

2015 Goals

GOAL 1: Tenure-track search

- Conduct tenure-track search (Assistant Professor of Communication)

GOAL 2: Improve Student Access

- Expand Degree Completion Program Online (BS in Communication Online)
- Offer COM courses in Lebanon
- Launch MA in Communication Online Track in fall 2014
- Continue to development and evaluate online COM courses
Examples: COM 336, COM 209, COM 210, COM 205, COM 322, COM 326, COM 350, COM 325, COM 307
- Assign faculty members to advise all undergraduate online transfer students (Dr. T. Morris and Gary Iman)
- Assign faculty pre-major advisors (Wahl, Wood, Bauman)
- Offer COM 115 as part of Evening College Plus Program
- Expand COM 115 face to face, evening and online offerings
- Offer COM courses in Table Rock/OTC partnership

GOAL 3: Student Recruitment and Retention

- BS in Communication Online (degree completion program)
- Online track for the MA in Communication
- Expand COM Week in 2015 (external scholars, alumni relations)
- Increase student retention numbers
- Increase COM major headcount
- Increase SCH

GOAL 4: Increase faculty research productivity and department profile

- 2015 CSCA Undergraduate Program of Distinction Award
- Department selected as 1 of 24 NCA Tuning Project Departments in the nation (student learning outcomes project)
- Provide flexible teaching schedule options to support faculty research time
- Offer travel support to all faculty members presenting research at regional, national, and international conferences.
- Offer travel support to undergraduate and graduate students
- Bring in guest scholars and alumni as part of COM Week 2015 program

Departmental Assessment in Dashboard Report Areas

A. ENROLLMENT MANAGMENT

Major Headcount

Overall, the department goal was to reach 450 undergraduate majors and we reached 477 in fall (an increase of 41 majors from 2014 to 2015). In some undergraduate majors and graduate students, we showed targeted increases, which were in line with our goals for the year (we continue to see growth in the general COM studies B.S. due to the new degree completion program). COM minors have grown considerably from 91 in 2009 to over 100 in 2015.

We still have some room to grow in both PR and health/org com programs. However, we have met our enrollment goals and will continue to work on periodicity and course projections to support our undergraduate and graduate programs. See Goal #3 for information on recruitment activity.

COM Major Headcount	2014	2015	Change
TOTAL	436	477	+9.4%

SCH Production

Level	Fall 2014	Fall 2015	CHANGE
UG	15216	16100	
Graduate	1058	1320	
Total	16937	17933	5.9%

We showed an increase in overall SCH production in 2015. We increased **5.9%** in total in SCH production between fall 2014 and fall 2015. This increase can be explained by several factors: 1) additional online and face to face sections of COM 115; 2) moderate in graduate program SCH; 3) additional online and face to face courses offered to support COM majors and minors. ***Note:**

The Summer and Fall 2016 course enrollments show continued moderate growth.

Degrees conferred

We conferred 33 more degrees between 2013 and 2014 (TOTAL = 159).

COM Degrees Conferred	2013	2014	Change
TOTAL	126	159	+33

Course Management

This increase can be explained by several factors: 1) additional online sections of COM 115; 2) additional online sections in support of the online degree program; 3) additional online and face to face graduate courses. Courses with lower enrollments were pro-rated. We also monitored the enrollment of the online 115 sections and opened additional sections were all of the original sections reached capacity. We plan to offer additional upper division online and graduate courses in summer 2016.

Enrollment Analysis Summary

- The department increased than **9.4%** in headcount between 2014 and 2015.
- The department increased **5.9%** in total SCH production between 2014 and 2015. We raised the caps in a number of our undergraduate sections in fall 2015. We also attribute this growth to more online 115 in fall 2015 and increased SCH in our graduate program.
- The department posted an increase of 33 students graduating in 2014.

ACCESS

Considering all access formats, the department increased **5.9%** in SCH from 2014 to 2015. The inserted table indicates that our most common formats remain traditional, evening/weekend and internet. We added several online courses in fall 2014. Further, the course cap in COM 115 was increased from 23 to 24.

Access	2014	2015	Change
Format	SCH	SCH	
Traditional	9283	9610	+327
Off Campus	376	373	-3
Intersession	57	36	-21
Internet	4152	4869	+717
Evening/Weekend	1805	1992	+187
Blended	588	540	-48
Arranged	3	0	-3
Dual Credit	663	513	-150
TOTAL	16937	17933	+996

STUDENT SUCCESS

Retention Rates

In terms of retention of COM majors (1st time new in college) from fall 2013 to fall 2014, **our overall rate improved from 76.19% in 2013 to 91.30% in 2014.** These are students who entered as freshmen and remained as COM majors in the following fall. This rate can be attributed primarily to well-designed and delivered Com 115 & 100 classes--where we recruit most of our majors, and retain students as well. This number will become more important as we seek to increase our entering COM majors.

Academic Period	Fall 2011			Fall 2012			Fall 2013			Fall 2014		
	IPEDS First-time College 2011			IPEDS First-time College 2012			IPEDS First-time College 2013			IPEDS First-time College 2014		
Department Sem1	1st Sem Count	Count Retained	% Retained	1st Sem Count	Count Retained	% Retained	1st Sem Count	Count Retained	% Retained	1st Sem Count	Count Retained	% Retained
Art and Design	100	75	75.00	81	60	74.07	76	60	78.95	78	63	80.77
Communication	23	18	78.26	27	18	66.67	21	16	76.19	23	21	91.30
English	39	31	79.49	32	22	68.75	51	38	74.51	42	33	78.57
Media, Journalism & Film	58	44	75.86	60	40	66.67	58	43	74.14	61	45	73.77
Modern and Classical Languages	7	5	71.43	7	6	85.71	14	11	78.57	16	14	87.50
Music	86	71	82.56	55	42	76.36	67	51	76.12	55	48	87.27
Theatre and Dance	60	48	80.00	50	40	80.00	40	28	70.00	46	42	91.30
Total by COLUMNS	373	292	78.28	312	228	73.08	327	247	75.54	321	266	82.87

All COM majors by classification (2011-2014)

Communication		316	182	88.61	330	198	85.76	358	206	86.59	366	207	87.16
	Freshman	31	26	83.87	33	20	60.61	30	22	73.33	35	27	77.14
	Junior	78	67	87.18	79	69	91.14	106	94	90.57	88	67	84.09
	Senior	107	23	96.26	104	29	93.27	116	23	89.66	121	25	94.21
	Sophomore	54	45	83.33	66	55	83.33	53	44	83.02	73	64	87.67

Our overall retention rate (ALL COM STUDENTS) increased from **86.59%** in Fall 2013 to **87.16%** in Fall 2014.

MAPP Scores

The Department of Communication Average MAPP Score for 2014 was **442.29** (showing a modest decrease compared to the 2013 score of **445.36**).

COAL vs. UNIVERSITY and NATIONAL MAPP SCORES

Fiscal Year	Department Ave COM	COAL Ave Proficiency Score	MSU Ave	National 80%	National 50%
2014	442.29				
2013	445.36	453.06		466	446
2012	447.78	453.90		464	444
2011	444.2	453.43		464	444
2010	445.22	453.53		464	444
2009	447.65	453.13		464	444

Retention Analysis

In terms of total retention rate for COM, our overall rate is strong at **86.59%** (*AIM numbers show fall 2013 counts*). This rate can be attributed primarily to well-designed and delivered Com 115 & 100 classes as well as our evolving COM Week programs. The department has an **83.02%** retention rate for sophomores, **90.07%** rate of juniors and **89.66%** rate for seniors. I attribute the excellent junior and senior retention rates to strong advisement, admission preparation and degree planning.

RESOURCES AND PRODUCTIVITY

Sections by Size:

COAL Ave Section Size by CY Year		2011	2012	2013	2014	2015	5 yr. Avg	% Change
Department	UG/GR	Avg Section Size	Avg Section Size	Avg Section Size	Avg Section Size	Avg Section Size	Section Size	CY15 vs. CY14
Art and Design		18.00	17.41	17.63	16.47	16.54	17.10	0.4%
	UG	17.97	17.45	17.61	16.50	16.83	17.13	
	GR	0.00	9.00	0.00	12.00	6.17	8.30	
Communication		21.14	20.31	21.83	20.75	21.13	20.39	1.8%
	UG	21.88	21.30	22.48	21.80	21.68	21.01	
	GR	14.74	12.96	15.24	11.89	15.88	14.04	
English		21.75	21.82	21.09	20.38	20.37	20.85	-0.05%
	UG	22.12	22.00	21.49	20.79	20.47	21.21	
	GR	17.52	19.61	16.94	16.30	19.18	15.99	
Media, Journalism & Film		22.69	23.43	23.01	22.82	22.14	22.20	-3.0%
	UG	22.58	23.27	22.85	23.00	22.17	22.21	
	GR	38.00	44.00	43.00	15.00	20.00	22.07	
Modern and Classical Languages		21.28	21.75	21.17	20.41	19.22	20.82	-5.8%
	UG	21.28	21.75	21.29	20.41	19.31	20.84	
	GR	0.00	0.00	1.00	0.00	2.00	4.00	
Music		31.50	31.08	30.02	25.30	25.10	26.22	-0.8%
	UG	32.51	31.76	30.94	26.15	25.52	26.90	
	GR	16.50	19.00	15.20	14.08	18.00	14.28	
Theatre and Dance		18.48	19.56	18.84	18.43	18.41	17.42	-0.1%
	UG	18.51	19.65	18.99	19.18	18.82	17.62	
	GR	16.00	13.00	10.33	3.13	1.75	7.00	
COAL Totals		21.81	21.88	21.69	20.50	20.30	20.60	1%

Section sizes have increased slightly from 2014 to 2015 (20.75 to 21.13).

Delaware Data: DEPT SCH/DEL SCH:

		Delaware SCH Production Comparison by Faculty Classification													
		2006		2007		2008		2009		2010		2011		2012	
Department	Delaware Faculty Group	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH	MSU SCH/ DEL SCH
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
Art and Design	a) Tenured/Tenure-Track Faculty	82.7	74.0	82.4	98.2	94.7	86.7	101.4							
	b) Other Regular Faculty	49.2	64.9	43.8	50.4	53.6	97.9	59.5							
	c) Supplemental Faculty	117.6	114.4	124.5	106.2	96.1	136.2	138.8							
	d) Graduate Assistants	0.0	0.0	0.0	0.0	0.0	0.0	0.0							
	e) All Faculty Combined	85.3	81.9	86.7	92.6	85.1	98.9	101.1							
Communication	a) Tenured/Tenure-Track Faculty	57.8	71.6	71.9	83.4	86.1	80.2	70.3							
	b) Other Regular Faculty	86.6	82.4	91.5	92.7	91.5	100.7	93.4							
	c) Supplemental Faculty	113.4	95.7	120.8	107.9	82.1	136.7	134.9							
	d) Graduate Assistants	72.9	88.8	69.5	80.8	74.1	77.0	83.4							
	e) All Faculty Combined	82.6	87.2	87.3	94.4	89.2	100.0	99.2							
English	a) Tenured/Tenure-Track Faculty	91.5	98.2	97.0	98.4	108.8	103.1	92.7							
	b) Other Regular Faculty	98.8	105.7	99.2	107.0	106.5	112.1	110.0							
	c) Supplemental Faculty	156.5	107.4	103.5	100.0	99.6	98.1	110.6							
	d) Graduate Assistants	97.7	93.1	77.1	80.6	79.6	75.8	80.1							
	e) All Faculty Combined	102.3	103.3	92.6	96.3	99.1	101.9	100.9							
Media, Journalism and Film	a) Tenured/Tenure-Track Faculty	105.9	90.1	112.2	135.6	85.3	119.8	120.3							
	b) Other Regular Faculty	76.7	102.5	91.5	108.8	92.1	100.6	91.6							
	c) Supplemental Faculty	133.2	109.9	113.8	133.9	98.8	141.5	145.6							
	d) Graduate Assistants	83.5	68.4	85.2	61.1	81.1	59.4	61.5							
	e) All Faculty Combined	100.5	96.4	105.7	134.9	97.3	122.2	126.3							
Modern and Classical Languages	a) Tenured/Tenure-Track Faculty	152.1	151.3	138.9	128.2	124.0	124.3	129.0							
	b) Other Regular Faculty	79.1	79.7	84.7	96.0	91.5	100.4	105.1							
	c) Supplemental Faculty	106.5	141.8	169.1	128.3	134.4	216.5	181.9							
	d) Graduate Assistants	0.0	0.0	0.0	48.7	51.1	43.3	53.6							
	e) All Faculty Combined	117.0	122.3	123.1	112.3	107.8	117.5	119.8							
Music	a) Tenured/Tenure-Track Faculty	75.2	87.2	86.7	103.9	95.3	111.1	103.2							
	b) Other Regular Faculty	78.6	29.5	35.0	53.2	81.4	28.0	0.0							
	c) Supplemental Faculty	315.5	140.7	267.2	128.3	212.2	278.9	205.8							
	d) Graduate Assistants	134.2	247.8	153.9	56.7	22.4	40.0	56.4							
	e) All Faculty Combined	106.2	107.9	115.0	100.7	103.7	117.5	108.8							
Theatre and Dance	a) Tenured/Tenure-Track Faculty	81.8	110.5	118.2	111.0	124.0	110.1	145.6							
	b) Other Regular Faculty	32.5	99.5	66.9	0.0	71.3	83.5	124.7							
	c) Supplemental Faculty	153.7	118.7	139.3	129.9	152.9	197.6	119.0							
	d) Graduate Assistants	154.1	137.7	139.9	133.1	161.8	192.5	172.0							
	e) All Faculty Combined	100.6	111.2	126.5	115.9	127.0	119.3	127.3							

MSU SCH/DEL SCH COST:

Delaware Costs Comparison by Department

COAL SCH COST vs. Delaware	2010	2011	2012	2013
Department	MSU_SCH_DEL_AV G	MSU_SCH_DEL_AV G	MSU_SCH_DEL_AV G	MSU_SCH_DEL_AV G
Art & Design	98.23	97.78	91.29	101.24
Communication	75.15	77.01	75.29	83.91
English	79.52	78.53	76.65	82.04
Media, Journalism, Film	67.84	68.52	66.45	63.12
Modern & Classical Languages	89.09	83.73	84.97	85.55
Music	86.22	84.24	80.18	86.98
Theatre & Dance	62.72	65.96	66.32	67.71

% Student Credit Hour Production by Faculty Group 2015/2014/2013:

COAL CY 2015 SCH Production by Fac Class	CY 2015									
	Total SCH		Tenured/Tenure Eligible		Other Regular Fac		Supplemental		Grad Assistants	
	Hrs.	% Total COAL	Hrs.	% by r group	Hrs.	% by r group	Hrs.	% by r group	Hrs.	% by r group
Art and Design	11365	11.7%	5761	51%	486	4%	4299	38%	507	4%
Communication	17933	18.4%	3900	22%	5376	30%	5249	29%	2781	16%
English	30249	31.1%	8816	29%	6322	21%	5529	18%	6705	22%
Media, Journalism & Film	7722	7.9%	4228	55%	976	13%	2166	28%	349	5%
Modern and Classical Languages	12225	12.6%	5282	43%	3800	31%	2275	19%	165	1%
Music	9301	9.5%	5948	64%	1394	15%	1647	18%	244	3%
Theatre and Dance	8604	8.8%	5276	61%	398	5%	2897	34%	0	0%
Total SCH	97399	100%	39211	40.3%	18752	19.3%	24062	24.7%	10751	11.0%

SCH Production by Faculty Group 2014					
Calendar Year	2014				Total by ROWS
Faculty Group	Ranked	Regular (Instructors)	Supplemental Faculty	Graduate Assistants	
Department	SCH	SCH	SCH	SCH	SCH
	Percents by ROW	Percents by ROW	Percents by ROW	Percents by ROW	Percents by ROW
Art and Design	55%	5%	37%	1%	100%
Communication	20%	33%	27%	15%	100%
English	32%	20%	13%	23%	100%
Media, Journalism & Film	58%	13%	26%	3%	100%
Modern and Classical Languages	43%	28%	22%	1%	100%
Music	62%	12%	24%	2%	100%
Theatre and Dance	63%	5%	27%	4%	100%
Total by COLUMNS	42	19	23	11	100

SCH Production by Faculty Group 2013					
Calendar Year	2013				Total by ROWS
Faculty Group	Tenured/Tenure Eligible	Other Regular Faculty	Supplemental Faculty	Graduate Assistants	
Department	SCH	SCH	SCH	SCH	SCH
	Percents by ROW	Percents by ROW	Percents by ROW	Percents by ROW	Percents by ROW
Art and Design	62%	5%	31%	0%	100%
Communication	25%	26%	29%	17%	100%
English	32%	21%	14%	21%	100%
Media, Journalism & Film	60%	9%	27%	4%	100%
Modern and Classical Languages	43%	23%	28%	1%	100%
Music	67%	6%	25%	2%	100%
Theatre and Dance	53%	7%	30%	10%	100%
Total by COLUMNS	44	16	24	11	100

Resources and Productivity Analysis

Our SCH/FTE with *all faculty types* is at 99.2% of the Delaware average. We will continue to selectively increase class sizes and consider reducing research assigned time for tenured faculty. Section sizes have increased slightly from 2014 to 2015 (20.75 to 21.13). We can sustain these numbers in a consistent way with continual planning by the head to moderately increase course caps and continued implementation of special projects that foster enrollment growth. Our MSU_SCH_DEL SCH COST average increased from 75.29 in 2012 to 83.91 in 2013).

RESEARCH AND SCHOLARSHIP

COM Research & Scholarship Profile:

	2009	2010	2011	2012	2013	2014	2015
Peer-Reviewed	6	6	10	8	9	8	16
Invited/Book Chapter	3	1	3	2	1	3	0
Books	1	1	0	1	3	2	3
Public Scholarship			1	1	1	1	2
Grants	1	1	0	4	***	***	***
Conference Papers/ Presentations	-	-	-	-	-	-	24
Undergraduate-Graduate Student Conference Presentations	-	-	-	-	-	-	15

***Grants are not one-time grants and often cover several years of funding.

Research & Scholarship Analysis

The AIM Dashboard/Digital Measures show a total of 16 peer selected *articles* and *book chapters*, 3 *books*, and 24 conference papers/presentations in 2015. In addition, undergraduate/graduate student produced 15 conference papers/presentations in 2015. We increased in digital measures input in 2015 due to a number of in press and in revision research projects across the COM faculty. Faculty members Galanes and Wahl both have several books scheduled to publish in 2015/2016—both are working on textbook revisions as well as new book projects that will be complete in the next year or two (small group, introduction to communication, business and professional communication and public relations). In addition to the articles, books, and book chapters, the COM faculty continued to increase traditional scholarship while maintaining service to the community in 2015. The department has also initiated mentoring of undergraduate and graduate student research that will stimulate the overall department research profile in future years. The Center for Dispute Resolution (CDR) lead by faculty member Berquist continued to show successful grant activity in 2015. Dr. Kelly Wood also worked on a grant project with Dr. Julie Masterson focused on retention.

Based on continued reassigned time, graduate research assistants, and current in progress research, I anticipate our journal publications, textbooks, and conference presentations to show a moderate increase in 2016.

In evaluating research activity of the faculty as a whole, the tenured and tenure track faculty research production improved in 2015. Our new hires (Brazeal, Simmons, Spates, and Hoelscher) will make a significant impact on the department research profile in the next few years (all have numerous peer selected work that will publish in 2015 and beyond). Dyer will continue to focus on a 4/4 teaching load in place of research—he has made an effort to mentor graduate students and serve on thesis committees. Brazeal, Galanes, Dillon, Berquist, Bourhis, Maier, Wahl, Simmons, Spates and Hoelscher will comprise the bulk of our regular research activity beyond 2015.

PROGRAM AND CURRICULUM ENHANCEMENT

The department was engaged in the following curriculum projects in 2015:

- The graduate program continued to offer the 100% online option in 2015.
- 1 of 24 undergraduate programs in the nation selected for the National Communication Association (NCA) Tuning Project (participation continued in 2015). **National Communication Association Learning Outcomes in Communication (LOC). <http://www.natcom.org/LOC/> (Wahl)
- The certificate programs in conflict/dispute resolution show continued success.

- COM 115 continued to improve in access. We expanded our online, evening college and face to face 115 sections in 2015.
- The summer debate institute will offer dual credit in 2015 (E. Morris).
- The Basic Course Director (Brazeal) improved the use of technology/social media and fostered a culture of assessment, mentoring, and standardization in COM 115.
- COM explored study away and campus partnerships with universities in South America (COAL exploratory team).
- Short Term Study Away program to Ireland offered in 2015 (Berquist).
- MSAS Conflict option was approved in 2015 (Berquist).

PUBLIC AFFAIRS: REPRESENTATIVE INITIATIVES AND ACTIVITIES

- COM faculty participated in the QIP assessment project related to public affairs.
- COM faculty provided assessment and assignment information from their classes regarding public affairs.
- Dr. Dudash-Buskirk continued COM's partnership with the Race Project—national project that clearly ties to ethical leadership and cultural competency.
- Dr. Dudash-Buskirk was selected as the Public Affairs Fellow (2015-2016).

PROGRAM ASSESSMENT

- COM 499, the Portfolio Assessment course, was first offered in spring 2005. This zero-credit course requires students to provide, in electronic form, four documents: a current resume', a two-page self-assessment, and four examples of their work meeting four learning outcomes. Three are departmental outcomes and one is unique to the students' major. These provide evidence to the department of whether students have achieved competency in five specific areas: writing, speaking, interaction, research and critical interpretation, and discipline-specific knowledge of communication.
- COM Assessment Coordinator, Dr. Kelly Wood, continued to collect assessment information from COM 499 in 2015.
- In the summer of 2015, the assessment committee reviewed another year's worth of student portfolios (follow up to a process that was also accomplished in prior years). A preliminary report was made to the faculty in August 2014. Recommendations were to retain all learning outcomes, faculty should encourage more self-reflection in courses to prepare students for their portfolio, and include relevant learning outcomes in their syllabi.
- Dr. Wood and other COM faculty are actively engaged in the campus QIP assessment related to public affairs
- Dr. LeAnn Brazeal continued assessment of COM 115 (general education) in 2015.

NARRATIVE ASSESSMENT

- The department has shown significant growth in majors/minors in 2015.
Data: 436 1st and 2nd COM majors and more than 100 COM minors.
- The department continued to expand online programs and student access initiatives in 2015. The online degree completion program (online B.S. in Communication Studies) expanded to St. Louis and Kansas City. The online option for the M.A. in Communication continues to thrive. The department continues to explore expansion and access projects in Lebanon and Table Rock as well as transfer partnerships with community colleges.
- The department increased its research and scholarly activity profile in 2015.
16 peer selected *articles* and *book chapters*, 3 *books*, 24 *conference papers/presentations* and 15 *undergraduate/graduate student conference papers/presentations* in 2015.
- The department continued a commitment to graduate education in 2015. Faculty routinely advise research projects, serve on (and have chaired) the University's Graduate Council, and involve students in their own research. COM regularly delivers courses that support the MSAS program.
- The department continued a commitment to the Honors Program in 2015. COM offers numerous sections of Honors COM 115 during the fall and spring semesters.
- The department's activities integrate the teaching, research, and service missions of the University. Examples include the public dialogue work in conjunction with the Public Dialogue Consortium, Debate Watch events, The

Race Project partnership, research for community agencies involving graduate and undergraduate courses, involvement in service learning, and research through the Center for Dispute Resolution.

- The department is committed to the University's public affairs mission and other University initiatives. Examples include faculty routinely making their disciplinary expertise available to local agencies and organizations, faculty involvement in service learning and civic engagement and training activities of the Center for Dispute Resolution.
- The department strongly supports and contributes to the University's General Education Program, through COM 115, we serve approximately 3000 students per academic year. In 2015, COM made a significant contribution to increased SCH production in the college.
- The department maintained strong relationships with the community in 2015. Numerous community agencies have been helped by department activities. In return, community organizations have accepted communication interns, hired communication graduates, and provided sites for research.
- The department offered international study away program in Ireland. Dr. Char Berquist directed Study Away Ireland in 2015.
- COM faculty received numerous awards for service, advising and research (Cox, Galanes, Walters)

DEPARTMENT GOALS FOR THE UPCOMING YEAR

- Continue Faculty Mentoring: Dr. Melissa Maier, Dr. Jake Simmons, Dr. Carissa Hoelscher and Dr. Stephen Spates will continue to make progress as tenure-track COM faculty.
- Continue to follow assessment plan.
- Moderate increase in undergraduate majors and graduate enrollment.
- Continue to support faculty research productivity and teaching/advising quality.
- Increase undergraduate and graduate student research experiences.
- Moderate increase in faculty production of peer selected research products and grants.
- Expand COM 115 in face to face, online and dual credit formats
- Continue to monitor transfer advising process for degree completion program students (e.g., OTC, MSU-WP, Lebanon.)
- Continue efforts focused on student recruitment and access.
- Continue to explore International Studies partnerships for department in South America (Brazil and Colombia), China and India.
- Revise Department Planning Document (five year plan) fostered by COAL and university initiatives.
- Explore options for all department programs and centers to produce more revenue (B-accounts).
- Continue to build COM Week as major retention, recruitment and alumni relations event.
- Develop application for NCA Graduate Program of Distinction Award.

APPENDIX A

Three Year Hiring Plan

- Explore the hiring of two additional tenure-track Assistant Professors of Communication (undergraduate and graduate enrollment growth/research/pending retirements).
- Explore the hiring of two additional Instructors of Communication (year by year funding model renewed in response to enrollment growth and SCH production/pending retirements).

APPENDIX B

Departmental Accomplishments

- Undergraduate Program of Distinction Award (Central States Communication Association, 2015).
- Participated as 1 of 24 undergraduate programs in the nation for the National Communication Tuning Project (participation will continue until 2015).
- Completed Strategic Planning Process (2014-2019).
- Explored study away and campus partnerships with Schools of Communication in China, South America and Ireland
- COM Week 2015 (included COM alum presentations and a guest scholar)
- Dr. Randy Dillon served as member of Executive Committee (States Advisor Council) for the Central States Communication Association (CSCA)
- Dr. Shawn Wahl served as First Vice-President of the Central States Communication Association (CSCA). He will become President of CSCA in 2016
- MSU hosted state speech and theatre tournament (over 1000 potential students to campus in the spring).

Faculty Accomplishments

Dr. Char Berquist

Grants

Berquist, Charlene (Co-Principal), **Blades, Heather** (Co-Principal), "Children's Bureau Grant 90CU0068," Sponsored by Alternative Opportunities, Inc. and Center for Dispute Resolution, Federal, \$36,000.00. (October 2013 - Present).

Berquist, Charlene Regional Partnership Grant: Preserving Families through Partnership Together (RPG) Children's Bureau Federal Grant 90CU006—year 3 October 2014 through September 2015/year 4—October 2015 through September 2016

Conference Papers/Presentations

Berquist, C., & Blades H., (2015). Group Facilitation Skills and Strategies for Conflict Professionals: Applying Theory to Practice Association of Conflict Resolution Conference, Reno, Nevada, October 7-10

Dr. John Bourhis

Publications

Bourhis, J. (In press). Levels of measurement. In M. Allen (Ed.), Sage Encyclopedia of Communication Research Methods. Beverly Hills, CA: Sage

Bourhis, J. (In press). Narrative literature reviews. In M. Allen (Ed.), Sage Encyclopedia of Communication Research Methods. Beverly Hills, CA: Sage

Dr. LeAnn Brazeal

Publications

Brazeal, L. M. (in press). Non-presidential political campaigns. In William L. Benoit (Ed.), The Praeger Handbook of Political Campaigning in the United States. Praeger.

Han, S.-H., **Brazeal, L. M.** (2015). Playing nice: Modeling civility in online political discussions. *Communication Research Reports*, 32(1), 20-28. www.tandfonline.com/doi/full/10.1080/08824096.2014.989971#.VM2XIinMQnQ

Conference Papers/Presentations

Brazeal, LeAnn M (Moderator), Central States Communication Association Conference, "Basic Course Pre-Conference," Central States Communication Association, Madison, WI. (April 2015).

Han, Soo-Hye (Author Only), **Brazeal, LeAnn M**, Central States Communication Association Conference, "Can't we all get along?: The role of metacommunication in political civility online," Central States Communication Association, Madison, WI. (April 2015).

Brazeal, LeAnn M, Central States Communication Association Conference, "Teaching the Basic Course Teachers: Director Approaches for Training and Development," Central States Communication Association, Madison, WI. (April 2015).

Nora Cox

Awards

2015 Outstanding Advising Award Winner in the faculty advising category: The National Academic Advising Association (NACADA).

Dr. Randy Dillon

Conference Papers/Presentations

Dillon, Randy (Panelist), National Communication Association Conference, ""Continuing to embrace opportunities for practical conversation: Coordinated Management of Meaning theory", " National Communication Association, Las Vegas, Nevada. (November 2015).

Dillon, Randy (Other), National Communication Association Conference, "Top Papers in the Scholarship of Teaching and Learning," National Communication Association, Las Vegas, Nevada. (November 2015).

Dillon, Randy (Presenter & Author), Speech and Theatre Association of Missouri Conference, ""Thanks, don't mention it: Confirmation, reciprocation, punctuation, and politeness cues for this new era of mediated communication", " Speech and Theatre Association of Missouri, Lake of the Ozarks, Missouri. (September 2015).

Dillon, Randy (Panelist), Central States Communication Association Conference, ""Converging student and department goals: Challenges and strategies for recruiting and retaining students in graduate programs", " Central States Communication Association, Madison, WI. (April 2015).

Dr. Elizabeth Dudash-Buskirk

Publications

Dudash-Buskirk, E. A. & Nickols, N. (2015), "George H.W. Bush's Peacetime Address" in Ashley, J & Jarmer, M (Eds). *The Bully Pulpit, Presidential Speeches, and the Shaping of Public Policy*. Lexington

Caliendo, S., McIlwain, C., **Dudash, E.** (in press). Moment to Moment Responses to Race Based Messages in Political Campaign Ads. In Schill, D. & Kirk, R. (Ed.), *Political Communication in Real Time*. Routledge.

Conference Papers/Presentations

Waters, Susan E (Presenter & Author), **Dudash, Elizabeth**, National Communication Association, "Battleground Texas: Gendered Media Framing of the 2014 Texas Gubernatorial Race," National Communication Association, Las Vegas, Nevada. (November 2015).

Dr. Gloria Galanes

Awards

2015 Missouri Academic Advising Association Pacesetter Award

The award recognizes upper level administrators who exemplify a commitment to academic advising though have no direct involvement with or responsibility for the administration of advisors or advising. Dr. Galanes earned the honor through years of service on the Provost's Academic Advising Council, numerous presentations at Academic Advisor Forum and Master Advisor Workshop sessions, and for encouraging COAL faculty advisors to attain and keep Master Advisor Status by providing travel grants to their respective departments.

2015 Article of the Year award in the Communication as Social Construction Division (National Communication Association).

Written by Drs. Heather Carmack, of James Madison University, and Galanes, the article, "More than Just Good Grades: Dialectical Tensions in Students' Construction of a 'Good Student' Identity," was published in the spring 2013 issue of "Qualitative Communication Research." Their research explores the dialectical tensions students grapple with as they construct and enact the roles of good and bad students. It examines three tensions that emerge from students' focus group discussions of construction and enactment of their student identities: (a) structure and agency, (b) individuation and solidarity, and (c) good-bad student and good-bad person.

Dr. Melissa Maier

Publications

Burrell, N., **Maier, M. A.** (2015). Mediation. *International Encyclopedia of Interpersonal Communication*.

Maier, M. A. (in press). Definition of Content Analysis. *The SAGE Encyclopedia of Research Methods*.

Maier, M. A. (in press). Advantages and Disadvantages of Content Analysis. *The SAGE Encyclopedia of Research Methods*.

Maier, M. A., Burrell, N. (in press). Conflict, Mediation and Negotiation. *The SAGE Encyclopedia of Research Methods*.

Conference Papers/Presentations

Maier, Melissa A, Guison, Whitney (Presenter Only), Missouri Long-Term Care Ombudsman Program, "Dealing with Difficult People: Strategies for Ombudsmen," Council of Churches, Springfield, MO. (December 2015).

Maier, Melissa A (Panelist), National Communication Association Convention, "Conflict Resolution Education in Communication and Aging," National Communication Association, Las Vegas, NV. (November 2015).

Maier, Melissa A (Presenter & Author), Turkiewicz, Katie LaPlant (Author Only), Brawley, William (Author Only), Christopher, Dukes (Author Only), X, Gao (Author Only), Trista, Herzog (Author Only), Yingzhi, Ma (Author Only), Mills, Shelbie (Author Only), Robinson, Tucker (Presenter & Author), Amy, Schmidt (Author Only), S, Zhang (Author Only), Christopher, Polley (Author Only), Rebecca, Saunders (Author Only), Corey, Stone (Author Only), National Communication Association Convention, "Politely Declining: Participant Perceptions of Instructor's Polite Denials to Student Requests via Email.," National Communication Association, Las Vegas, NV. (November 2015).

Maier, Melissa A (Presenter Only), Ozark Association of Government Accountants Annual Meeting, "Dealing with Difficult People," Ozark Association of Government Accountants, Springfield, MO. (October 22, 2015).

Maier, Melissa A (Presenter Only), Campus Conflict Workshop, "Bullying in the Workplace," Missouri State University Center for Dispute Resolution, Springfield, MO. (September 2015).

Maier, Melissa A (Presenter Only), Caring for the Frail Elderly Conference, "Communicating with Challenging Families of Long-Term Care Residents," University of Missouri, Columbia, MO. (August 2015).

Herrman, Anna, **Maier, Melissa A** (Presenter & Author), Stache, Lara, Turkiewicz, Katie, Central States Communication Association Conference, "Evaluations of similar bodies: An examination of My Body Gallery," Central States Communication Association, Madison, WI. (April 2015).

Maier, Melissa A (Presenter & Author), Bay, Melanie (Author Only), Chen, Qiuning (Author Only), Frisbie, Andrew (Author Only), Halpern, James (Author Only), Kharsa, Rebecca (Author Only), Malone, Denea (Author Only), McMurray, Daniel (Author Only), Miller, Jennifer (Author Only), Pearce, Florice (Author Only), Pearson, Miles (Author Only), Rice, Melissa (Author Only), Central States Communication Association Conference, "Goal importance in interpersonal influence," Central States Communication Association, Madison, WI. (April 2015).

Maier, Melissa A (Presenter & Author), The Conflict Conference, "'I don't know if that was the right way to handle it': Teacher-reported challenges with classroom conflict management programs," The Conflict Conference--UT Austin, Austin, TX. (April 2015).

Award Nomination

Nominee, Central States Communication Association Outstanding New Teacher Award

Dr. Eric Morris

Publications

Morris, E. (2015). William Howard Taft and the Conservation of the Republican Party in 1912. From the Bully Pulpit: Presidential Speeches, Rhetoric, and the Shaping of Public Policy. Lexington Books.

Dr. Jake Simmons

Publications

Gingrich-Philbrook, C., **Simmons, J.** (2015). Reprogramming the Stage: A Heuristic for Posthuman Performance. *Text and Performance Quarterly*, 35(4), 323-344.

Simmons, J., Wahl, S.T. (in press). Rethinking diversity and inclusion efforts in higher education. *Communication Education*.

Conference Papers/Presentations

Simmons, Jake, National Communication Association, "Heterotopias: A response to "Embracing Liminal Movement in the City Exploring Violence through Site Specific Performance Practices," Performance Studies Division, Las Vegas, Nevada. (November 2015).

Simmons, Jake, National Communication Association, "On the Anthropocene: A Response to The Question of the Animal: Posthumanism in Performance Studies as Metadisciplinary Impulse," Performance Studies Division, Las Vegas, Nevada. (November 2015).

Dr. Shawn Wahl**Books/Publications**

Wahl, S.T. (with M. Maresh-Fuehrer). (in press). *Public relations principles: Strategies for professional success*. Dubuque, IA: Kendall Hunt.

Wahl, S.T. (with Edwards, Edwards, & Myers). (in press). *The communication age: Connecting and engaging*. (2nd ed.). Thousand Oaks, CA: Sage.

Wahl, S.T. (with K.M. Quintanilla) (in press). *Business and professional communication: Keys for workplace excellence*. (3rd. ed). Thousand Oaks, CA: Sage.

Simmons, J., **Wahl, S.T.** (in press). Rethinking diversity and inclusion efforts in higher education. *Communication Education*.

Wahl, S.T. (with Morant Williams, K., Berkos, K. M., & Disbrow, L.M.). (in press). "Diversity Matters" Continued: Student Learning Outcomes in Communication (LOC). *Communication Education*.

Wahl, S.T. (with McBride, M.C.). (in press). Business Communication. In M. Allen (Ed.), *Sage Encyclopedia of Research Methods*. Sage Publishers.

Wahl, S.T. (with Bergen, K., McBride, M.C., & Norander, S.). (in press). Race, class, and gender dynamics in the college classroom. In P. Witt (Ed.), *Handbook of Communication Science Vol. 16: Communication and Learning*. De Gruyter Mouton.

Wahl, S.T. (with Aldridge-Sanford, A.). (2015). Making the move: Tips for externally hired chairs. *The Department Chair*, 26 (1), 6-7.

Conference Papers/Presentations

Wahl, S.T. (2015, April). Administrators Converge to Discuss Solutions: A Case Study Approach to Common University Challenges. A panel presented at the Central States Communication Association, Madison, WI.

Wahl, S.T. (2015, April). Communicating with Robots: Exploring Human-Robot Interaction in the Discipline of Communication. A panel presented at the Central States Communication Association, Madison, WI.

Wahl, S.T. (2015, February). (with Aldridge-Sanford, A.). Making the move: Tips for externally hired chairs. A panel presented at the Academic Chairpersons Conference, Austin, TX.

Heather Walters

Awards

Winner of two awards presented at the 2015 National Speech and Debate Association Leadership Awards Banquet.

The Ralph E Carey Bronze Award: This award is a distinguished service award for successful district leadership. It recognizes quality and longevity of leadership in the elected position of District Chair. District chairs are charged with running district tournaments, are responsible for the welfare of the Association in their districts, and advise the National Board on Association policy.

2015 District Retention Award. The award recognizes a District Chair for recruitment and retention of member schools and student participation in District tournaments. The Ozark District had their largest district tournament in at least five years in 2015, with nearly 375 entries. The 2015 tournament increased in size over the past year by about 7%.

Dr. Kelly Wood

Grants

Wood, Kelly S. (Co-Principal), Masterson, Julie J (Co-Principal), "Improving Retention of First Generation Students," Sponsored by US Department of Education, Federal, \$2,225,000.00. (October 2015 - Present). Not funded/in revision.

Conference Papers/Presentations

Wood, Kelly. (Panelist), Central States Communication Annual Conference, "Facilitating ACA literacy in an introductory health communication course." Central States Communication Association, Madison, WI. (April 17, 2015).

Student Accomplishments

COM Student Presentations (CSCA)

Missouri State undergraduate and graduate students were selected to present research papers and chair panels at the CSCA conference, including:

Shawna Barkley (undergraduate): Political Leadership

Tucker Robinson (graduate): Brawn Brains and Boobs: Representations of Gender Hybridity in That 70's Show and The Big

Bang Theory (Top Student Paper)

Tucker Robinson (graduate): It's a Man's (Digital) World: A Textual Analysis of #Gamergate

Cassandra E. Sherwood (graduate): (panel chair), Building a Firm Foundation: Learning from the Suffragists

Janice Hersey (graduate): Ethnography of Communication: Proposed as a Method for Teaching Cultural Competence

Blake Miller (graduate): (panel chair), President's Undergraduate Honors Research Conference

Shaley Moore (graduate): Volunteer Culture: A Look at Healthcare Volunteers

Christen Moore (graduate): Like the Fat Kid Getting Picked Last at Dodgeball: Using Organizational Socialization to Understand the Nontraditional Students Experience

Nick Nickols (graduate): (panel chair): Using Rhetorical Theory to Understand Global Happenings—Asking Inclusive Questions

Nick Nickols (graduate): (Secretary): Kenneth Burke Society

Nick Nickols and Shaley Moore: The Foundational Role of Political Discourse in the Workplace

Mackenzie Eisel, Erin Leu, Eliza Smith and Shae Watson (undergraduates): A Proposal to Promote College Student Awareness and Expression of End-of-Life Wishes: Applying the Transtheoretical Model with a Mock Accident Event

COM Student Presentations (Sooners Conference)

Four M.A. Communication students presented papers accepted at the Annual Sooners Communication Association Conference at the University of Oklahoma, Norman, OK, March 4-5, 2016. The students in order of conference schedule presentation are:

Cassie Sherwood (graduate)- Journaling in Higher Education: Implementing Journals in the Basic Public Speaking Course
***TOP PAPER

Christen Moore (graduate) - Applying Structuration Theory to Understand Workplace Bullying

Janice Hersey (graduate)- Addressing Racial Inequities and Aggressions on the Missouri State University Campus

Grant Haverly (graduate)-Everyday Sexism: An Ideographic Criticism

COM Graduate Student Placement in Doctoral Programs

Nick Nickols: Accepted to Ph.D. program at University of Colorado, Boulder

Tucker Robinson: Accepted to Ph.D. program at the University of Missouri, Columbia

Shaley Moore: Accepted to Masters in peace and conflict studies master's program at Ulster University's Magee campus in Derry, Ireland.

COM Graduate Student Awards

Shaley Moore: CSCA Cooper Award

Shaley Moore: 2015 Distinguished Teaching Assistant Award (Missouri State's Graduate Council).