa, Adjunct	8	5	JD	Y	N	6	MMC 3210 Sports Media Law and Ethics	y	N	Y
Paul Gordon, Adjunct	30	5		Retired	N	3	RTV 4930 Media Sales	Y	N	Y
Katrice Graham, Adjunct	13	9	PhD	Y	N	1	MMC1009 Intro to Media & Comm	Y	Y	Y
Jon Levy, Adjunct	10	3	MA	Y	N	3	RTV3303 Electronic News Media 1	Y	N	Y
Ronnie Lovler, Adjunct	35	10	MA	N	N	6	RTV2100 Writing for Electronic Media	N	Y	N
Michael Munroe, Adjunct	38	4	MS	Y	N	3	RTV3511 Fundamentals of Production	N	Y	N

PART II: Supplementary Information

Name and rank	Yrs full-time prof. exper.	Years teaching	Highest earned degree	Now working full-time as pro.	Working toward degree	Credit hours teaching	In charge of course	Lectures	Assists in lab	Teacher in Charge
Bill Renkus, Adjunct	10	9	PhD	N	N	6	RTV3001 Intro to Media Industries	Y	N	Y
Annie Sugar, Adjunct	15	11	PhD	Y	N	6	RTV3411 Race Gender & Class Media RTV2100 Writing Electronic Media	Y	Y	Y
Ryan Vasquez, Adjunct	10	6	MA	Y	N	3	RTV3304 Radio News 2	Y	Y	Y
Robert Williams, Adjunct	30	2	BS	Retired	Y	3	RTV 3305 Investigative Reporting	Y	Y	Y
Iman Zawahry, Adjunct	8	3	MFA	Y	N	12	RTV3320 Electronic Field Prod. RTV4929C Collab Narrative Film RTV4905 Collab Narrative Film RTV4905 Chompics	Y	Y	Y

Question 2. Describe the history of the unit in no more than 500 words.

In 2016, the University of Florida's College of Journalism and Communications celebrated 100 years of journalism at the University of Florida. In 2018, we will mark the 50th anniversary of the College.

Through the leadership of six deans, the College has grown to a premier journalism and communications program with one of the largest enrollments in the country. More than 2,700 undergraduate students are enrolled in our four majors – advertising, journalism, public relations and telecommunication – with more than 350 engaged in graduate and advanced studies. The College supports 57 full-time faculty members and 19 “teaching hospital” professionals who work alongside students to develop professional skills. UF recently agreed to expand the College's faculty by 15 total positions, divided between lecturers and assistant professors.

In the last seven years, there have been many noteworthy achievements and program additions. In 2010, the Division of Multimedia Properties was established to expand on the public and commercial broadcast stations housed in Weimer Hall. In 2012, a new, state-of-the-art newsroom – the Innovation News Center (INC) – was built and three separate news operations were combined into one. The INC provides hundreds of journalism and telecommunication students opportunities for hands-on training in television, radio and digital news reporting. In 2010, the College launched *Noticias WUFT*, a weekly Spanish-language radio program for the north central Florida community. In 2017, a full-time news manager was hired to help expand Spanish-language programming.

In 2013, Diane McFarlin, a College alumna and former publisher of the *Sarasota Herald-Tribune*, became the College's sixth dean. Dean McFarlin brought a passion for progressive journalism education and an eagerness to advance communication scholarship. Under her leadership, enrollment has increased, the curriculum was reviewed and updated, and annual contributions to the College more than doubled. Also that year, student services were consolidated and the professional advising staff doubled. In 2014, she found funding to hire a director of Grant Development; grants awarded increased by fifteen-fold in three years.

In 2014, as part of the University's preeminence initiative, the College was provided funds to hire two prominent scholars, Dr. Sriram Kalyanaraman and Dr. Janice Krieger, who have both created centers of research in their time at UF. In 2016, the STEM Translation Communication Center (STCC), headed by Dr. Krieger, received a \$3.04 million, five-year grant from the National Institutes of Health (NIH).

Dr. Carma Bylund was also hired in 2017 as part of the preeminence program. She will be spearheading STCC efforts on provider-patient communication and cancer communication training, and will be working in collaboration with the UF Health Cancer Center. Including scholars already on faculty, UF is now believed to have one of the largest contingents of cancer communication scholars in the nation.

In 2015, the College built and launched [The Agency](#), a strategic communication firm led by professionals and run by students, which provides new immersion opportunities for public relations and advertising majors. Also that year, we received an allocation from the Florida Legislature to house and develop the [Florida Public Radio Emergency Network](#) to provide severe weather and emergency information to public stations throughout Florida. During Hurricane Irma, tens of thousands engaged with our coverage on air and through our app as outlined in Standard 8.

The College, in 2016-17, won more than [100 news awards](#), including 15 in the prestigious Hearst Journalism Awards. The Hearst awards included first in TV Reporting, and Best Story of the Year in the National Championships, and two first-place finishes and ten top-10 finishes in the Intercollegiate Awards. Additionally, the College won awards from the Radio Television Digital News Association Regional Edward R. Murrow competition, the Society of Professional Journalists National Mark of Excellence, the Public Radio News Directors, the Florida Associated Press College and Professional Broadcasters, the National Broadcasting Society, the Television Academy, and the national Bateman Public Relations Competition.

Faculty members in UF's College of Journalism and Communications have a strong history of conducting and publishing research in journalism and communication fields, and the last six years continued and expanded that tradition. Between 2011 and 2017, faculty published 562 refereed articles, book chapters, monographs, and books, averaging 87 refereed paper presentations, and 94 publications per year. These efforts continue to elevate the exceptional reputation of the College that their predecessors built over the decades.

Question 3. Describe the environment in which the unit operates, its goals and plans, budgetary considerations, and the nature of the parent university.

The College is one of 16 academic colleges at UF, a major public, comprehensive, land-grant research university, and a member of the American Association of Universities. UF was recently named by *U.S. News and World Reports* as one of the nation's "Top 10" public universities. The College of Journalism and Communications is one of the eight "educational and general" UF colleges directly supervised by UF's provost and vice president for academic affairs.

Based in Gainesville, Florida, located in the north central part of the state, UF offers more than 100 majors and is one of the few universities in the nation that includes on its main campus both a health-sciences complex (with its related hospital facilities) and the headquarters of its agricultural facilities. As the major land-grant university for the State of Florida, UF has a presence in all 67

The College includes four academic departments: Advertising, Journalism, Public Relations, and Telecommunication; the Brechner Center for Freedom of Information; the Innovation News Center (INC); The Agency (a strategic communication agency); STEM Translational Communication Center; the AhA Co-Lab collaboration space; the Media Effects and Technology Lab (METL); Hatch content and product incubator; the Knight Division for Scholarships, Career Services and Multicultural Affairs; the Marion B. Brechner First Amendment Project; and the Professional Advising and Teaching Hub (PATH). The college also houses the Institute for Public Relations and the Florida Scholastic Press Association.

The College's Division of Multimedia Properties includes seven units: a full-power PBS affiliate (WUFT-TV); a local news, weather, and Gator sports television station (WRUF-TV); a 100,000-watt public NPR-affiliated FM station (WUFT-FM); and its repeater station (WJUF-FM); WUFT Classic (streamed online and over the air); and two commercial stations, ESPN affiliate WRUF AM/FM and Country 103.7. The College houses GatorVision, the University Athletic Association's official home for UF Gator sports production, the SEC Network, and the Florida Public Radio Emergency Network. The Division includes GHQ, a multiplatform audio entertainment and news lab run by students. It also provides a steady lineup of news programming, including hourly, daily and weekly news broadcasts in English and Spanish – all involving students.

The College offers Bachelor of Science degrees in advertising, journalism (focusing on online and multimedia), public relations, and telecommunication (including tracks in broadcast news, media and society, management and strategy, and production). In addition, the College offers three master's programs – a Professional Master's, a Research and Theory Master's, and a Master's of Advertising – and a Ph.D. program. Both Master's and Ph.D. degrees are in mass communications. The research and theory master's includes tracks in advertising, journalism, public relations, and nonproduction areas of telecommunication as well as specialties like international communication and science-health communication.

The College also offers online master's degrees in Audience Analytics, Global Strategic Communication, Public Relations and Communication Management, Social Media, Web Design and Online Communication, Digital Strategy, and Political Communication. Online certificate programs are available in Cross Media Sales, and Web Conversion.

Full-time employees for the College in the 2016-17 academic year include:

- 53 faculty members, including 7 assistant professors, 12 associate professors, 22 professors, 1 master lecturer, 5 lecturers, 2 visiting lecturers, 1 Eminent scholar, 2 “assistants in”, one of whom teaches, and 1 “associate in” who teaches.
- 19 employees with “teaching staff” responsibilities.
- 24 full-time and three half-time staff members whose major responsibilities support the College's academic mission. In addition, the College has one OPS staff member and a fiscal staff member whose assignment is split between the College and the Division of Multimedia Properties.
- 36.76 staff members whose major responsibilities support the professional functions of the College's public broadcasting and low-power television stations (plus 33 students on payroll), and 13 staff members whose major responsibilities support the professional functions of the College's commercial radio stations (plus 18 students on the payroll).

Overall College Revenues for 2016-2017:

- State of Florida budget for academic programs: \$12,113,189 (includes faculty/staff salaries, fringe benefits, and operating expense monies)
- Public station membership and underwriting: \$2,538,496
- Endowment earnings: \$2,195,072
- Distance education revenues: \$2,003,729
- Grants from the Corporation for Public Broadcasting: \$1,164,927
- Commercial station advertising: \$785,250
- Start-up funding from the provost: \$750,000
- Grants from the Florida Department of Education: \$573,717
- WUFT Television production revenue: \$466,189
- UF Online: \$404,620
- Non endowment gifts: \$389,760
- Other entrepreneurial activities: \$355,130
- Student material, supplies and equipment fees: \$229,938
- The Agency: \$213,100

During the last seven years, the College made strides in many areas addressed by ACEJMC, including the revision and development of new curriculum, attention to diversity, increasing assessment, improving student services, addressing faculty recruitment and retention, continuing a tradition of public service, growth in research and grant productivity, and diversifying and growing revenue streams. Through the development of our strategic plan we have identified ways to continue and expand our efforts in thought leadership, social good and storytelling, and have focused on growth of enrollment, entrepreneurial activities, and accelerated fundraising.

Our challenges have included faculty hiring, low state tuition, and increasingly limited space. However, through a process of strategic planning, enrollment growth, special allocations from the University, entrepreneurial ventures, and accelerated fundraising, we have built a trend line of growth and have developed a plan for making more improvements in the next seven years.

Question 4. Describe any recent major changes in the mission, goals, or programs and activities of the unit.**Leadership**

In addition to Dean Diane McFarlin's appointment, several changes in administration occurred between 2010 and 2017. Dr. Spiro Kiouis was appointed executive associate dean, and Dr. Debbie Treise's position was expanded to senior associate dean for graduate studies and research after previously only overseeing graduate studies. Dr. Michael Weigold maintained his position of associate dean for undergraduate affairs and enrollment management but also became the College's director for distance education.

Dr. Janice Krieger was hired from The Ohio State University under the university's preeminent scholars program to lead our STEM Translational Communication program as director. That program has been conferred center status. After Professor Sandi Chance decided to return to faculty, the College hired Frank LoMonte from the Student Press Law Center in Washington, D.C., to serve as director of the Joseph L. Brechner Center for Freedom of Information.

Since the last accreditation cycle, Dr. Juan-Carlos Molleda was named chair of public relations, then left UF to become dean of the School of Journalism and Communication at the University of Oregon. Former Dean Dr. John Wright served as interim chair of the department for a year and the College hired Dr. Marcia DiStaso from Pennsylvania State University, starting in July 2017. After Dr. John Sutherland retired as chair of the Advertising Department, emeritus faculty member Dr. Joe Pisani served as interim chair in advertising. Dr. Tom Kelleher became chair of advertising in 2014. After Dr. Wayne Wanta returned to faculty, Professor Ted Spiker became chair of journalism. Dr. Dave Ostroff continues to lead the telecommunication program. Dr. Linda Hon, who previously served as executive associate dean, assumed the role of directing a research project on digital social advocacy and now leads the efforts of developing the research program in Public Interest Communications, partnering with Ann Christiano who serves as the endowed chair in this program, which is the only one of its kind in the U.S.

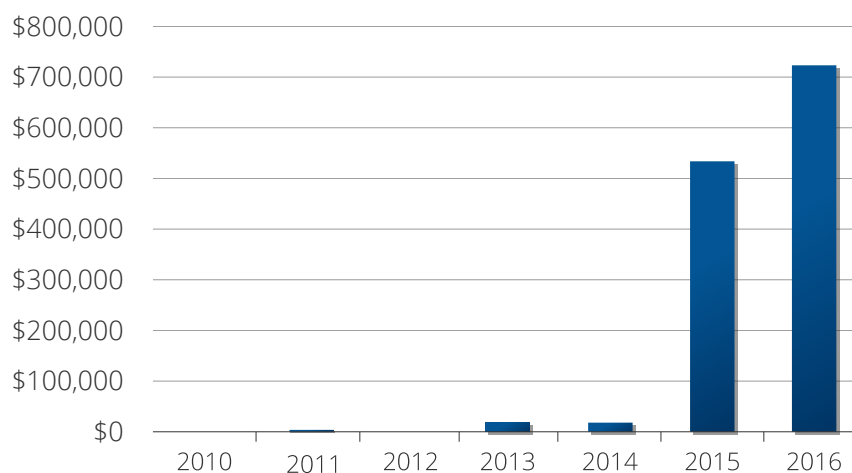
In an effort to provide more faculty support, the College added significant leadership positions to the staff ranks. Randy Bennett, executive director of external relations, oversees communication and partnerships for the College. Jeff Pole serves as the director of finance with fiscal oversight for both the academic program and venues for immersion such as the Division of Multimedia Properties and The Agency. Randy Wright continues to serve as executive director of the Division of Multimedia Properties. Among the first leadership appointments made by Dean McFarlin was the creation of the position of director of the Innovation News Center (INC). Faculty member Matt Sheehan initially served in that role and the College recently hired Mira Lowe from CNN to head the news operation. Sheehan now directs the Hatch content and product incubator. Yulia Strekalova was hired as the College's director of grant development and also serves as a research assistant professor.

See CJC Organizational Chart in Appendix 1C.

Research Investment

The College's commitment to research led to several new programs and developments. In 2014, the College hired its first director of grants development to accelerate and enhance the submission of grant proposals. Between 2014-16, grant proposal totals doubled, and the number of awards increased more than 30 percent. The actual dollars awarded to the College increased 15-fold as a result of these efforts.

Total Grant Dollars Awarded to CJC



As part of the University of Florida's preeminence initiative, three accomplished scholars were hired to build new programs at the College. Dr. Janice Krieger, formerly of the Ohio State University, built the STEM Translational Communication Center (STCC). Dr. Sriram Kalyanaraman joined the College from the University of North Carolina to create a facility for experimental media psychology and media effects research, particularly in social change messaging, using immersive technology such as virtual reality and augmented reality. In August 2017, Dr. Carma Bylund, a distinguished cancer communication scholar, joined the College faculty from the Hamad Medical Corporation in Doha, Qatar. She will be spearheading STCC efforts on provider-patient communication and cancer communication training and will be engaged actively with the UF Health Cancer Center. These hires are resulting in tangible advances for the College.

The STEM Center opened in 2014. In 2016, the Media Effects and Technology Lab (METL) opened with research focused on climate change, diversity, healthy eating and chronic pain.

To help broaden the exposure for CJC research, the College in 2016 launched the *Research and Insights* newsletter, a monthly publication highlighting key research from CJC faculty distributed to 18,000 alumni, academics and industry professionals.

In 2017, as part of our program to advance scholarship in public interest communications, the College launched its first academic journal – the [Journal of Public Interest Communications](#). The journal is open access and will be published quarterly.

Other new research investments over the past five years have included upgrades to our research lab, subsidized income for doctoral students, and financial awards for doctoral student dissertation research.

Expanding Student Immersion Opportunities

The College has long been known for its immersion venues, beginning with the launch of WRUF-AM 90 years ago. This partners students with professionals in real-world settings and in technologically solid facilities.

In 2012, three separate newsrooms were combined into one multi-platform news operation, the Innovation News Center (INC). The College's WUFT-TV invested more than \$4.4 million in state of Florida funds awarded to the television station to build the new facility. More than 500 students report and edit stories for broadcast and digital over the course of the academic year with the help of seven news professionals. In 2017, CNN Senior Editor Mira Lowe joined the news operation as its new director. In the most recent academic year, INC students won 15 Hearst Journalism Awards, including three first-place finishes and seven top-10 finishes.

Also in 2017, the College hired its first news manager for the seven-year-old Spanish-language Noticias WUFT. The news manager is a veteran of both CNN en Español and Univision and is charged with expanding Spanish-language programming and curriculum. And in 2016, the College invested in a new sports studio integrating ESPN sports programming with social media messaging.

In 2015, the College opened The Agency, a strategic communication agency serving regional and national clients, with a focus on millennials. Three professionals – an executive director, director of research and creative director – were hired to guide some 100 advertising and public relations students in working with paying clients. Within The Agency, students also manage MAVY, a research service based on an online panel of millennials. And in 2016, students created NexGen in The Agency, a digital studio for clients.

The College is increasingly focused on creative and experimental storytelling. In 2016, we created [Hatch](#), a content and product incubator. Students across and outside the College have an opportunity to experiment with digital technology to engage audiences in new ways. The former Innovation News Center director was tapped to run the incubator.

In partnership with Futuri, a leading media technology company, the College's media properties established GHQ, a research and development project designed to impact the multi-billion dollar radio industry's need to experiment with and secure effective methods of engaging millennials as loyal listeners. GHQ is a true multiplatform project with students driving the operation with media properties professional staff and Futuri industry leadership serving as mentors.

The College also offers immersive learning opportunities for consumer and audience research for both graduate and undergraduate students through various research projects with industry partners and the Division of Media Properties. Under the supervision of Dr. Sylvia Chan-Olmsted, director of media consumer research, about 5-10 graduate students and 15-20 undergraduate students work on research projects that address today's industry issues concerning consumer and audience behaviors. The students were able to participate in all phases of the studies from design to presentation. Past audience research projects with industry partners include an online privacy study with Google Europe, digital sports consumption study with S20 European Sports Sponsorship Association, and mobile app usability study for GHQ. Interested students are put in positions to serve many of the research functions at the Division of Media properties, including providing analytics reporting, audience interviews, and media consumer surveys. The industry research projects not only provide students with an immersive learning environment for market/consumer research but also offer professional service to the industry in the forms of research insights that inform audience targeting and engagement, as well as content development and market strategies for the Division of Multimedia Properties.

Enhanced Commitment to Diversity and Inclusion

As detailed in Standard 3, the College has committed resources to enhance our diversity and inclusion activities. We invited two other UF colleges to partner with us in recruiting an Assistant Dean of Inclusion to develop programs that will enhance diversity and help underrepresented groups flourish at CJC. We facilitated the forming of a student task force on diversity and inclusion and, in August 2016, we dedicated our annual College retreat to training and discussions about diversity and inclusion.

Thought Leadership

A major goal of the College is to increase our reputation nationally as a center of thought leadership. We created a monthly newsletter that summarizes new research from the College and is distributed to nearly 8,000 alumni, industry executives, and academics. We also actively help our faculty get published in non-academic journals and forums such as *The Conversation*. These efforts have led to faculty and staff being quoted by mainstream media 53 times since 2016, and appearing in mainstream publications 56 times since 2015.

In addition, with help from foundation and alumni donations, we created several ongoing events to stimulate new ideas and provide forums for interaction between innovators and accomplished professionals with our students and faculty.

The largest event sponsored by the College is *frank*, an annual gathering of approximately 300 social change communicators and movement builders. As part of our public interest communications program, the *frank* gathering features industry executives sharing best practices in communicating to diverse audiences and moving them to action for social good. More than 200 students volunteer to participate in the event each year. In 2016, we added *frank Scholar*, a day for social change communication scholars to discuss their research and brainstorm on ideas for new scholarship. We also launched the quarterly *Journal for Public Interest Communications*, the first academic journal dedicated to the theory and science of strategic communication for social change.

Other recently added programs include:

The Innovators Series: With funding from the Knight Foundation, we brought six emerging innovators and entrepreneurs to the College to speak publicly and work directly with faculty on new curriculum ideas and with students on entrepreneurship and creative storytelling approaches. Speakers included Melissa Bell of VOX, Mark Little of Storyful, Matt Thompson of *The Atlantic*, Sachin Kamdar of Parse.ly, Rafat Ali of Skift, and Maria Balinska of *The Conversation*.

Great Storytellers: This series is intended to expose our students to accomplished storytellers across disciplines and media. Our guests included authors Michael Connelly and James Patterson and Pulitzer Prize-winning journalist and author Debbie Cenziper.

Becoming a Woman of Influence: Launched in 2015, this annual event brings accomplished female executives, most of whom are alumni, to campus to provide advice to students on navigating their careers, particularly in male-dominated organizations and industries. Guests have included the head of an investment fund, the president of a New York media agency, a senior executive with a national insurance company, and the president of a community college.

Curriculum Revision

In 2013, the College created a task force to review current curriculum. The task force's charge was to make the curriculum increasingly relevant, ensure we are teaching core competencies efficiently, reduce duplication across departments, and attract more non-majors to our classes.

Among the changes emerging from this review were two courses that are now offered across all four majors. *VIC 3001 Sight, Sound and Motion*, a four-credit visual/digital course, is now required for all students and replaces separate visual introduction courses offered by individual departments. All students are also required to take the three-credit course *MMC 3203 Ethics and Problems in Mass Communication*, replacing ethics courses being offered separately by each department. We also added courses in data and digital media.

In addition, individual departments adopted revisions to their curriculum after an extensive review.

The **Department of Advertising** in 2017 completed a review of the undergraduate curriculum and has proposed catalog revisions that will entail two tracks:

- One track will emphasize skills necessary for entry-level positions in an advertising agency and will be designed to provide a foundation for advancement to positions of leadership in these organizations. This track will teach students the concepts and skills needed for careers in account management, account planning, media planning, research, art direction and copywriting.
- The second track will focus more on the skill set required to engage media audiences using strategic, persuasive communication. It will introduce students to concepts and applications needed to gain proficiency in brand storytelling, audience and media analytics, advertising sales, and message persuasion. This track prepares students for careers in a broad array of industries and organizations.

In the **Journalism Department**, changes included:

- A new common capstone required of all majors where students will work in teams with different skill sets.
- A new required 1-credit class in data literacy.
- A required two-course sequence for all students to develop an area of specialty (photo, data, coding, writing, etc.).
- A new multimedia reporting and writing class as part of students' newsroom experience.
- A new Sports and Media specialization, with 20+ credits of sports media, journalism, and communication classes.
- Five new courses in coding and digital journalism.

The Department of Public Relations' program aims to prepare students for careers as PR technicians who promote and manage the reputational image of an individual, organization or event while providing the skills necessary to advance into management positions. The program emphasizes writing and critical thinking skills.

Accordingly, the 2016-17 undergraduate course catalogue showed a slight change in public relations major requirements. The core requirement increased from 38 to 39 semester hours. A one-hour freshman-level course, *MMC 1009 Introduction to Media and Communications*, was added to the required list. The professional elective requirement decreased from 14 to 13 semester hours to keep the total at 52 semester hours. Ten, not 11, semester hours are required from the first group of electives.

The new course was designed to introduce students to the tools, resources, and academic and extra-curricular activities offered by the College of Journalism and Communications. It prepares new students for success at the university and in their later careers. Katrice Graham, director of the college's Knight Division for Scholarship, Career Services and Multicultural Affairs, is the instructor.

In 2015-16, the **Telecommunication Department** undertook significant curriculum revisions in the Management and Production tracks. These included:

- New courses including Electronic Field Production 2, Social Media and Society, Applications of Mobile Technology, Understanding Audiences, Innovation in Media, and Digital Games in Communication.
- New degree requirements including adding a second Electronic Field Production class to the Production track; requiring the Understanding Audiences course for the Management and Strategy course; and increasing the number of "Operations Block" requirements to two courses.

The department is now undergoing a major examination of its news curriculum, which has not been significantly changed since the early 2000s. A group of faculty and Innovation News Center (INC) staff is meeting to consider the changes, with the goal of having curriculum recommendations and strategic plans ready for faculty consideration early in the fall.

Question 5. If the unit was previously accredited, summarize each deficiency noted in the most recent accreditation report that the site team said should be addressed (Part 3 of site team report), followed by a response to each, explaining actions taken to address the problems and the results. If the unit was in noncompliance in the same standard(s) on the previous two visits, identify these standard(s), the reasons cited, and how these problems have been addressed.

The College was judged in compliance on all nine standards during the most recent accreditation visit in 2011-2012. Nonetheless, the site team did cite some areas where improvement could be made and the College has taken steps to address them.

The first was the impact of the budget reductions on faculty size and morale. Since the last accreditation, the College invested resources through a combination of start-up funds from Dean McFarlin, monies generated through our distance learning programs, enrollment growth, accrued funds, and university resources to replenish and enhance our faculty ranks. In addition, a number of support staff were added to assist faculty and reduce their burdens, including advising, grant support, and fiscal oversight. Because our enrollment growth has outpaced our faculty growth, we remain at a faculty deficit. However, in August 2017, the College was awarded 15 new faculty lines by the University through a competitive process. This means that we will be able to hire 10 lecturers and five tenure track scholar/teachers by August 2018, a process that began in August 2017.

A second area of concern was that the percentage of courses taught by full-time faculty has declined. Like many of our peers, we struggle in this area because our resources have not kept up with our student growth. However, the College has taken proactive steps to hire more full-time, non-tenure-track faculty who can handle higher teaching loads to reduce the imbalance. At the same time, we believe that the professional expertise we have brought in with this cadre of adjunct faculty is a “value added.” We do provide, through each academic unit, rigorous oversight in assigning course instructors, pulling from a talented pool of professionals and graduate students in the Gainesville community and other parts of the nation through our online offerings. Moreover, the academic units typically have full-time faculty who are “course coordinators” for multiple sections of classes to ensure consistency and quality. This is reflected in the positive evaluation scores received by all CJC instructors. The College also holds an annual adjunct faculty orientation each Fall to discuss best practices and address concerns of these important members of our instructional team. Further, our 19 staff members who are not officially designated as part of the full-time faculty, still fill a significant teaching role. Finally, the upcoming round of hiring of 15 lecturers and assistant professors will greatly improve the full-time faculty to adjunct faculty ratio.

A third area of concern was ongoing development of the assessment plan to demonstrate impact. During the period under review, our assessment plans have become more comprehensive and rigorous. All academic units are now in a constant state of assessment, modification, and improvement, based on academic assessment plans, student learning outcomes, direct measures, and indirect measures that meet the expectations of ACEJMC and our SACS accreditation standards. The dramatic updates in much of our curricula offer strong evidence of this.

A final area of concern centered on the need for shared governance to percolate down to the departments and the need for more consistency to measure it. The College has addressed this by working with the College Faculty Senate to encourage regular communication and consultation with academic departments. The administration has also worked closely with the Senate to update the Constitution, and tenure and promotion criteria. We used data from faculty surveys on leadership and climate to improve governance, and maintain high levels of transparency regarding decision-making and allocation of resources. Beyond the Faculty Senate, the College has appointed various task forces that dealt with major issues affecting the College since the last accreditation. For example, a College-wide curriculum task force was appointed during the 2013-2014 academic year that produced a core curriculum for all undergraduate students emphasizing writing, multimedia, research, and ethics. Another task force revamped our graduate curriculum to produce the recently launched professional master's program. Finally, the 2020 Task Force led a major strategic planning process that produced a strategic plan to guide our future.

Question 6. Describe the process used to conduct the self-study, including the roles of faculty members, students and others. Describe the strengths and weaknesses of the program discovered during the process, and describe any changes undertaken or planned as a result.

The writing of the self-study was led by the dean and executive associate dean in consultation with other senior administrators in the College, including the associate dean for graduate affairs and research, the associate dean for undergraduate education and director of distance education, the department chairs, the executive director of the Division of Multimedia properties, the director of finance, the director of development, and the director of external relations. A large group of support staff was involved in developing the initial draft. The dean's student advisory council and other members of student leadership were also consulted.

Faculty were informed at multiple points about progress throughout the self-study year at meetings of the College Faculty Senate and All-Faculty meetings. An initial overview was presented to faculty at a Fall meeting along with email correspondence. Another update was provided during the Spring semester of the self-study year as the rough draft was assembled. Updates were also given to the College Faculty Senate on at least a monthly basis. After feedback was incorporated throughout the summer, the College unveiled the self-study report in August 2017. Each unit was asked to discuss it as an item during meetings in September 2017. The self-study was submitted in November 2017.

Several strengths were identified during this process, but we will focus on the top three.

The first was affirmation of the College's teaching-hospital approach to teaching, research, and service that crosses all four academic disciplines. Our venues for immersion and experiential learning best exemplify this model. For example, students in the Innovation News Center (INC) produce cutting-edge multimedia news content across traditional and digital platforms under the supervision of faculty and professional staff for our seven media properties. The Agency has advertising and public relations students working on accounts for local, regional, and national clients under the tutelage of three full-time professionals in an integrated communication setting. It also completes work with pro-bono clients to positively impact the community and other constituencies we serve. In both venues, research was conducted by faculty members that has been published in refereed academic journals and used for practical application in the development of news and communication campaigns. Our STEM translation communication program conducts research projects attracting millions of dollars in extramural funding. The center is currently working to advance theory in health communication which is applied to produce public service announcements developed by our multimedia properties.

A second major strength was focusing our College's four core disciplines on the expansion of interdisciplinary initiatives. After redesigning our interdisciplinary curriculum, we saw tangible proof of the success of our approach. Some examples include the Department of Journalism's resurgence in top student performance in the Hearst Competition, the Department of Public Relations' continued dominance in student performance in the Bateman Competition, the Department of Advertising's faculty winning major achievement awards from the American Academy of Advertising, and the Department of Telecommunication's performance in the Hearst Competition (fourth overall in 2017 and a student first-place winner). Other successes in national student competitions included awards from the National Broadcasting Society and Broadcast Education Association.

A third major strength is our emphasis on storytelling across our various programs and initiatives. Story building and storytelling have always been central to what defines us, across all of our disciplines. What differentiates us is the integration of progressive science into our teaching and our immersion experiences. For example, we have extended our storytelling portfolio to include experimental research with immersive technology in our Media Effects and Technology Lab (METL), and innovative and creative storytelling practice in Hatch, our content and product "incubator." METL is a state-of-the-art facility, funded largely from a UF preeminence grant and designed by Preeminence Scholar Dr. Sri Kalyanaraman. The lab is dedicated to investigating interactions between people and technology across multiple platforms using the latest virtual reality (VR), eye-tracking, facial expression and physiological monitoring technology. Funded by the John S. and James L. Knight Foundation, *The Innovators Series* brought six of the brightest industry leaders, thinkers and storytellers, including luminaries such as Vox co-founder Melissa Bell, and Matt Thompson, deputy editor of *The Atlantic*, to the College to talk with students and faculty about entrepreneurship, change, and engagement in the tumultuous modern media landscape. We also launched the *Great Storytellers* series to cast a spotlight on some of our most successful practitioners of the craft.

In addition to these major strengths, two major limitations that emerged are faculty resources and space constraints. Since our last reaccreditation in 2012, our faculty size was relatively stable, ranging from 53 to 57 full-time faculty currently, but our enrollment increased from 2,692 to 2,833. Fortunately, we were able to fill some of the gaps with excellent full-time staff who have instructional responsibilities in our venues for immersion such as the INC news managers and The Agency's leadership team. The balance of teaching responsibility was borne by our graduate students and adjuncts. However, we have reached the tipping point in terms of our capacity and this is a high priority that we are actively addressing.

The university's method to calculate faculty-student ratio, also used by *U.S. News and World Report*, counts T/P faculty and lecturers as one FTE. Administrators and adjuncts count as .33 FTE. Faculty without an undergraduate teaching assignment do not count, nor do graduate student teachers. A detailed breakdown by departments are shown in below.

Our College-wide student-to-full-time-faculty ratio is currently 36.2 to 1. (A total of 2,519 students divided by 69.63 FTE.) However, our skills classes are limited to 20 students. Once the 15 new hires are made, with the same number of students, the student-faculty ratio will drop to 29.8 to 1. We recognize that this student faculty ratio is higher than we desire and we will continue to work to increase funding for additional faculty positions through our entrepreneurial activities, development efforts, and university allocations.

Fall 2017 Faculty to Undergraduate Student Ratio by CJC Department

Advertising

FTE = 1: Alpert, Chen, Fisher, Goodman, Kim, Morris, Morton, = 7
 FTE = .33: Weigold, Treise, Kelleher = (.33 * 3) = 1 plus 12 Adjuncts = (.33 * 12) = 4, total
 .33 = 5 (Excluded Krieger)
 Total FTE = 7 + 5 = 12
 SF Ratio = 599/12 = 50 to 1

Journalism

FTE = 1: Calvert, Chance, Foley, Freeman, Kaplan, Lewis, Lowe, McAdams, Rogers, Tripp, Waddell, Walsh Childers, Wanta = 13
 FTE = .33: Spiker, Carlson, Sheehan, LaMonte = (.33) = 1.33 Adjuncts = .33 * 30 = 10 (Excluded Kalyanaraman)
 Total FTE = 24.33
 SF Ratio = 500/24.33 = 20.6 to 1

Public Relations

FTE = 1: Christiano, Ferguson, Ford, Kelly, Lee, Men, Pelfrey, Tappan = 8
 FTE = .33: Kiouis, DiStaso = .66 plus 11 adjuncts = 3.63 (Excluded: Byland, Hon)
 Total FTE 12.3
 SF Ratio = 679/12.3 = 55.2 to 1

Telecommunication

FTE = 1: Babanikos, Coffey, Chan-Olmstead, Esterline, Lee, Leslie, McNealy, Roberts, Sorel, Wells, Wright = 11
 FTE = .33: Ostroff plus 25 adjuncts plus 4 staff with teaching assignments = .33 * 30 = 10
 Total FTE = 21
 SF Ratio = 741/21 = 35.3 to 1

Additionally, space is at a premium as we have rebuilt our faculty ranks, expanded our programs, and immersion opportunities, increased enrollments, and added key staff positions. At one point during the self-study year, we were considering relocating a major staff unit to other buildings on campus but were able to find an internal solution. As we prepare to add 15 new faculty, we have engaged with an internal building planning group from the university to come up with solutions in Weimer Hall. We will work proactively with central administration to address this concern.

Question 7. Provide the Web links to catalogs and other publications that describe the mission and scope of the unit, its curriculum, administrative and graduation requirements.

Listed below are the relevant URLs for the mission and scope, curriculum, and administrative and graduation requirements.

Mission Statement and Goals	https://www.jou.ufl.edu/home/about/mission-statement/
Diversity Statement	https://www.jou.ufl.edu/home/about/diversity-statement/
Strategic Plan	https://www.jou.ufl.edu/wp-content/uploads/2012/07/CJC-2020-Plan-for-Web-042017.pdf
Constitution and Bylaws	https://www.jou.ufl.edu/wp-content/uploads/2015/09/CJC-Constitution_Bylaws-FINAL-APPROVED-4-20-17.pdf
Organizational Chart	https://www.jou.ufl.edu/wp-content/uploads/2015/09/Organizational-Chart-Updated-1-8-2016.pdf
Curriculum	
Advertising	https://catalog.ufl.edu/ugrad/current/journalism/majors/advertising.aspx
Journalism	https://catalog.ufl.edu/ugrad/current/journalism/Majors/journalism.aspx
Public Relations	https://catalog.ufl.edu/ugrad/current/journalism/majors/public-relations.aspx
Telecom	https://catalog.ufl.edu/ugrad/current/journalism/majors/telecommunication.aspx
Degree Requirements	https://catalog.ufl.edu/ugrad/current/journalism/school_pages/degrees.aspx
Academic Learning Compact	https://catalog.ufl.edu/ugrad/current/journalism/alc/journalism.aspx