

March 9, 2006

To: Provost Janie Fouke

From: Interim Dean John Wright

Re: **COLLEGE PROGRAM/BUDGET REVIEW, 2007**

**I. Mission and Purpose of the Program**

The mission of the College of Journalism and Communications is

- to prepare exemplary professional practitioners and scholars for various journalism and communications fields;
- to generate, translate and disseminate new knowledge about these fields, especially the role and functions of journalism and communications in a democratic society, and
- to advance the understanding and practice of journalism and communications for a diverse global community.

The Division of Graduate Studies in the College of Journalism and Communications seeks to advance understanding of how mass media and communications contribute to democracy, the economy and a diverse society, and to create graduates who can contribute to this understanding and dialogue. Our graduates learn how to advance the body of knowledge in mass communication by critically evaluating and investigating media theory, research, and applied knowledge. As such, we prepare professionals, educators, and scholars who, through management and research, can provide leadership and service to their fields both nationally and internationally.

**Goals and Expected Outcomes**

The College of Journalism and Communications continues to work on its central goal of enhancing and deepening its achievements and reputation as one of the nation's top-ranked programs in graduate and undergraduate study of journalism and communications. For more than 20 years, all of the College's specialties (advertising, journalism, public relations, telecommunication) have been listed in the top 10, and usually the top 5 or 6, in rankings of programs in these fields. The Department of Public Relations is consistently ranked among the top three. The faculty and graduate students have generated the highest number of scholarly papers presented at our most prestigious academic and professional conferences, and our creative faculty continue to gain national/international recognition for excellence. The Department of Journalism alone includes two professors who have been named national teacher of the year in journalism education in the past six years, and our students historically place well in national competitions and earn the most coveted internships.

The College structured its strategic plan to align with the University's so we have a seamless approach to developing and implementing priorities. The College will continue to adapt our plan

to complement the University's work plan as we remain responsive to rapid changes in the professional fields for which we prepare students.

Sustaining and deepening the College's accomplishments and reputation is a major focus of our ongoing programmatic reviews. As a professional-preparation college, we regularly consider, among other things, the balance of faculty and students, both undergraduate and graduate level; the mix of faculty with academic and scholarly expertise and those with strong professional experience; adequacy of space and budget to meet faculty, student and overall programmatic needs, and curricular and other program changes that will keep the College as current as possible. This report addresses these issues and responds to specific items as requested by the Provost.

### **Goals and Outcomes**

Although the goals and outcomes in this section are grouped according to the four requested categories, the categories are not mutually exclusive. Some goals fall into more than one category but are listed only once.

#### **Teaching**

**Goal 1:** Continue to review, assess and adjust curriculum in the four departments to address rapid changes in journalism, advertising, public relations and telecommunication.

**Outcome:** Maintain the College's position among the top undergraduate and graduate programs in journalism and communications; students are competitive for jobs in industry.

**Goal 2:** Continue to offer high quality professional and scholarly education in journalism and communications based on a liberal arts foundation and assure that students receive training in new communication technologies.

**Outcome:** Students are well-equipped to think critically in the dynamic and changing communications industries and are sought by the professions because they are trained in new methods for information gathering and storytelling, using all forms of media.

**Goal 3:** Grow doctoral program enrollment.

**Outcome:** Increases in national stature of program, research and grant productivity, number of doctoral graduates, and Grad II SCH.

**Goal 4:** Enhance interdisciplinary work within the College and with units across campus, in particular, international/cross-cultural communication and science/health communication.

**Outcome:** Increase in research productivity and grant funding; increase in number of minors within the College and areas of specializations for majors; increase collaborative course development/listing with other colleges to improve students' interdisciplinary course work experience.

**Goal 5:** Increase the number of research methods courses offered within the College.

**Outcome:** Enhanced master's and doctoral curriculum; students learn methods from mass communication and interdisciplinary perspectives and become more well-grounded scholars; increase graduate-level SCH.

**Goal 6:** Increase teaching opportunities for doctoral students.

**Outcome:** Doctoral students refine teaching skills and are more competitive for tenure-track teaching jobs at top universities.

**Goal 7:** Test and implement on-line distance education course offerings, including courses in international advertising, introduction to advertising and advertising software and intercultural communication.

**Outcome:** Increase availability of College curriculum across the state, nation and globally. Increase College SCH productivity and funding base.

**Goal 8:** Increase summer enrollment through creation of “Summer Session Minors”

**Outcome:** Summer Advertising minor will be offered in the 2007-08 academic year; students benefit from availability of minor; summer SCH will increase and SCH leakage to other institutions will be reduced.

**Goal 9:** Creation of converged newsroom/media laboratory.

**Outcome:** Enhanced cross-platform training for students through actual laboratory experience in print, online, broadcast and other electronic journalism, advertising and public relations. More students leave the program with practical experience using new multi-media technologies across platforms.

**Goal 10:** Reconfigure existing space to enhance students’ laboratory learning experiences. In particular, provide a lab devoted to writing and additional lab space for ENPS (Electronic News Production System) for students in news producing, non-linear editing stations for students in both video production and news, and a lab equipped for students in media management to take advantage of the College’s unique investment in Arbitron software and data. (We are the only college in the world to have such access.)

**Outcome:** Increased experience for our students to master new and emerging technologies and software, and improved faculty morale and efficiency because of readily-available, well-equipped facilities.

**Goal 11:** Creation of Hispanic Journalism Program

**Outcome:** Enhance overall quality of Hispanic journalism and coverage of Hispanic/Latinos issues and events resulting in increased awareness and understanding of culture and issues; enhance understanding of journalism in democratic society in Latin America; increase in graduate SCH.

**Goal 12:** Development of a Center for International Public Relations Education.

**Outcome:** UF becomes established as a center for research and training of professionals in public relations ethics, sustainability, and corporate social responsibility communication.

**Goal 13:** Increase funding for travel, including attendance at professional workshops, short-courses, and other professional development opportunities.

**Outcome:** Faculty members are more adept and knowledgeable to teach students about rapidly changing technologies for acquiring, producing, and distributing electronic media content.

## Research

**Goal 1:** Continue to increase the quantity and quality of faculty and graduate student refereed research and juried creative activities at the national and international levels.

**Outcome:** Generation of new knowledge relevant to mass communication and the communication professions; College reputation for productivity in scholarship and creative activities is enhanced.

**Goal 2:** Increase research collaborative efforts through interdisciplinary work within the College and with units across campus, in particular areas of College strength--international/cross-cultural communication and science/health communication.

**Outcome:** Increase in research productivity, number of grant proposals, and grant funding.

**Goal 3:** Maintain comprehensive and updated faculty research performance online and presentation of faculty research performance through networking opportunities on campus (to other colleges) and off campus (to peer institutions).

**Outcome:** Increase dissemination of research products and increase visibility of College research performance among its peers.

**Goal 4:** Increase/enhance research component of College new faculty orientation and tenure and promotion workshops.

**Outcome:** Increased nurturing of junior faculty research capabilities and productivity.

**Goal 5:** Develop and sponsor grant workshops featuring grant writing professionals, recipients, and granting agency personnel.

**Outcome:** Increase faculty interest and expertise for grant development.

**Goal 6:** Improve the effectiveness and efficiency of grant development and administration through programmatic changes.

**Outcome:** Shorten and streamline grant paperwork processing; anticipate grant recipients' needs through regular communication and proactive assessment; implement a summer grant development system.

## Service

**Goal 1:** Revise the *College Constitution*.

**Outcome:** Increase shared governance in the College and revised committee structure that will achieve more efficient and effective faculty participation in governance.

**Goal 2:** Identify and develop interdisciplinary links through which the College can provide service to other units on campus and the community. (For example, during Spring 2007, all sections of ADV 4101 contributed campaign concepts and executions for a Summer B 2007 "responsible drinking" campaign targeted to incoming freshmen.)

**Outcome:** The departments build stronger relationships across campus; in this instance, UF students are more aware of problems related to alcohol consumption.

**Goal 3:** Continue enhancement of broadcast stations' role in interdisciplinary efforts of the College.

**Outcome:** Overall enhancement of interdisciplinary service contributions and intellectual life of the College through programming such as "Health in a Heartbeat" and "Recess!"

**Goal 4:** Creation of a Division for Distance Education in the Department of Advertising.

**Outcome:** Department provides marketing communications support for UF's distance education programs.

**Goal 5:** Provide professional executive training programs such as the KOBACO (Korean Broadcasting Advertising Company) program for Korean broadcasting advertising executives.

**Outcome:** Increase international reputation of College and increase funding base.

**Goal 6:** Maintain sponsorship of the Florida Scholastic Press Association.

**Outcome:** College promotes study of journalism in high schools across the state of Florida.

**Goal 7:** Increase graduate student involvement in College committees.

**Outcome:** Inclusion of student perspectives in College functioning increases; graduate students learn about committee service and the value of shared governance.

**Goal 8:** Increase support for faculty serving as journal editors.

**Outcome:** Increased role in editorial process and increased visibility for College.

**Goal 9:** Maintain support for the Brechner Center for Freedom of Information and the Marion Brechner Citizen Access Project.

**Outcome:** The Center provides information and education for academicians, journalists and others nationally and internationally regarding the importance of free speech and the free flow of information and the importance of open government in a democratic society.

**Goal 10:** Provide leadership and support for broadcast station operations.

**Outcome:** The radio and television stations will continue to offer quality programming, including original and local productions (e.g. "Recess!" "Family Album Radio," "Health in a Heartbeat," "The Caravans" "Front Page On the Air" and live news programming), and play a vital role in the educational mission of the College.

## **Diversity**

**Goal 1:** Identify outstanding doctoral students and faculty members across the nation who are members of under-represented groups for faculty recruitment.

**Outcome:** Faculty will become more diverse in racial, ethnic, and cultural backgrounds.

**Goal 2:** Provide mentoring and support for current faculty.

**Outcome:** Retain current faculty.

**Goal 3:** Assess and revise mission and function of Knight Division for Scholarships, Career Services and Multicultural Affairs.

**Outcome:** Increase in recruitment and retention of students from under-represented groups.

**Goal 4:** Support UF diversity programs, e.g., Minority Mentor program.

**Outcome:** Increase in UF's retention efforts and graduation rates.

## **Fundraising**

**Goal 1:** Reconstitute the College's major fundraising advisory committee, the Board of Advocates.

**Outcome:** Board assists in organizing UF Tomorrow capital campaign.

**Goal 2:** Increase focus on nationwide fundraising.

**Outcome:** Increase in alumni giving base and amount of funds raised.

**Goal 3:** Focus philanthropic efforts on the teaching and research mission of the College.

**Outcome:** Increase in unrestricted funding for faculty development and funding for new research and writing lab, converged newsroom/media center and Hispanic Journalism Program.

**Goal 4:** Increase associate deans' and department chairs' interaction with development officer and dean regarding fundraising goals and activities.

**Outcome:** Increase departmental involvement in fundraising.

## **II. Strategic Fit**

The goals outlined above and current activities of the College of Journalism and Communications are in congruence with the strategic plan of the College. The goals promote increased shared governance, growth in graduate enrollment, and increased emphasis on graduate education, including increases in funding for graduate assistantships and fellowships, increases in research and creative productivity, internationalization of the College and emphasis on cross-cultural and social issues, interdisciplinary efforts, and new technologies.

Specific activities include the Department of Advertising's effort to establish a Division for Distance Education and its study abroad program, which is among the top programs at the University in terms of student demand. Faculty members in the department specialize in international advertising, social marketing and terrorism awareness, the impact of mass mediated gender messages on women's health, health campaigns, and internet advertising.

The Department of Journalism includes faculty members specializing in health and science, fitness and nutrition, gender research, media history, and media law, and the department is focusing efforts on enhancing student exposure to online and converged journalism. The department is creating a professional master's program which will provide strong, seamless instruction across the undergraduate and graduate curriculums.

The Department of Public Relations is perhaps the most diverse program of its kind in the nation with respect to interdisciplinary scholarship, with faculty members conducting research in health communication, risk communication, gender issues, crisis communication, international communication, political communication, and philanthropy.

The Department of Telecommunication is creating a professional master's program in electronic journalism that will play a significant role in the College's converged newsroom and proposed Hispanic Journalism Program. Faculty members in the department conduct

multidisciplinary research in media economics, political communication, linguistic market segmentation strategies, and Hispanic audiences. The Documentary Institute has produced nationally televised documentaries dealing with civil rights, including “Negroes with Guns: Rob Williams and Black Power” and “Freedom Never Dies: The Legacy of Harry T. Moore.”

Faculty members in Telecommunication and Journalism have been awarded a (multi-year) grant from the U.S. Department of State to develop a month-long summer training program for journalists and journalism educators from other countries (a six-week summer institute for journalism educators from around the world selected by the Fulbright Commission and U.S. embassies).

College-wide initiatives also reflect goals set forth in the College Strategic Plan.

Examples include:

- Effort to grow enrollment in the doctoral program
- Creation of a new College Research Laboratory
- College funding of “Research Summers”
- Efforts to increase the amount of grant activity and other outside funding
- Efforts to build a converged newsroom which would evolve into a converged media center, with emphasis on new communication technologies
- Plan to develop a Center for International Public Relations Education
- Election of a new College Faculty Senate and formation of a Constitution Revision Committee to increase shared governance in the College

### **Fit with University’s Strategic Plan**

The strategic plan of the College of Journalism and Communications was formulated in response to the University of Florida’s strategic plan. Therefore, the discussion of the College plan above contains many elements relevant to this section which will not be repeated. In particular, College goals related to increases in graduate and doctoral student enrollment and external grant funding, engagement in interdisciplinary research, and internationalization of the College and the University fit with the overall aspiration to join the ranks of the nation’s top public research universities. The goal to increase the diversity of our faculty and students is also in line with the vision of the University’s Strategic Plan. A primary goal of the College administration is to foster a diverse and collegial environment in which faculty can share in the governance of the College and achieve their full potential as teacher-scholars.

A major internationalization initiative of the College is creation of a Hispanic Journalism Program and increased focus on Hispanic media. Led by the Departments of Journalism and Telecommunication and several of the College-affiliated stations, the initial activities focus on journalism and news production, but the goal is to expand the scope into programming, advertising, magazines, audience research, public relations, and policy issues. We anticipate continuing partnerships with such units as the Center for Latin American Studies and the International Center in developing these programs.

Implementation of this program will require private funding for equipment and adding at least one faculty line. However, current faculty members have significant expertise related to Hispanic media and synergies are possible with the existing graduate programs and the broadcast stations. WRUF-AM already posts Spanish-language news on its Web site and PBS has announced a new Latino service to begin airing later in 2007 in selected markets.

The College engages in significant international activity. In addition to initiatives mentioned in the previous section, examples include the “Florida Fly-Ins Photojournalism Program,” which takes students to various Latin American countries where they study culture, create photo essays, and develop a global perspective under the direction of Professor John Kaplan, a Pulitzer Prize winner, and The “Berlin Program,” which takes photojournalism students to Germany, where they study culture and create photo essays under the direction of Professor John Freeman.

**Top Five Achievements**

1. Increase in faculty research and creative works productivity. Excluding lecturers and faculty members who serve as news directors or other broadcast station personnel, all faculty hired over the past decade are expected to achieve national/international distinction in research and/or creative activities. As a result, research productivity in the College has increased significantly. Perhaps one objective measure of the comparative level of research productivity of the College of Journalism and Communications and that of our peers, mostly AUU institutions, is a comparison of the number of refereed research papers delivered at the annual conference of the Association for Education in Journalism and Mass Communication, perhaps the leading academic conference in our field. The table below shows that in 2006, UF faculty and graduate students had significantly more papers than even the second-ranked institution. Our faculty and graduate students also won the most top paper awards.

AEJMC 2006 Paper Comparison List

<b>UNIVERSITY</b>	<b># of Refereed Papers</b>
Florida	45
University of Missouri	29
University of Texas at Austin	29
University of Georgia	24
U. of North Carolina-Chapel Hill	24
Pennsylvania State	19
University of Minnesota	15
Michigan State	13
Ohio State	12
University of Oregon	9
University of Illinois	4
University Kansas	4

2. College students placed third nationally in the Hearst Photojournalism Competition.
3. Two undergraduate advertising majors were chosen as the American Advertising Federations Most Promising Minority Students in the U.S. for 2006-2007.
4. High quality faculty hires. For the fourth and fifth straight years, the departments recruited and hired the very top applicants in their respective pools and on the market for

searches in 2005-06 and 2006-07. This spring, the College has hired all four of its top-rated applicants.

5. The College's Documentary Institute was invited to screen its most recently completed project, *Angel of Ahlem* at the Lincoln Center in New York City in May, 2007. The documentary also will be featured on National Public Radio during a series on World War II in May.

### **Program's Strategies for Future Achievements**

1. Fundraising to Help Implement Program Goals Stated Above and Increase Funding for Faculty Development
2. Increased Shared Governance
3. Recruitment of Minority Faculty Members to Achieve Greater Diversity
4. New Senior Faculty Lines in Advertising and Public Relations
5. New Assistant Professor Lines in Telecommunication (news) and Journalism (director of professional masters program)
6. A New Media Law Scholar Line to serve as Assistant Director of the Brechner Center for Freedom of Information.
7. Development of Fully Equipped Research Lab for Faculty and Graduate Student Research Projects
8. Increased Focus on Research Grants and Grant Writing Assistance to Faculty Led by the College Research Division and Associate Dean for Research

### **Accreditation Status**

The College of Journalism and Communications is fully accredited by the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC). The College completed its re-accreditation self-study during July and August 2005 and hosted a site visit team from ACEJMC in October 2005. The College was re-accredited in May 2006. This is part of the normal six-year review process for re-accreditation of the College's professional programs at the undergraduate and master's levels.

## **IV. Program Challenges**

### **Top Five Impediments**

1. Funding to raise faculty salaries to the average salaries in the Oklahoma State report to avoid losing faculty and to continue to attract the top faculty prospects, and to provide new faculty lines for the College. An overall increase in salary will also help attract top minority faculty members.
2. Funding for doctoral students. The Presidential and Alumni Fellowships and the tuition waiver funding received from the Provost's Office are significant factors in our ability to attract and retain doctoral students. However, if the College is to grow its doctoral program and continue to attract the top graduate students nationally, the College must have additional funds for stipends and to offer nationally competitive assistantship funding (currently \$24,000/annually at peer programs, not including tuition/fee waivers, health insurance, travel funding and other financial support offered by the most competitive programs). An increase in funding will allow

an increase in the number of doctoral students. The increase in research assistantships will lead to greater increases in faculty research/creative productivity.

3. Funding for equipment related to new technologies/multi-platform training in curriculum, including a converged newsroom.

4. Lack of financial resources to provide grant development summer or other venues that encourage grant development.

5. Space. The College needs to add the planned two-story addition to the new wing to alleviate shortage of space for research and writing laboratories and graduate student facilities.

### **Program's Strategies for Dealing with Impediments**

1. Increase investment in fundraising and refine focus in fundraising efforts. The College is in the process of reforming the Board of Advocates to assist in fundraising in general and with the UF Foundation Florida Tomorrow Campaign. The College also will increase involvement of the dean and other administrators and faculty and increase focus on national fundraising.

2. Distance Education Programs. The College can increase its revenue/funding base and increase student credit hour productivity with implementation of combination on and off-book distance education programs.

3. Reallocation of Space. The College has relocated its server room to create space for a new research laboratory.

4. Research grant development summer program. The College will provide private funds each summer for faculty to formulate major grant proposals.

## **V. Assessment and Improvement Actions**

### **Strategy for assessing program goals**

The Accrediting Council for Education in Journalism and Mass Communication requires the College to provide significant assessment data collected according to a specific assessment plan. The measures assess goals primarily related to student learning and include the following:

#### **Indirect Measures**

1. Surveys of graduating seniors
2. Annual surveys of alumni
3. Feedback from professionals
4. Student performance in local, regional, and national contests
5. Grade distributions in sequences and by courses

#### **Direct Measures**

1. Performance in capstone courses
2. Portfolio assessments
3. Internship evaluations
4. Grades in particular sequences, courses

Performance related to achievement of other program goals will be assessed by a combined Task Force consisting of deans and chairs and members of the College Faculty Senate.

**Assessment data on goal performance-** To be available June 2008

**Program improvement based on assessment data-** To be available June 2008

## **VI. Academic Culture**

### **Mentoring of Undergraduate and Graduate Students**

Undergraduate students receive academic advisement from advisers in the College's Office of Student Services headed by an assistant dean, and by department chairs and faculty members. Faculty members also provide career/professional advising. In addition, the department advisory councils, a group of professionals, visit once in the fall and spring to hold advising sessions on such topics as careers, job and internship searches, latest developments in the professions, and resumes. The Council members meet with students in class, informally at receptions, and hold special "roundtable" discussions. In some departments students attend small luncheon gatherings with the professionals. Council members often maintain contact with students. The Council in the Department of Advertising, for example, is building a Web site for career information as well as email access to members. In addition, the Council is testing an email mentoring system between Council members and students.

Each fall, graduate students attend a College orientation to graduate school. Graduate students are initially advised by the graduate coordinator of the student's specialization and the department chair. Some graduate students enroll in thesis seminars in which they build their committees and finalize degree plans. Graduate students receive professional advice from the faculty, their committee members and the advisory councils. Department chairs meet with all new graduate teaching assistants to orient them to the department, explain procedures and support their work.

The doctoral Colloquium, a required course, helps mentor and prepare doctoral students to become successful students and academicians. The course is taught by the associate dean for graduate studies.

### **Intellectual life of the program department**

The College of Journalism and Communications strives to maintain an environment in which faculty can achieve their full potential in the academy as teachers, researchers, and leaders. The College is recognized nationally and internationally as a leader in professional education and training in advertising, journalism, public relations, and telecommunication. The College also is recognized as a leader in graduate education and research and creative activities related to mass communication and the related professions, and interdisciplinary studies, especially media law, health and science communication, and international and intercultural communication. The College continues to be successful in attracting top teacher/scholars to the faculty.

Faculty members in the College are collegial, cooperative, and engaged. Junior faculty are encouraged and supported in developing productive research programs and in achieving professional recognition for their work. The only significant negative issue facing the College is the lack of sufficient funding for salaries and faculty development, equipment and laboratory space, new faculty lines, and stipends, fee waivers, and insurance for doctoral students.

The College works to foster collegiality and exchange of ideas related to research programs. The research division sponsors research luncheons that bring faculty of similar research interests/expertise together for exchange of research ideas and exploration of collaborative research projects. The College's interim dean holds "Dialogue with the Dean" sessions dealing with topics such as the College budget and shared governance.

The College provides seed money funds to support the research and creative activities of the full-time faculty in the College. This fund's objective is to stimulate original mass communication scholarship and creative activities and to encourage pursuit of sponsored research funding. Work supported by the fund is expected to "demonstrate high standards of relevance, continuity, significance, and accomplishment."

Each year the College features an extra-ordinarily high number of distinguished speakers. Examples from this year include the following:

Pat Esser, President, Cox Communications

Mavian Arocha, Editor in Chief, *Aventura* magazine

Andrea Billups, Correspondent, *People* magazine

David Burnett, Photo Editor, *Time* magazine

Michael Connelly, *New York Times* best-selling author

Roy Peter Clark, Vice President, the Poynter Institute for Media Studies

Betty Cortina, Editor, *Latina* magazine

Karen DeYoung, National Editor, *The Washington Post*

Paisley Dodds, London Bureau Chief, the Associated Press

*David Finkel, Reporter, The Washington Post*

Irwin Gratz, *Morning Edition* Producer, Maine Public Radio, past President, Society of Professional Journalists

Jeff Klinkenberg, Author and Columnist, the *St. Petersburg Times*

Gordon "Mac" McKerral, past President, the Society of Professional Journalists

Bill Mitchell, Vice president and Marketing director, the Poynter Institute

Jeff Moriarty, Vice President for New Media, the New York Times Regional Newspaper Group

Danny Sanchez, Web content designer, *The Orlando Sentinel*

Pat Yack, Editor, the *Florida Times-Union*

Debra Amos, Correspondent, National Public Radio and ABC News

Frank Karel, III, retired VP of Communications, Robert Wood Johnson Foundation

Christine B. Ahearn, VP of Public Relations, Lowe's Companies, Inc.

Audrey Peek, Business Development Associate, Jones Edmunds

Willard D. (Bill) Nielsen, retired VP of Corporate Communication, Johnson & Johnson

William L. Warren, APR, VP of Public Affairs, Walt Disney World Co.

Susan Raymond, Ph.D., Sr. Managing Director, Changing Our World, New York

Susan Towler, Executive Director, The Blue Foundation for a Healthy Florida

Kathleen Larey Lewton, APR, Fellow PRSA, Principal, Lewton Consulting

Andrew Lynch, Cultural Strategist, Arnold Worldwide, Boston, MA

Michael Goldberg, Executive VP, Chief Marketing Officer, Zimmerman Advertising, Miami

Mitchell Erick, Founder, Alianda Advertising, Orlando

Cliff Marks, President, Sales and Marketing, National CineMedia, New York

Stuart Shlossman, VP, Madison Road Entertainment, New York

Brad Epstein, VP, Creative services, Medco Inc., New York  
Steve Bergin, CEO, MLS search corporation ( executive recruiters), New York  
Keith Cultler, Sr. VP, Ad Sales & Business Development, CBS Television  
Andy Fletcher, President, Fletcher Martin Agency, Atlanta, GA  
Norm Grey, Principal, The Creative Circus, Atlanta, GA  
Lisa O'Keefe, Account Manager, Nickelodeon Advertising Sales, New York, NY  
Philipi M. Schwartz, President, Schwartz Communications Inc., Miami, FL

### **Partnerships across UF**

Faculty members in the College of Journalism and Communications are engaged in collaborative research projects with faculty and administrators from units across campus including: the Brain Institute, Center for Latin American Studies, Center for African Studies, Center for European Studies, the Digital Arts and Sciences program, College of Medicine, College of Dentistry, College of Health and Human Performance, IFAS, CLAS, Warrington College of Business Administration (PURC and CIBER), Levin College of Law, and College of Public Health and Health Professions.

The Department of Advertising has proposed a Division for Distance Education that would assist units across campus in promoting distance education programs. The department also has developed campaign concepts for the GatorWell Health Promotion, and classes have developed campaigns for on-campus units including the Cancer Center, Forensic Science, and the Whitney Laboratory. The department has on-going research with the Brain Institute in the development of MRI testing of advertising.

The Department of Journalism organized this fall the first annual “Women in Journalism” panel discussion which included women from journalism fields across several media. The panel was co-sponsored by the Center for Women’s Studies and Gender Research. Journalism faculty members are working with colleagues in the College of Public Health and Health Professions on a proposal for the National Institutes of Health.

Public Relations Professor Youjin Choi is collaborating with faculty members in the College of Dentistry on a grant-funded research project titled, “Reducing Oral Cancer Disparities in Florida.” Professor Juan-Carlos Molleda is working with the UF Center for International Business Education and Research (CIBER) to conduct an investigation on the anti-America and anti-globalization sentiments in Latin America affecting U.S.-based transnational businesses in the region. An international conference on “Cross-Sector Alliances for Community Building and Progress: The Role of Participatory, Strategic Communications in Latin America” is being organized by Molleda and Advertising Professor Marilyn Roberts in collaboration with the Center for Latin American Studies.

Several faculty members in the Department of Telecommunication, including Lynda Lee Kaid, Justin Brown, and Sylvia Chan-Olmsted, have continuing research projects with CIBER. Professor Chan-Olmsted and a group of doctoral students are working on multiple projects identifying the factors contributing to competitiveness of mobile telecommunications firms/countries. Michael Leslie has conducted workshops on international and intercultural communication for the UF Center for International Communications; in the fall he conducted a campus-wide workshop on using distance education technologies in international education.

Doctoral students in the College have worked on projects across campus in many units including Shands and the VA Hospital, the College of Dentistry and the College of Design, Construction and Planning.

The College offers a joint master's and doctoral degree program with the Levin College of Law.

### **Professional service to the discipline**

The College engages in a broad range of activities that provide service to the communications professions. The College serves as the host institution for the Florida Scholastic Press Association, an organization that promotes journalism education in high schools across the state of Florida. The Department of Advertising offers executive training programs for major professional organizations, including the Korean Broadcast Advertising Company and LG. In addition, advertising faculty are members of the American Advertising Federation and the Gainesville Advertising Federation, including service on the board of directors. The Department of Journalism serves as annual host for international journalists affiliated with World Journalism Institute. Professor Kathleen Kelly and multiple graduate students contributed to the Commission on Public Relations Education's *The Professional Bond: Public Relations Education and the Practice*. Professor Molleda and multiple graduate students have led the PR Landscapes project with the Global Alliance for Public Relations and Communication Management.

Individual faculty members have made significant service contributions at the state and national level. Examples include Professor David Carlson, whose term as national president of the Society of Professional Journalists recently ended. Carlson was the only professor ever to serve as president of the oldest and largest organization of journalists in the United States. Professor Mindy McAdams was an instructor in three different training programs for professionals at the National Press Photographers Association Summit, an *Orlando Sentinel* workshop and the Multi-media News Production Workshop at the *Minneapolis Star Tribune*. Professor McAdams has also conducted various overseas activities for the U.S. State Department. McAdams was awarded U.S. Speaker and Specialist Grants in Bulgaria and Thailand. Lecturer Lauren Hertel trained students and professional journalists in new media techniques for the U.S. State Department in the Russian Far East. Professor Kim Walsh-Childers will serve as a member of the board of directors for Florida Health News, a new health-policy-focused information source based in Tallahassee.

Faculty members are very active as members on editorial boards of top journals including the *Journal of Broadcasting & Electronic Media*, the *Journal of Media Economics*, *International Journal on Media Management*, *Journal of Media Business Studies*, *Public Relations Research*, *Communication Quarterly*, *Journalism and Mass Communication Educator*, and *Journal of Law and Public Policy*.

Faculty members hold leadership positions in national organizations such as the International Communication Association, Association for Education in Journalism and Mass Communication, Public Relations Society of America, Broadcast Education Association, American Society of Newspapers and Editors, American Schools in Journalism and Mass Communication, National Communication Association, Advertising Association of America, and the Accrediting Council for Education in Journalism and Mass Communication.

## Recurring Items

### Faculty Lines

#### Department of Advertising

The department needs an associate or professor level teacher scholar with expertise in online advertising. The position would fill a highly critical need in the College and contribute to growth in the doctoral program and overall SCH. \$90,000 salary and fringe = **\$117,000**

#### Department of Journalism

The first line would be for a Director of the Journalism Professional Master's Program, a scholar/professional. The position would provide leadership in the proposed converged newsroom and work with undergraduates, master's and doctoral students. \$65,000 salary and fringe = **\$87,000**.

The second line would be for a media law scholar who also would serve as assistant director of the Brechner Center for Freedom of Information and work in the joint master's and doctoral programs with the Levin School of Law. In addition to meeting other critical needs, the position would allow us to grow our doctoral program in areas of high demand. \$65,000 salary and fringe = **\$87,000**

#### Department of Public Relations

A major obstacle facing the Department of Public Relations is lack of senior-level faculty to direct doctoral research, enhance research productivity, advise graduate students, mentor untenured faculty, and provide leadership in the academic and professional communities. A hire at the senior level would serve as a major catalyst to catapult to the top program in the nation. It would also add a line in the area of greatest demand at the doctoral level. \$90,000 salary and fringe = **\$117,000**

#### Department of Telecommunication

The department needs an additional line in the area of broadcast news, an area of high demand. The faculty member would enable us to grow the graduate program in electronic news and provide instruction in the converged newsroom. \$65,000 salary and fringe = **\$87,000**.

#### Doctoral Program Funding

The College needs additional funds to grow the doctoral program. To increase the number of students, allow for stipends competitive with peer institutions, and cover the deficit each year in fee waiver funding, the College needs an additional **\$120,000**.

#### Equipment Needs

Equipment needs in the College can be seen in terms of both recurring and non-recurring finding. However, to accommodate the need for additional equipment, and to upgrade existing equipment, the College needs an additional **\$100,000** in recurring funds. (The College continues to meet 70 percent or more of its equipment needs through private funding.) Examples of needs are explained below:

- **Equipment for MA program in broadcast news.** The department faculty has sought for many years to offer this program. We have now approved a curriculum, and for the program to grow we need additional audio, video, and online equipment. Approximate

cost: **\$55,000** (itemized list available as needed) There will be recurring costs related to equipment maintenance and repair, and after four to five years, replacement of worn out or obsolete equipment.

- **Expansion of non-linear editing (NLE) equipment and facilities.** This year the College replaced existing NLE stations with 14 new machines and reconfigured the room to improve the teaching-learning environment using \$80,000 in private funds. We need additional capacity to handle student demand. Approximate cost for 12 Macintosh based-systems and 4 mini-dv tape decks: **\$45,000**. The machines would be replaced on a three-year recurring cycle. **Total Equipment Needs: \$100,000**

### **Faculty Development**

The College seeks additional funds to provide sufficient opportunities for faculty research and grant summer stipends and travel to scholarly and professional conferences and workshops. An increase of \$10,000 across the four departments plus \$25,000 for summer stipends would be used to complement private funds and provide those opportunities. **\$35,000**

### **College Staff Needs**

#### **Graduate Student Appointments**

A pressing need in the College is an upgrade in the position responsible for graduate student and other appointments. An additional \$15,000 in salary would allow the College to upgrade and hire at the appropriate level of ability and expertise for this critical position. **\$15,000**

#### **Full-time Grant Program Assistant**

Justifications: A full-time grant program assistant will be able to serve as the “active” liaison between the College and DSR, proactively assess and serve the grant administrative needs of the faculty, and manage all sponsored research budgets for the grantees more efficiently (e.g., providing regular updates, processing student assistant paperwork, etc). As all federal grants move completely to the grants.gov processing system, the program assistant can also serve as the electronic grant submission and administration expert for the College. **Estimated annual expenses: \$35,500**

#### **Part-time Professional Grant Writer**

Employment of a part-time grant writing specialist to be paid on a project basis would help increase the College’s grant activity and subsequent success rate. The grant writer will enable faculty to focus on research and leave packaging of proposals to the writing specialist, thus improving both the effectiveness and efficiency of the grant development process. **\$12,000**

**Total Recurring Funds Requests: \$812,500**

### **Non-Recurring Items**

#### **Equipment Needs**

##### **News and Production Field Video Equipment**

The College is completing the critical process of replacing and expanding the online digital fleet of field video equipment to serve both news and production needs. Around 50% of our news video equipment is six to eight years old and in bad condition. **\$50,000**

### **Equipment for Live News and Event Coverage**

Members of the Telecommunication Advisory Council have been vocal about our students' lack of experience in reporting live news stories and other events. Emerging technologies are making it more feasible to offer such capability.

**Approximate cost for "backpack" equipment: \$50,000**

### **Remodeling for Reallocation of Space**

#### **Converged Newsroom**

The College seeks to remodel the photojournalism studio or academic production studio on the ground floor in order to make it serve as a modern, converged newsroom. The newsroom is critical to meet the College's goal to provide necessary cross-platform training for our students. **Estimated Cost: \$200,000**

#### **Writing Laboratory**

The College needs an additional computer lab, and one dedicated entirely to writing would be attractive as a naming opportunity for private funding. A one-time remodeling project would allow us to establish the lab and seek an endowment for recurring hardware and software needs. **Estimated Cost: \$30,000**

#### **Lighting for Academic Television Studio (G001)**

The lighting system in the academic television studio has not been upgraded or replaced in more than 15 years. There are missing and broken lighting instruments, which prevents students from learning proper techniques and limits the use of the studio for other production purposes. In the past two years we have spent more than \$100,000 in private funds on new cameras and control room equipment. We have also recently hired a new faculty member to teach studio production, and we expect him to revitalize our efforts in that type of production. The most important missing element is an adequate lighting system.

**Approximate cost: \$30,000-50,000 depending on final configuration**

**Total Non-Recurring Funding Request: \$380,000**

College/Unit: Journalism and Communications

**Non-Recurring Requests:**

**Projects:**

Funding Justification <i>(Page location of narrative)</i>	Description of Project	Amount	Office/Lab Space Availability <i>(yes/no)</i>
Page 16	News & Production Field Video Equip	\$ 50,000	yes
Page 17	Live News & Event Equipment	\$ 50,000	yes
Page 17	Remodeling for Converged Newsroom	\$ 200,000	yes
Page 17	Remodeling for Writing Laboratory	\$ 30,000	no
Page 17	Lighting for TV Studi	\$ 50,000	yes

**Personnel**

Funding Justification <i>(Page location of narrative)</i>	Department/Focus Area <i>(If interdisciplinary, note College/Department Connection)</i>	Salary Plan <i>(Faculty, TEAMS, G RA, OPS)</i>	Title	Months Appointed <i>(9,12)</i>	FTE	Salary <i>(Includes fringe benefits)</i>	Resources <i>(office/lab renovation and/or equipment!)</i>	Office/Lab Space Availability <i>(yes/no)</i>
Page 15	Advertsing	Faculty	Associate Professor or Professor	9	1.00	\$ 117,000	none	yes
Page 15	Journalism	Faculty	Assistant Professor	9	1.00	\$ 87,000	none	yes
Page 15	Journalism	Faculty	Assistant Professor	9	1.00	\$ 87,000	none	yes
Page 15	Public Relations	Faculty	Associate Professor or Professor	9	1.00	\$ 117,000	none	yes
Page 15	Telecommunication	Faculty	Assistant Professor	9	\$ 1.00	\$ 87,000	none	yes

**College/Unit: Journalism and Communications**

**Recurring Requests:**

**Expenses**

<b>Funding Justification</b> <i>(Page location of narrative)</i>	<b>Description of Request</b>	<b>Amount</b>
Page 15-16	Equipment Needs	\$ 100,000
Page 16	Faculty Development	\$ 35,000

**Personnel**

<b>Funding Justification</b> <i>(Page location of narrative)</i>	<b>Department/Focus Area</b> <i>(If interdisciplinary, note College/Department Connection)</i>	<b>Salary Plan</b> <i>(Faculty, TEAMS, GRA, OPS)</i>	<b>Title</b>	<b>Months Appointed</b> <i>(9, 12)</i>	<b>FTE</b>	<b>Salary</b> <i>(Includes fringe benefits)</i>	<b>Resources</b> <i>(office/lab renovation and/or equipment)</i>	<b>Support</b> <i>(office support, travel)</i>	<b>Office/Lab Space Availability</b> <i>(yes/no)</i>
Page 16	Journalism & Comm	Teams	Program Assistant	12	1.00	\$ 15,000	none	none	yes
Page 16	Journalism & Comm	Teams	Program Assistant	12	1.00	\$ 35,500	none	none	yes
Page 16	Journalism & Comm	OPS	Grants Assistant	12	1.00	\$ 12,000	none	none	yes