

**4+1 BA in Communication/MA in Strategic Communication
Program Policy Statement
Table of Contents**

I.	Description	1
II.	Rationale and Demand	2
	A. Institutional Demand	2
	A-1. Compatibility with the University of Delaware Mission	2
	A-2. Description of the Planning Process	3
	A-3. Impact on Other University Programs	3
	A-4. Utilizing Existing Resources	4
	B. Student Demand	4
	C. Demand and Employment Factors	5
	D. Regional/State/National Factors	5
	E-1. List of Comparable Courses of Study	5
	E-2. Describe the Participation of any Non-Campus Person or Organization in the Development of this Proposal	6
	E. Other Strengths	7
III.	Enrollment, Admissions, and Financial Aid	7
	A. Enrollment Limitations/Criteria	7
	B. Admissions Requirements/Criteria	7
	C. Transfer Policy	8
	D. Retention Policy	8
	E. Student Expenses and Financial Aid	8
	E-1. Extraordinary Expenses	8
	E-2. Sources of Financial Support	9
IV.	Curriculum Specifics	9
	A. Degrees Awarded	9
	B. Curriculum	9
	C. Consequences for Failure to Make Satisfactory Progress	11
V.	Resources Available	12
	A. Learning Resources	12
	B. Faculty/Administrative Resources	12
	C. External Funding	12
VI.	Resources Required	13
	A. Learning Resources	13
	B. Personnel Resources	13
	C. Budgetary Needs	13

VII. Implementation and Evaluation	13
A. Implementation Plan	13
B. Assessment Plan	13
Appendix A: Support Letter from University Library Services	14
Appendix B: 4+1 BA in Communication/MA in Strategic Communication Faculty	19
Appendix C: Support Letter from College of Arts and Sciences Dean’s Office	20

4+1 BA in Communication/MA in Strategic Communication Program Policy Statement

I. Description

This accelerated degree program provides students with the opportunity to complete a bachelor's degree in Communication and a master's degree in Strategic Communication in less time and at less cost than completing both programs individually. With a combined degree, students will have a unique opportunity to develop the specialized and in-depth knowledge to compete and succeed in today's Strategic Communication job market. More and more often employers are stating that a master's degree is either "required" or "preferred" and this proposed 4+1 BA/MA will allow students to enter this professional field ready to meet their specific career goals.

The mission of the Department of Communication's 4+1 BA/MA is to capitalize on the strong foundation provided by the undergraduate education each student receives, while providing training to practitioners and students in the fields of strategic communication, public relations, digital media, and social media. These 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 provides high quality instruction through a core graduate curriculum via an online platform, hence allowing students 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.

While completing the BA in Communication degree, students will take six (6) credits of graduate-level courses in lieu of regularly required undergraduate courses in the major. The six credits will be counted toward both the BA and the MA degrees.

Benefits of pursuing an accelerated 4+1 BA Communication/MA Strategic Communication degree include:

- Completing both degrees in less time
- Graduate credits taken in undergraduate senior year (up to six credits) may apply toward both the bachelor's and master's degrees
- Completing a full-time master's degree without interrupting your professional career
- Having an advantage in the job market upon graduation
- Opportunities to engage in advanced studies than what can be attained at the undergraduate level

Outcomes for the MA in Strategic Communication include the expectations that students will be able to develop a deeper understanding of strategic communication and acquire the skill set to apply what they learn to a professional world. Students will demonstrate proficiency with course content through successful completion of coursework, including the successful completion of a capstone course. The capstone course will require students to identify a research-based or applied strategic communication project. For example, students may design a communication campaign or social media research project, analyze secondary data, or design and engage in an outreach or organizational communication project that incorporates principles and knowledge gained from coursework. The capstone will also require students to deliver recommendations for the future based upon what they have learned from coursework in the program.

II. Rationale and Demand

A. Institutional Demand

1. Compatibility with the University of Delaware Mission

This 4+1 BA Communication/MA Strategic Communication program 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 4+1 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 skill sets 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, engaging students in challenges that would go beyond traditional academic ideas about communication, and 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 internal discussions about how best to further utilize our department's instructional strengths within the area of public relations. It is believed that the institution of a 4+1 BA/MA degree could capitalize on our undergraduate strengths in public relations and combine that with the recently implemented Master of Arts degree in Strategic Communication (made possible in part due to a partnership with Wiley Education Services) without using any additional resources or requiring the creation of any new courses. The current Chair of the Department of Communication, Kami Silk, and the department's current Director of Graduate Studies, James Angelini, began to put together the plan to implement this exciting new 4+1 degree.

This proposal was then brought to the Department of Communication's Undergraduate and Graduate Committees for review in October 16, 2019. The Graduate Committee 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 Undergraduate Committee consists of the Department Chair, Scott Caplan, Associate Professor and the Director of Undergraduate Studies, Juliet Dee, Associate Professor, Lindsay Hoffman, Associate Professor and Associate Director of the Center for Political Communication, and Steven Mortenson, Associate Professor. The members of both committees raised questions, concerns, and further ideas which led to revisions to the initial proposal of the draft. The members of this committee also raised questions and concerns which lead to further revisions to the proposal draft. Both committees voted unanimously in support of this proposal.

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 October 30, 2019. A unanimous vote of approval was given by the members of the department faculty.

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 BA in Communication and the MA in Strategic Communication will utilize existing resources at the university and within the Department of Communication. No new courses will be created and no additional sections of courses will be necessary to offer. The infrastructure for both of these degrees already exists and this degree is seen as an opportunity to combine them.

B. Student Demand

With the existing strength of our public relations instruction at the undergraduate level, undergraduate students who focus their bachelor's degree within this content area will be able to seamlessly weave what they learn into the existing MA in Strategic Communication program. An added incentive that can positively impact the demand for this 4+1 program is that the entirety of the MA courses are provided in an online environment, in seven week sessions, allowing students upon completion of their bachelor's degree to complete the master's portion of the degree from anywhere geographically.

While the 30-credit, single major master's program is designed as an online program, students will have the ability to take any 600-level Strategic Communication or Public Relations courses offered on the ground on the Newark campus of the University of Delaware in order to fulfill the degree requirements. Students who wish to take these courses in person, however, must seek approval of the Department of Communication's Director of Graduate Studies or 4+1 academic adviser.

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 skill set and to make themselves more marketable in their chosen careers. The curriculum also give those students looking to start their career in these fields, as well as social media, the education and skills necessary to get the jobs and careers they most desire. The online delivery format for the courses of the MA degree will allow individuals to complete their MA year for this 4+1 degree from any of the United States and potentially even from anywhere in the world.

C. 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>.

D. 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 master's program or a 4+1 bachelor's/master's 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 4+1 BA in Communication/MA in Strategic Communication is unique based upon a student's ability to focus their studies in the areas of Public Relations and Digital/Social Media, while also achieving their bachelor's degree. No other program is providing students the opportunity to earn an MA degree with only one additional year of coursework. 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, 2019).

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 provides support for the current MA in Strategic Communication program. Wiley provides services to assist with the 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.

E. Other Strengths

There are several special features that can be considered strengths of the newly proposed 4+1 BA in Communication/MA in Strategic Communication program. First, it provides students the opportunity to increase their skill set and marketability, while also providing them the background to make them able to be competitive when searching for employment in these areas. Second, it allows 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 MA portion of the 4+1 program is delivered 100% online and its courses are delivered in a seven-week format. 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. Any student who meets the criteria for admission will be considered for the program.

B. Admission Requirements/Criteria

Admission to the 4+1 BA in Communication/MA in Strategic Communication 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:

- Only current University of Delaware students can apply to the 4+1 program.
- A minimum undergraduate cumulative GPA at the time of applying of 3.0 and at the conclusion of their undergraduate degree when they start their +1 graduate year.
- 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.

- A résumé or curriculum vitae (CV).
- It is recommended that applicants to this program have professional internship experiences in the field of Public Relations or Strategic Communication.

Applicants applying for admission to the Master's in Strategic Communication program must do so by April 1st of their junior year and are provisionally admitted as seniors. Following provisional admission students must maintain a 3.0 GPA throughout their remaining undergraduate studies. Students who fail to demonstrate satisfactory academic progress may be restricted from progressing to the graduate phase of the program. Once students complete their baccalaureate degree, the provisional status is removed.

Completed applications (application form, official transcript(s), 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 is not transferrable to this 4+1 program.

D. Retention Policy

Students are expected to complete the MA program in Strategic Communication in one year beyond the date of their baccalaureate degree. However, if necessary they may take longer up to a five year maximum. 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 for the MA degree 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 4+1 BA in Communication/MA in Strategic Communication program will not be supported by graduate teaching assistantships or other forms of internal or external funding awarded through the Department of Communication. 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

Bachelor of Arts (BA) and Master of Arts (MA) degrees

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, with one year of graduate level coursework to coincide with their senior year of their undergraduate degree and one year of just graduate level coursework, but due to the online nature of the program students may take up to five years total.

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

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 and 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.

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
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

Required Capstone Course (3 credits)

COMM769	Strategic Communication Capstone	3
---------	----------------------------------	---

4+1 BA in Communication/ 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.

Two graduate level courses (6 credits) taken during their senior year will count toward both the undergraduate BA and the graduate MA degrees. (These courses are signified below with asterisks.) Any other graduate level courses taken during their senior year will only count toward the graduate degree only. See the prospective curriculum for a student in the 4+1 program below.

Year 1 – Senior Year	Fall A	Core Course #1*
	Fall B	Core Course #2
	Spring A	Core Course #3*
	Spring B	Core Course #4
Year 2 – Graduate Year	Fall A	Elective #1 & #2
	Fall B	Elective #3
	Spring A	Elective #4 & #5
	Spring B	Capstone

Courses are available to be taken during summer sessions. Any courses taken by students in the 4+1 program during the summer session will be used to complete the requirements of the MA degree and not the BA degree.

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 is 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 for the MA in Strategic Communication can be found in Appendix A.

B. Faculty / Administrative Resources

The ultimate responsibility for this proposed 4+1 BA in Communication/MA 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 B.

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

No additional personnel resources are necessary beyond what is already being utilized for the existing MA in Strategic Communication program.

C. Budgetary Needs

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

VII. Implementation and Evaluation

A. Implementation Plan

2019-2020

- Submission and approval of this proposal.

2020-2021

- 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 4+1 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
SUPPORT LETTER FROM
UNIVERSITY LIBRARY SERVICES



University of Delaware Library
 VICE PROVOST FOR LIBRARIES AND MUSEUMS
 AND MAY MORRIS UNIVERSITY LIBRARIAN

181 South College Avenue
 Newark, DE 19717-5267
 Phone: 302-831-2231
 Fax: 302-831-1046

September 6, 2018

Memorandum

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



University of Delaware Library
 VICE PROVOST FOR LIBRARIES AND MUSEUMS
 AND MAY MORRIS UNIVERSITY LIBRARIAN

181 South College Avenue
 Newark, DE 19717-5267
 Phone: 302-831-2231
 Fax: 302-831-1046

September 6, 2018

Report on Library Services and Collections in Support of the
 Proposed MA in Strategic Communication

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

Kami Silk
 September 6, 2018
 Page 2

- 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.

Kami Silk
September 6, 2018
Page 3

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 B
4+1BA IN COMMUNICATION/MA IN STRATEGIC COMMUNICATION FACULTY

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

APPENDIX C
SUPPORT LETTER FROM
COLLEGE OF ARTS AND SCIENCES
DEAN'S OFFICE



College of Arts & Sciences
OFFICE OF THE DEAN

4 Kent Way
Newark, DE 19716-2715
Phone: 302-831-2793
Fax: 302-831-6398

September 19, 2018

As Dean of the College of Arts and Sciences (CAS), I wish to express my support for the Department of Communication's (COMM) proposal to establish a Masters Program in Strategic Communication to be delivered online in partnership with Wiley Education Services.

With a prominent faculty who already deliver a high quality Masters Program in Communication, COMM is well positioned to start a Masters level program in strategic communication that can meet the needs of professionals seeking to move forward with graduate education in an online modality. The proposed program is focused on communication in the digital age with coursework in applied theory and methods as well as brand management, writing for multimedia, media analytics, and other courses related to the needs of public relations and communication professionals. We believe this program will enhance the reputation of the University of Delaware by extending the reach of graduate education of the university to working professionals with quality course offerings that help them move forward with their academic and professional goals.

CAS values excellence in teaching and research, diversity, and social responsibility as it pursues strategic goals of developing an outstanding faculty; advancing critical thinking, open inquiry, and full participation; leading the way in student learning and engagement; and engaging local, national, and global communities. The proposed MA program supports these values and strategic goals through excellence in research, applied learning, and rigorous courses. We believe a partnership with Wiley is a wise approach as the department moves forward with multiple graduate programs in its portfolio, including a new PhD program. We are committed to working with COMM and Wiley to enhance graduate student recruitment efforts, offer financial support for course development, and invest in additional faculty members.

Again, we strongly support the online Masters Program in Strategic Communication, and look forward to helping the department create an outstanding graduate degree program.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Pelesko', written over a white background.

John Pelesko
Interim Dean