



November 11, 2014

Andrew Hippisley
Chair, University of Kentucky Senate Council

Dear Dr. Hippisley,

Veterinary Science
College of Agriculture
GLUCK EQUINE RESEARCH CENTER
Lexington, KY 40546-0099
(859) 218-1105
www.uky.edu
Fax (859) 257-8542
Writer's email: ebailey@uky.edu

The Senate Academic Organization and Structure Committee (SAOSC) met Monday, November 10, 2014 from 10AM to 11AM in room 118 MH Gluck Equine Research Center. The following committee members were present and constituted a quorum for the committee: Ernie Bailey, Todd Porter, Melina Wilson, Michael Kilgore and Devanathan Sudharshan, Al Cross, Lisa Vaillancourt. Dr. Beth Barnes joined us to discuss the proposal under consideration.

The main purpose for the meeting was to discuss the proposal prepared by Dr. Beth Barnes to create a Department of Integrated Strategic Communication in the College of Communication and Information that would be responsible for the BS/BA degree program of Integrated Strategic Communication. Currently, the degree program is offered by faculty in the School of Journalism and Telecommunications (SJAT) housed in the College of Communication and Information. The change would be effected by moving the faculty and the degree programs from the School into the newly formed department.

Dr. Barnes explained the current structure of the SJAT and the reasons for making the changes. The School houses three degree programs: Journalism, Media Arts and Integrated Strategic Communication (ISC). Other units in the college include the Department of Communications and the School of Library and Information Science. SJAT focuses on professional aspects of communication, namely news reporting, strategic communication and electronic media policy and production.

Dr. Barnes noted that the three programs in SJAT have become very independent, each with their own faculty and course offerings. There is no core SJAT curriculum for any of the three majors. Each program is administered by a faculty coordinator. The three programs are strong with 498 students enrolled in ISC, 252 in Journalism and 135 in Media Arts with 13 faculty in ISC, 9 faculty in Journalism and 6 faculty for Media Arts (based on list in proposal).

The reasons for making the change are a) elevate the profile of the program, b) create better career path and recruitment options for faculty, c) increase the focus of faculty meetings on the topics related to this particular program.

The tenured faculty in SJAT met and voted on the proposal. The vote was 6-2 in favor from ISC, 5-4 opposed from Journalism, and 4-0 in favor from Media Arts. When the college voted, the tally was 26-7 in support of the proposal. Dr. Barnes was asked about the votes in opposition to the proposal, especially those from within the ISC program. Dr. Barnes reported that opposition to the change was based on a) concerns about the new budget model and a desire to delay change until there was certainty and b) a concern that the School would be diminished in influence because of the decreased size. She

also reported that the two ISC faculty who voted in opposition to the change indicated that they would move with the program to the new department if the proposal was successful.

Dr. Barnes was asked how the change might adversely affect the programs remaining in SJAT. She indicated that the programs were administered independently and there should be no adverse effect. They would still be in the same College. Furthermore, the physical location of faculty offices would not change so collaborations based on physical proximity should not change.

Dr. Barnes was also asked about the financial impact of the change. She indicated that the staff support for SJAT would continue to serve the new department as well. There was no plan to hire new staff. There were some concerns on part of the SAOSC that this would not be tenable in the long term and Dr. Barnes noted that there were also concerns on part of the staff about increases in work due to two reporting lines. At the same time the dean is supportive of the change and this would entail assistance as needed in the future.

The committee voted unanimously to send the proposal to the University of Kentucky Senate Council with a recommendation for endorsement.

Respectfully and on behalf of the SAOSC,

Ernest Bailey, PhD
Professor
Chair of SAOC

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

The Senate’s Academic Organization and Structure Committee (SAOSC) is tasked by the University Senate with the review of proposals to change academic organization or structure. The information needed by the SAOSC for the review of such proposals is set forth in *Senate Rules 3.4.2.A.5*¹.

The SAOSC has developed a set of guidelines (from the *Senate Rules*) that are intended to ease the task of proposal submission (available at <http://www.uky.edu/Faculty/Senate/forms.htm>). As proposal omissions usually cause a delay in the review process, the individual(s) responsible for the proposal is (are) urged to familiarize themselves with these guidelines before submitting their proposals for review. In particular, the individual responsible for the proposal must fill out Sections I, II and III of this form, as well as include statements and documentation that provide a full accounting of the items a - i, below.

- a. Disposition of faculty, staff and resources (financial and physical);
- b. Willingness of the donating units to release faculty lines for transfer to a different educational unit;
- c. Consultation with the faculty of the unit to which the faculty lines are proposed to be transferred;
- d. Consultation with the faculty of educational unit that will be significantly reduced;
- e. Summary of votes and viewpoints (including dissents) of unit faculty and department/college committees;
- f. Ballots, votes expressing support for or against the proposal by unit faculty and staff and committees;
- g. Letters of support or opposition from appropriate faculty and/or administrators; and
- h. Letters of support from outside the University.

Section I – General Information about Proposal

One- to two-sentence description of change:	Remove the Integrated Strategic Communication sequence from the School of Journalism and Telecommunications to become a stand-alone department that would house the BA/BS Integrated Strategic Communication degree program. The School would then consist of the BA/BS Journalism and BA/BS Media Arts and Studies degree programs.				
Contact person name:	Beth E. Barnes	Phone:	257-4275	Email:	bbarnes@email.uky.edu
Administrative position (dean, chair, director, etc.):	Director, School of Journalism and Telecommunications				

Section II – Educational Unit(s) Potentially Impacted by Proposal

Check all that apply and name the specific unit(s).	
<input type="checkbox"/>	Department of: _____
<input checked="" type="checkbox"/>	School of: Journalism and Telecommunications
<input checked="" type="checkbox"/>	College of: Communication and Information
<input type="checkbox"/>	Graduate Center for: _____
<input type="checkbox"/>	Interdisciplinary Instructional Program: _____
<input type="checkbox"/>	Multidisciplinary Research Center/Institute: _____

Section III – Type of Proposal

¹ Items a-i are derived from *Senate Rules 3.4.2.A.5*. The Senate Rules in their entirety are available at http://www.uky.edu/Faculty/Senate/rules_regulations/index.htm.)

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

Check all that apply.	
A. Changes	
<input type="checkbox"/>	Change to the name of an educational unit.
<input checked="" type="checkbox"/>	Change to the type of educational unit (e.g., from department to school).
B. Other types of proposals	
<input checked="" type="checkbox"/>	Creation of a new educational unit.
<input type="checkbox"/>	Consolidation of multiple educational units.
<input checked="" type="checkbox"/>	Transfer of an academic program to a different educational unit.
<input type="checkbox"/>	Transfer of an educational unit to a different reporting unit.
<input type="checkbox"/>	Significant reduction of an educational unit.
<input type="checkbox"/>	Discontinuation, suspension or closure of an educational unit.
<input type="checkbox"/>	Other (Give a one- or two-sentence description below; a complete description will be in the proposal).

Section IV is for internal use/guidance.

Section IV – Guidance for SAOSC, Senate Council and University Senate

SAOSC Review of Type A Proposals (Changes to Type of, or to Name of, an Educational Unit)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).

SAOSC Review of Type B Proposals (All Other Changes)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).
- ✓ SAOSC review of proposals for creation, consolidation, transfer, closure, discontinuation, or significant reduction and educational unit, or transfer of an academic program to a different educational unit (attach documentation).
- ✓ Program review in past three years (attach documentation).
- ✓ Request to Provost for new program review (attach documentation).
- ✓ Open hearing (attach documentation).
 - SAOSC information must be shared with unit 10 days prior to hearing.
 - Open hearing procedures disseminated.

Voting by SAOSC, Senate Council and University Senate

- ✓ Endorse (or do not endorse) the academic organization, reporting, infrastructure, etc.
 - This vote is taken by the SAOSC, SC and Senate for every SAOSC proposal.
- ✓ Approve (or do not approve) the academic status or content of academic program.

Proposal from College of Communication and Information to restructure the School of Journalism and Telecommunications by making the Integrated Strategic Communication program a standalone department and moving the BA/BS Integrated Strategic Communication undergraduate degree program out of the School of Journalism and Telecommunications into that department. The School would then consist of the Journalism and Media Arts and Studies programs and the BA/BS Journalism and BA/BS Media Arts and Studies undergraduate degree programs. As detailed below, School faculty voted 14 to seven in favor of the change; College faculty voted 26 to seven in favor of the change.

What is the impetus for the proposed change?

Significant growth in both faculty and student numbers in the School of Journalism and Telecommunications has made the historical structure unwieldy, resulting in particular in reduced services for faculty members.

Since 2003, the School has grown from 14 tenured and tenure-track faculty to 23 tenured and tenure-track faculty and 2 full-time lecturers. There are 13 faculty members in Integrated Strategic Communication (two tenured full professors, including the current director of the School; seven tenured associate professors; two assistant professors; two lecturers); nine faculty members in Journalism (one tenured full professor and eight tenured associate professors); and six faculty members in Media Arts and Studies (one tenured full professor, three tenured associate professors, one tenure-track associate professor and one tenure-track assistant professor). Each of these fields has its own scholarly and creative tradition, and faculty research and creative activity in each of the three areas varies widely. This range of activity makes it challenging for both the director and the School Promotion and Tenure Committee to effectively evaluate and mentor faculty development.

At the same time, the three programs that comprise the School have become increasingly independent of one another with regard to curriculum. Unlike most peer programs, there is no core curriculum within the School taken by students in all three degree programs (BA/BS Integrated Strategic Communication, BA/BS Journalism, BA/BS Media Arts and Studies). There is one elective course (ISC/JOU/MAS 319, World Media Systems) cross-listed across all three programs and an additional course cross-listed between JOU and MAS that is required for JOU but an elective for MAS. A new Journalism curriculum was put in place in Fall 2013; one effect of the curriculum changes has been to greatly reduce the number of elective seats in Journalism courses available to students majoring in either Integrated Strategic Communication or Media Arts and Studies. Concurrently, growth in Media Arts and Studies enrollment has limited elective seats in those courses for Integrated Strategic Communication and Journalism majors. Whereas in the past, many Integrated Strategic Communication majors, in particular, would take courses in the other two majors to fulfill upper-division elective requirements, that is becoming much less common.

The current structure of the School developed in part because the three programs were distinct from other areas in the College due to a strong professional orientation. That shared orientation remains the case, but does not require grouping under a School umbrella to be sustained. A change in structure was first proposed in 2009, but tabled by the faculty. With a change in director imminent (the current

director's term ends June 30, 2015, following the completion of three four-year terms by the incumbent), and with the change in the Journalism curriculum, continued growth in student numbers in both Integrated Strategic Communication and Media Arts and Studies and expansion of faculty numbers, the possibility of restructuring was raised again in Fall 2013. The School's faculty spent the fall semester and much of the spring semester debating pros and cons and ultimately voted in favor of making the Integrated Strategic Communication program (the largest program in the School and the College in terms of undergraduate majors) a standalone department and moving the BA/BS Integrated Strategic Communication degree into that department. The faculty of the College also voted in favor of this change in April 2014.

Those in favor in the School believe that establishment of Integrated Strategic Communication as a department will improve faculty governance, provide more focused and appropriate support for faculty members, and further strengthen the identity of the Integrated Strategic Communication program within the College and on campus. Students and alumni of the School already identify with their program of study rather than the School as an entity; this proposed restructuring will also serve to further strengthen that identification.

What are the benefits and weaknesses of the proposed unit with specific emphasis on the academic merits for the proposed change?

Two documents are included with this proposal. One is a report to the faculty of the School prepared by an ad hoc committee appointed in Fall 2013 to explore the benefits and disadvantages of the proposed restructuring. That group recommended against restructuring, and their report discusses the disadvantages they saw in making a change. The report was discussed at several subsequent faculty meetings. The second document was prepared by the group of Integrated Strategic Communication faculty members in favor of the change, in part as a response to the report of the ad hoc committee. It articulates a number of reasons in support of creating a separate department from a faculty perspective.

The key benefits are those described above, namely better support and mentoring for faculty due to more focused programs, a stronger identity for the Integrated Strategic Communication program within the College and on campus, and a structure more appropriate given the size of the unit. The key weaknesses that emerged in the ad hoc committee report and during faculty discussions are potential loss of synergy between the three programs that now constitute the School and possible hurdles to students in any one of the majors being able to take courses in the other two majors. Some faculty members also felt that the uncertainties created by a new budget model and new strategic plan at the University level made this a poor time to make a structural change.

It should be noted that an ideal structure might be three discrete departments but still under the umbrella of the School, that is, three department chairs reporting to a School director who would in turn report to the college's Dean. However, in exploring this possibility with higher administration at the University, we were told that such a structure is not allowed under UK's regulations. (The only exception is the structure of the School of Human Environmental Sciences in the College of Agriculture,

Food and Environment; we were told that is a special case resulting from that unit's previous status as a college.) With that configuration not being an option, a majority of the School's faculty members feel that restructuring into a standalone Department of Integrated Strategic Communication and a reconstituted School of Journalism and Telecommunications is the next best option.

Describe the organization of the current structure and how the proposed structure will be different and better. Current and proposed organizational charts are often helpful in illustrating reporting lines.

In the current structure, the School of Journalism and Telecommunications is headed by a Director who reports directly to the Dean of the College of Communication and Information. The Director is appointed to a four-year term and may serve up to three consecutive terms. The Director is evaluated by the faculty every two years in an evaluative process conducted by the School's Promotion and Tenure Committee.

There are three undergraduate majors or sequences in the School: BA/BS Integrated Strategic Communication (2013-14 enrollment = 498), BA/BS Journalism (2013-14 enrollment = 252) and BA/BS Media Arts and Studies (2013-14 enrollment = 135). Each major is headed by a tenured faculty member who serves as sequence coordinator. Per the rules of the faculty, the sequence coordinators are appointed by and serve at the pleasure of the director. Sequence coordinators are responsible, along with the other faculty members teaching in the program, for all curricular decisions. The Journalism sequence coordinator also oversees the Journalism Studies minor; the Media Arts and Studies sequence coordinator oversees the minor in that area. There is no minor in Integrated Strategic Communication. Sequence coordinators in the School do not receive a stipend and do not get a course release; in years when there are merit raises, their service is recognized through a salary increase from a pool of funds allocated at the discretion of the director.

The School's Promotion and Tenure Committee is comprised of all tenured faculty in the School. They conduct reviews of tenure-track faculty at the two, four and six year points per University regulations. All merit reviews are conducted by the Director. The current Director is a member of the Integrated Strategic Communication faculty; all previous Directors of the School have been Journalism faculty members.

At the College level, the Director represents all three of the School's programs on the College leadership team. The School's faculty members annually elect two representatives to serve on the College's Faculty Council. (The Faculty Council also has two representatives from the Department of Communication and two representatives from the School of Library and Information Science.)

As noted above, the other units in the College of Communication and Information are the Department of Communication, which offers the undergraduate degree program and minor in Communication, and the School of Library and Information Science, which offers the undergraduate degree program in Information Communication Technology, the minor in Information Studies, and the master's degree

program in Library Science. The School of Library and Information Science also houses the Division of Instructional Communication and Research, which offers courses in instructional communication, including the University's Composition and Communication core. The Department and the two Schools together participate in the Graduate Program in Communication, a master's and doctoral program.

Under the proposed restructuring, the School of Journalism and Telecommunications would be made up of the BA/BS Journalism and BA/BS Media Arts and Studies programs with their respective minors. The School would still be headed by a Director reporting to the Dean, and each of the two sequences would still have a sequence coordinator. The reconfigured School would elect two representatives to the College Faculty Council, and would have a Promotion and Tenure Committee made up of all tenured faculty in the Journalism and Media Arts and Studies programs (13 people at current numbers). The Director would conduct merit reviews for all Journalism and Media Arts and Studies faculty members (15 people at current numbers).

The Department of Integrated Strategic Communication would be headed by a Department Chair who would report to the Dean. The Department would elect two representatives to the College Faculty Council; it would have a Promotion and Tenure Committee made up of all tenured ISC faculty (9 people at current numbers). The Department Chair would conduct all merit reviews for ISC faculty (13 people at current numbers). The department would be home to the BA/BS Integrated Strategic Communication program.

The structure of the College of Communication and Information would then be two Departments headed by Department Chairs, two Schools headed by Directors, and the College-wide Graduate Program in Communication, which is administered by an Associate Dean. (The College also has Associate Deans for Research and Undergraduate Studies and a Senior Associate Dean who is responsible for a range of administrative issues.)

How does the change fit with department, college, and /or university objectives and priorities?

Like many units on campus, the College and School are in the process of completing their 2014-20 strategic plan. Those plans include the university's goals. The goals most relevant to this proposed restructuring are:

Goal #5: Foster a positive work environment for faculty and staff.

- As noted earlier, one benefit of the proposed change will be to narrow the focus of both the unit administrators and the respective Promotion and Tenure committees to one program (in the case of the proposed Department) or two programs (in the case of the reconfigured School) rather than three programs as is the case now. This should improve faculty mentoring and development.

- As expressed in the support document from those ISC faculty members in favor of the change, another benefit will be a much stronger internal and external identity for the ISC program, which will improve faculty morale.

Goal #1: Create a vibrant undergraduate learning community.

- Although the BA/BS ISC program has not had difficulty attracting students, status as a standalone department would bring greater visibility to the program and enhance student identification with the program.

Goal #3: Cultivate a robust research and creative environment.

- The improved faculty mentoring and development described under Goal #5 above should result in increased research and creative productivity among both the faculty members in the new Department and the faculty members in the reconstituted School.

How does this change better position the proposers relative to state and national peers, as well as University Benchmark Institutions? How does the change help UK meet the Top 20 Goal?

The School of Journalism and Telecommunications tends to define peers at both the state and national levels as other units where all or part of the degree programs are also accredited by the Accrediting Council on Education in Journalism and Mass Communication. From a structural point of view, our peer programs are other journalism and mass communication units within colleges of communication.

Of the benchmark institutions identified by UK's Review Committee, Michigan State, Florida, Missouri and North Carolina at Chapel Hill all have ACEJMC-accredited programs located within a communication college. In all four cases, the structure within those colleges is disciplinary departments headed by department chairs who report to the college dean. The proposed change would make our structure (and that of the College) more similar to the benchmark programs.

The enhanced faculty mentoring and development and subsequent strengthening of faculty research and creative activity would further strengthen the College of Communication and Information's record of scholarship.

In Kentucky, there are two other programs with ACEJMC accreditation, Western Kentucky University and Murray State University. The School of Journalism and Broadcasting at WKU is a unit within the Potter College of Arts & Letters. That school offers six undergraduate majors, each of which is headed by a faculty coordinator reporting to a director. The Journalism and Mass Communications Department at Murray State is a unit within the College of Business. It offers five undergraduate majors, each overseen by a faculty head who reports to the department chair. Neither of these programs is located within a communication college.

Who are the key personnel associated with the proposed unit? Provide qualifications of these personnel in a brief form. A complete curriculum vitae for each person is not needed, although pertinent information in a tabular format is helpful.

The people who would make up the proposed Department of Integrated Strategic Communication and teach in the BA/BS Integrated Strategic Communication program are:

Full Professors: Dr. Chike Anyaegbunam, Dr. Beth Barnes

Associate Professors: Prof. Dennis Altman, Dr. Alyssa Eckman, Dr. Phillip Hutchison, Dr. Bobi Ivanov, Dr. Mark Stuhlfaut, Dr. Scott Whitlow, Dr. Chan Yun Yoo

Assistant Professors: Dr. Tae Hyun Baek, Dr. Adriane Grumbein

Lecturers: Dr. Hyun Ju Jeong, Mr. David Stephenson

The people who would make up the reconstituted School of Journalism and Telecommunications and teach in the BA/BS Journalism and BA/BS Media Arts and Studies programs are:

Full Professors: Dr. Richard Labunski, Dr. Thomas Lindlof

Associate Professors: Dr. Deborah Chung, Prof. John Clark, Prof. Melvin Coffee, Prof. Alvin Cross, Dr. J. Michael Farrell, Dr. James Hertog, Dr. Yung Soo Kim, Dr. Kimberly Parker (untenured), Prof. Elizabeth Ryan, Prof. Leland Ryan, Dr. Zixue Tai, Prof. Kathleen Urch

Assistant Professor: Dr. Kyra Hunting

See attached for a table showing additional information on these faculty members.

Discuss leadership and selection process for appointing a chair, a director, or interim leader and search process, etc.

Dr. Barnes is the current director of the School, but would not be the chair of the proposed department. The chair will be selected by the Dean of the College, H. Dan O'Hair, who will determine whether that appointment will be internal or external. Dr. Eckman is the current sequence coordinator.

The selection and evaluation process for the department chair will follow university regulations, with selection by the dean in consultation with faculty in the unit. Unit faculty will also periodically evaluate the chair; specifics of that process will be developed as part of the rules of the department and will likely be similar to those already in place for the evaluation of the director of the school.

A search for the next director of the School is currently in the preliminary stages. Obviously, the specific nature of the job is dependent on whether or not the proposed restructuring is approved. Depending on how quickly that process moves, an interim director may need to be appointed when Dr. Barnes' term ends on June 30, 2015, although it is hoped that it will be possible to have a new director for the school and a department chair for the proposed department in place by that date. The current search committee is made up of faculty members and students from the Journalism and Media Arts and Studies programs and School alumni. The search committee is co-chaired by Dean Terry Birdwhistell from UK Libraries and Dr. Thomas Lindlof, a full professor in Media Arts and Studies.

What is the function of the faculty/staff associated with the proposed change and how is that relationship defined? Discuss DOE, adjunct, full-time, voting rights, etc.

No faculty DOEs will change as a result of the proposed restructuring, other than that of whoever is appointed chair of the Integrated Strategic Communication department if that person is chosen from current faculty. That person's DOE will obviously have an administrative component. In general, regular-title faculty members have a DOE of 45% instruction and advising, 45% research and 10% service; there are six regular-title faculty members in ISC, five of whom are tenured associate professors and one of whom is a tenure-track assistant professor. Special-title faculty members have a DOE of 70% instruction and advising, 15-20% research and creative activity and 10-15% service; there are five special-title faculty members in ISC, two of whom are tenured full professors, two of whom are tenured associate professors and one of whom is a tenure-track assistant professor. All full-time tenured and tenure-track faculty members have full voting rights. There are two lecturers; one has a DOE that is 100% instruction. The other has a DOE that is 62.5 percent instruction, 20 percent service to the Kentucky Kernel and 17.5 percent service to the dean's office. Both lecturers also have full voting rights.

The number of adjunct faculty varies from semester to semester but is typically no more than one or two, each teaching one course. Adjunct faculty do not have voting rights.

Under current plans, staff personnel would be shared with the School of Journalism and Telecommunications. (The College is centralizing a number of staff responsibilities, and this approach would be in keeping with College practice.) There are three full-time staff members. One is the budget assistant, one is in student services and the third is the technology coordinator. Under the restructuring, each would have shared reporting lines to the Director of the School and the Integrated Strategic Communication Department Chair.

Will the proposed change involve multiple schools or colleges?

No; the proposed change only affects the College of Communication and Information.

If the proposed change will involve transferring personnel from one unit to another, provide evidence that the donor unit is willing and able to release the personnel.

The only transfer of personnel is from the School of Journalism and Telecommunications to the proposed Department of Integrated Strategic Communication. The eight tenured and tenure-track faculty members in ISC as of Spring 2014 voted six to two in favor of the change. The two faculty members who voted against the change have agreed to move to the new department if formed. The lecturer who was part of the faculty in 2013-14 did not vote, but has also agreed to move. The two new assistant professors and the new lecturer were informed of the discussions underway during their interview process and agreed to be part of the new department should it be approved.

What is the arrangement of faculty associated with the proposed change and how is that relationship defined? Discuss faculty DOE and status as adjunct, tenure track or tenured. Describe the level of faculty input in the policy-making process including voting rights and advisory.

The title status, rank and voting status of the faculty members who would be associated with the new department has been discussed above. All of the tenured and tenure-track faculty members who were in place in Spring 2014 took part in discussions and the vote on the proposed change. The two new assistant professors and one new lecturer (August 2014 start dates) who would move into the proposed department were informed of the possibility of restructuring during the interview process and indicated they were willing to be part of the proposed department.

Discuss any implications of the proposal for accreditation by SACS and/or other organizations.

The proposed change should not affect SACS accreditation; there are already separate assessment plans for each of the three majors in the School. At present, the entire School of Journalism and Telecommunications is accredited by the Accrediting Council on Education in Journalism and Mass Communication. The School's faculty decided in Fall 2013 that only the Journalism program would be put up for re-accreditation in the next cycle (taking place in 2014-15); however, status as a separate department would not prevent the Integrated Strategic Communication program from again seeking ACEJMC accreditation in the future should the program faculty deem that desirable.

What is the timeline for key events in the proposed change? Student enrollments, graduates, moved programs, closed courses, new faculty and staff hires, etc.

The only key event associated with this proposal would be the appointment of a department chair, either internally or through an external search, whichever the dean deems desirable. Ideally, the search, whether internal or external, would take place during Spring 2015 and the chair would take office as of July 1, 2015. There is no impact on student enrollments from the proposal (students are already tied to the degree program itself), no courses will be closed, and no new faculty and staff hires are anticipated as a result of this change, with the possible exception of a department chair.

If the proposed department is approved, the faculty members would need to develop departmental rules, an effort that would be led by the new chair. In the meantime, the faculty would be guided by the rules of the College of Communication and Information; they would likely also use the existing rules for the School of Journalism and Telecommunications as a guide in the interim.

Proposals involving degree changes and students: The only change would be to move the existing BA/BS Integrated Strategic Communication program from the School of Journalism and Telecommunications to the new Department of Integrated Strategic Communication.

The committee will likely want to see evidence of adequate financial viability for the proposed unit to be successful. A general description of the new costs and funding should be provided. A letter from the Provost, Dean, and other relevant administrators may affirm commitment to provide financial resources as appropriate. An exhaustive budget is not expected.

As noted earlier, the term of the current director of the School of Journalism and Telecommunications ends on June 30, 2015. It has already been agreed by the Provost and Dean that an outside search will be conducted and that search is in the preliminary stages. Should the proposed restructuring be approved, the reduced duties of the new Director of the School combined with a stipend for a 12-month Chair of the new department (both positions are 12-month positions) should roughly equate to what a Director of the school in its current structure would be paid. In other words, there should be no additional cost to the College and University under the proposal beyond what has already been committed to for a new Director.

The proposal should document any faculty votes and departmental or school committee votes as appropriate leading up to this point in the process. A Chair or Dean may appropriately summarize supporting and opposing viewpoints expressed during faculty discussions. The committee will want to see evidence of academic merit and support from key parties. Letters of support (or opposition) are encouraged from the relevant senior faculty and administrators. Relevant faculty and administrators include those in units directly involved in the proposed change (including existing units from which a new unit may be formed).

Two votes were taken by the faculty members in the School of Journalism and Telecommunications during Spring 2014. The first was a vote within each of the three sequences, taken to determine if there was sufficient support for the proposed change to merit continuing discussions. In that vote, Integrated Strategic Communication faculty members voted six to two in favor of the proposed change. Journalism faculty members voted five to four in opposition to the proposed change. Media Arts and Studies faculty members voted four to zero in favor of the proposed change. (The current director of the School did not vote in this round.)

The second vote was taken on March 27, 2014 at a meeting of the full faculty of the School of Journalism and Telecommunications. That vote, conducted by anonymous written ballot, was 14 in favor and seven opposed to the proposed change. The current director voted in this round; one Media Arts and Studies faculty member, who was on sabbatical, did not vote.

Following this vote, the School's Director reported the results to the Dean of the College, with a request that the issue be brought before the full College at its April 2014 meeting. That meeting was held on April 23. The vote was 26 in favor of the restructuring and seven opposed to the proposed change.

During the discussion at that meeting, an additional issue was raised by faculty members from the Department of Communication as to whether having a second department within the College with the

word “communication” in the name would be confusing. The School Director and another ISC faculty member both gave explanations as to why the Integrated Strategic Communication name is appropriate and noted that it has been the name of the degree program for quite some time. The School Director also provided examples of other colleges in the nation with communication in their name that also have more than one unit with the word communication in its title. It was also noted that the College of Health Sciences includes the Communication Sciences and Disorders program, so there is already another program on campus with the word communication in its name.

Indication of how the new structure will be evaluated as to how it is or not meeting the objectives for forming the new structure. Timing of key events is helpful.

The two most important indicators of whether the new structure is beneficial or harmful would be retention of faculty members and student enrollment and retention. The current School of Journalism and Telecommunications enjoys very strong faculty retention. A tenured or tenure-track faculty member has not left the School for any reason other than retirement or death since 2003. If faculty members were to start leaving either the reconstituted School or the proposed Department, that might indicate dissatisfaction with the new structure and should prompt a thorough review by the College.

Similarly, the School’s record of student recruitment, retention and graduation is on a par with other programs in the College. Should any of those indicators begin to slip following the restructuring, that too would be cause for review.

Letters of support from outside the University may be helpful in understanding why this change helps people beyond the University.

The proposed change is expected to have largely internal benefits, particularly to faculty members in the units, and to students.

The Case for ISC as a Department

Impetuses—The following considerations or causes provide a foundation for separating the ISC major from the School of Journalism and Telecommunications:

1. ISC is now the largest program, measured by the number of students in a major, not only in the School of Journalism and Telecommunications but also in the College of Communication and Information.
2. ISC will soon have the largest number of faculty members in a sub-unit of the School of Journalism and Telecommunications with the addition of two new full-time lines and the splitting of a lecture line with MAS.
3. The School of Journalism and Telecommunications does not have a common core curriculum that encompasses all three units, so it functions as an amalgamation of three distinct components. This tripartite structure runs counter to the notion that the fields are converging.
4. The three units in the School of Journalism and Telecommunications do not hold any common activities for students of its three units.
5. Journalism and ISC have separate strategic interests, professional trajectories, and missions. Journalism is based upon the goal of objectivity in communication and on the function of delivering news and information-centered products, while integrated strategic communication is based upon the presumption of subjectivity and achieving an outcome that primarily takes a commercial point of view.
6. The school recently dropped the requirement for ISC and MAS to undergo a renewal of their accreditation processes by the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC). Now, only the journalism unit needs to operate as a program that is accredited by an outside agency.
7. The ISC unit, despite being the largest program in the college and school, has no representation on the College faculty council. Dr. Eckman, an ISC associate professor, represents the School of Journalism and Telecommunications.
8. The current JAT director has had to divide time and attention between journalism, ISC, media arts and studies, school administrative duties, college administrative duties, and international projects. The school will begin searching for a new director within the next year. A dual mission presents a difficult challenge to find one person who could strongly represent and relate to all three of the school's units.
9. The ISC unit is not represented in the name of the School of Journalism and Telecommunications, and consequently, it does not have any identity within the college and greater university. Simply renaming the school, such as the School of

Journalism, Strategic Communications, and Media Studies, would not only be cumbersome, but it would also maintain the perception of the school as primarily serving journalism. Renaming the school with some broader name, such as the School of Media, may not serve the interests of journalism, MAS, or ISC.

10. Monthly faculty meetings are inefficient because many topics are discussed that don't concern the entire faculty.
11. Situating ISC within the school hampers the prestige and marketability of the program at the national level within the academy of advertising and strategic communications.
12. The ISC program is discussing a restructuring of its required coursework that would allow its students to have more flexibility in taking ISC courses.

Benefits—The restructuring of the school's units into two divisions would have the following benefits:

1. The new department and the school would be better structured and freer to focus on their distinct educational missions, which would allow them to better serve each unit's students. For example, ISC students could minor in Journalism or Media Arts and Studies. Likewise, Journalism and Media Art and Studies students could minor in ISC.
2. In regards to the coming changes in the school's leadership, both Journalism and Media Arts and Studies programs and the ISC program deserve leaders who are outstanding in their respective fields. JOU/MAS and ISC would be in a better position to attract top candidates if the units were separated. Each unit's leader would then be in the best position to focus exclusively on the needs and the vision of what each unit wants to become. A chairperson, who is exclusively focused on ISC, would be more beneficial to students in the major, as would a director who is exclusively focused on JOU and MAS. The ISC chair also would have the time to build stronger relationships with the local Lexington marketing community, the academy of the field on a national level, alumni, and prospective students.
3. The increased number of ISC faculty members (10 plus a part-time lecturer), in addition to the return of Dr. Barnes to full-time teaching status as a special-title professor, will allow the ISC faculty to develop a broader and deeper curriculum.
4. ISC students and faculty would have a sense of identity, which would facilitate a greater sense of pride and community.
5. The new department would have a distinct and visible identity within the University of Kentucky, which would make it more noticeable to prospective students A high-school student or UK underclass student interested in marketing communications, strategic communications, advertising, public relations, and

- interactive or social media should be more attracted to ISC if it has its own identity, than if it were in the School of Journalism and Telecommunications.
7. New faculty positions under the new identity and structure of a department would be more attractive to potential candidates in strategic communications and related fields.
 8. The restructuring would benefit the School of Journalism and Telecommunications in that it could keep its name and image intact as the School of Journalism and Media (a name only used here as an example with the expectation that the school would update its name to reflect the name change of the Media Arts and Studies unit). The school's identity is important to maintain for its accreditation and for its relationships with students, former students and alumni.
 9. The new department and the existing school would each have two dedicated seats on the College faculty council to ensure their voices are heard on issues at the college level. The increased representation would benefit both units by their working together on mutual-interest issues.
 10. Standards to assess faculty productivity and to evaluate achievements for promotion and tenure would be clearer. At the present, each unit's faculty cannot accurately and fairly evaluate the other two units' candidates due to different standards and separate bodies of knowledge.
 11. The new department and the existing consolidated school would be well positioned to implement the new budget model and accounting system.
 12. A separate Department of Integrated Strategic Communications would enhance the standing of its program within the American Academy of Advertising, the Public Relations Society of America, and other academic and professional organizations.
 13. A separate department would enable ISC and School faculties to more efficiently conduct their meetings.

Issues

1. The new and shifting budgeting method of the university has been brought up as a reason to not split or to delay splitting. While the effect of the budget model cannot be denied, we should operate from a vision of what would be best for our students, school and the ISC major, because if we don't propose a plan, then the budget will never be there for it. If the college and university accept the plan to form a separate ISC department, then the college would have to create a budget to support the structure. The point is that we need to think strategically, and then develop the financial plan to make it a reality, not vice versa.

2. The access of ISC students to journalism and media-art-and-studies classes as electives also has been mentioned as a reason not to split ISC from the school, because at some future time, it may not be in the best interests of these programs to accept ISC students. It is hoped that this is not the case because the JOU and MAS programs offer valuable courses that enhance the education of ISC students. ISC and the school should continue work together, as they do with other departments. Under the new budget model, it would be in the best interests of each unit to accept each other's students.
3. The restructuring would need approval of the ISC faculty, the School of Journalism and Telecommunications' faculty, the dean of the College of Communication and Information, the college's faculty council, and higher levels of the university.
4. A new chair position would have to be created, and an internal search would have to be conducted.
5. Support staff would have to be considered.
6. ISC students would still benefit from taking a number of JOU and MAS courses to the extent possible. Cross-curricular opportunities for students could be maintained by retaining JOU and MAS courses as qualifying electives for ISC majors. The department and the school would need to reach an agreement about keeping a number of seats open in the secondary registration window. If not, the ISC department would have to make other arrangements to cover selected subjects.
7. Although large numbers of ISC students have prevented JOU and MAS students from taking ISC courses, it would be fair and beneficial if similar cross-curricular opportunities existed for them as well, and this goal is worth working toward.
8. New office arrangements would have to be made, and a departmental office would have to be created, which may be achieved over time.
9. A new web site for the department would need to be developed, and the School of Journalism and Telecommunications web site would have to be revised.
10. Rules of conduct would have to be written for the ISC department, and the rules of conduct for the School of Journalism and Telecommunications would need to be revised.



College of Communication and
Information
Office of the Dean
308 Lucille Little Library
Lexington, KY 40506-0224
Administration: 859-218-0290
Fax: 859-323-4171
W: ci.uky.edu

September 9, 2014

Andrew Hippisley, Chair
University Senate
University of Kentucky

Dear Dr. Hippisley:

I want to add my support for the proposal by the School of Journalism and Telecommunication to separate the Integrated Strategic Communication sequence from the school in order for it to become a stand-alone department. The details for support of the request are found within the proposal and I will not reiterate those in my letter. I do think it is worth pointing out that the issue of establishing a new department has been discussed and debated for over five years and I feel certain that everyone in the college has had ample opportunity to express their feelings.

I was personally agnostic about the separation during the deliberation process, hoping that due diligence would prevail without a hint of moral suasion from the dean's office. However, now that the school and college voted affirmatively to establish this new department I am convinced it is the right move, and I am enthusiastically supportive.

The dean's office stands ready to provide all financial and leadership support should the remaining university levels of approval follow the same course as the school and college.

Please contact me with any questions.
Sincerely,

A handwritten signature in black ink that reads "H. Dan O'Hair". The signature is written in a cursive, slightly slanted style.

H. Dan O'Hair
Dean and Professor



**School of Journalism and
Telecommunications**

107 Grehan Building

Lexington, KY 40506-0042

Central Office: (859) 257-2786

Director's Office: (859) 257-1730

Fax: (859) 323-3168

www.uky.edu

MEMORANDUM

TO: Dr. Beth Barnes, Director
School of Journalism and Telecommunications

From: JAT Restructuring Feasibility Study Ad Hoc Committee
Chike Anyaegbunam, Committee Chair
Alyssa Eckman
Buck Ryan
Scoobie Ryan
Mark Stuhlfaut
Zixue Tai

Date: December 14, 2013

RE: JAT Restructuring Feasibility Study Report

After considerable deliberation and discussion in three two-hour meetings, the Ad Hoc Committee has unanimously concluded that the school's majors, faculty and students would strongly benefit from maintaining the school's current structure but with a new vision for the future.

In our deliberations, we considered input from committee members from all the school's majors, pertaining to the current structure of the school versus the division of the school into a Department of Integrated Strategic Communication and a school comprised of the Journalism and Media Arts and Studies programs. We consulted with a member of one of the committees that developed the new University financial model. We also consulted with one of the architects of the Restructuring and Departmentalization of Gatton College's School of Management. Finally, our conclusion recognizes that the current structure of the school is similar to the structures at universities with a similar mission, including some of our benchmark schools.

The committee also considered the following emergent issues inherent in restructuring the school:

- The financial implications of restructuring/departmentalization of the school amidst the uncertainty surrounding the new university financial model;
- Possible inability of the "new department and school" to survive without major debilitating cuts in an adverse economic/resource-poor environment caused by a drop in State funding for UK;
- The possible negative impact of splitting up a school that already has the potential of thriving and even assuming a leadership position in an ever-changing US and global

- media environment;
- Possible negative impacts of a split on our students, especially ISC students, who might no longer be guaranteed timely graduation because they might not have access to classes in the proposed separate School of Journalism;
- Urgent need for a more aggressive and proactive role for the school in developing courses for the new core requirements for UK undergraduate and honors curricula;
- The lack of a common core, as a reason to divide the school and as a deficiency to remedy should the school remain intact;
- The perceived need, as expressed by some ISC faculty members, for greater recognition of the ISC program both within the School and College;
- The disadvantages the school suffers at the college level in the Faculty Council;
- The impending change in leadership due to the expiration of the current director's term;
- The need to search for a new director who would support and champion the implementation of a new vision for the school;
- The outdated image evident in the school's current name;
- The image that the school projects to Lexington and Kentucky, and the greater educational, academic, and professional communities;
- Possible alumni opposition to the split, which might affect their continued support to the "new department and school";

After due consideration of issues above, the committee wishes to make the following recommendations:

- Put the issue of restructuring the school to school-wide vote as was done in the now defunct School of Management in the Gatton College;
- Discern the true feelings of the school's faculty pertaining to issues of governance and sense of direction, job satisfaction, relations with other units in the College and in the university;
- Further integrate the school's curriculum across all three majors in all possible areas. This includes creating cross-listed courses intended for all students in the School;
- Develop new courses that serve the core requirements for students in the School as well as university-wide. This should include new courses that fit the pressing needs in various areas under the new UK core;
- Encourage school faculty participation in the Honors Program;
- Develop a united vision for the new and improved School that positions it as a cutting-edge institution in our ever-changing media environment. Vision 2000 plan is a good model. The plan created the Media Center the Future, which was designed to support teaching, research and creative activity, and public service;
- Develop a strategic plan and budget based on a new school vision;
- Search for a new director, who has the capacity to implement the new vision for the school's future;
- Change the name of the school to reflect its broad mission and majors;
- Request a change in the college rules to ask for representation on faculty council to be based on major not on unit. Communication Department offers one major. The School offers three and the rules have not been overhauled in over a decade.

Brothers, Sheila C

From: O'Hair, Dan
Sent: Wednesday, October 08, 2014 7:19 AM
To: Brothers, Sheila C
Cc: Bailey, Ernest
Subject: FW: Additional Information for Proposal to Create an Independent Department - Integrated Strategic Communications

Hi Sheila, I sent this email to Ernie Bailey but since he has not yet received the proposal from you he and I both thought it best to send to you first for inclusion in the file.

Thanks, Dan

Dan O'Hair, Ph.D.
Dean & Professor
College of Communication and Information
University of Kentucky
Lexington, Kentucky 40506
859-218-0290
ohair@uky.edu

From: <O'Hair>, Dan O'Hair <ohair@uky.edu>
Date: Tuesday, October 7, 2014 5:49 PM
To: "Bailey, Ernest" <ebailey@email.uky.edu>
Subject: Additional Information for Proposal to Create an Independent Department - Integrated Strategic Communications

Dear Ernie, I am emailing to provide a bit more information regarding the proposal at SAOSC to separate Integrated Strategic Communication from the School of Journalism and Telecommunication and make it an independent department.

A faculty member raised an issue about whether a quorum was reached for the College Assembly in which the motion was introduced and voted on. Our College Rules state that a quorum is 60% of the voting members. At the time, the College had 59 voting members and 44 voting members attended the assembly (75%). So, a quorum was reached. The rules (3.6.5) also state that "all matters require the approval of a majority of voting members present." The hand-counted vote (by two people who agreed) was 26-7 in favor of the motion to separate ISC from JAT. So, a majority was reached.

A faculty member has subsequently argued that the college rules (3.6.2) stipulate that "matters affecting educational policy shall require approval of two-thirds of the voting members present." This faculty member, who was not present at the College Assembly, cites minutes from the assembly that I found the motion being discussed to be a significant educational issue. I do not remember saying that, nor did I ever believe the issue to be one of educational policy. The rules (2.1) explicitly state that "educational policies are defined as the development of guidelines, rules or criteria on such matters as academic requirements, curricula, class schedules, undergraduate and graduate programs, professional programs, service functions, academic advising, and the evaluation of courses and teaching." In accordance with this college rule I have held that the motion to separate ISC from JAT was a organizational issue not one of educational policy. Nevertheless, I asked our Faculty Council, the Executive Committee of the Assembly (Rule 5.2), yesterday to think this issue through. After deliberation the Faculty Council voted 5-0-0 that this was not an educational policy issue and confirmed the majority vote of the College Assembly in April.

I would appreciate you including this email in your committee's deliberations.

Thanks, Dan

H. Dan O'Hair, Ph.D.
Dean & Professor
College of Communication and Information
University of Kentucky
(859) 218-0290
ohair@uky.edu