

Approval Chart for Curriculum Changes

A = Approve I= Information Item¹ R= Advise & Respond²

Course Number _____ or Degree Plan(s) MA in Corporate Communication
 State the requested change and reason. A memo may be attached if more space is necessary.

We are proposing a new degree plan as an addition to our existing MA in Communication. Rather than beginning a new degree, we plan to maximize resources by creating the Corporate Communication degree plan that offers much of the same content as our existing program in a new format that will be more accessible to working professionals seeking to further their education while also gaining experience on the job. In the new Corporate Communication degree plan, students will learn the same theory and methods material, delivered with more of a corporate focus. We have offered a "thesis project" option in our current MA degree plan for years, and the "capstone" at the conclusion of the Corporate Communication degree plan will simply be a version of the current thesis project option. Other than the delivery format (as residency weeks and weekend courses), the primary difference between these programs will be that the Corporate Communication degree plan is a cohort-based option in which students will all take the same courses together. We have selected these courses, several of which already exist, for their focus on business/corporate contexts. For more information, please see the attached information about the degree plan and our proposed competencies and outcomes.

Circle the number that corresponds to the requested change. Degree plan changes are on the second page.

		COUNCIL ³								
	Change to a Course	Dept./School	College Academic	Deans	TEC	UGEC	UUAC	GRAD	Provost	President
1.	Title (description unchanged)	A	A	A	I				I	I
2.	Description (not affecting content)	A	A	A	I				I	I
3.	Content (substantive change)	A	A	A	I				A	A
4.	Number of hours (lecture, lab, contact)	A	A	A	A				A	A
5.	Course number within the hundred	A	A	I	I				I	I
6.	Course number beyond the hundred	A	A	A	A				A	A
7.	Prerequisites	A	A	A	I				I	I
8.	Course fee(s)	A	--	A	--				A	I
9.	From U to G <i>or</i> G to U	A	A	A	A				A	A
10.	Cross list with another department: U or G level	A	A	A	A				A	A
11.	Department of record	A	A	A	A				A	A
12.	Open or close a course	A	A	A	A				A	A
13.	New course — See website for application and process. This change includes combining or splitting a course(s).	A	A	A	A				A	A

Note: When an academic unit does not have a council, the UGEC and/or UUAC will serve as its academic council, depending on the nature of the issue.

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		COUNCIL ³										
	Change to a Degree Plan	Dept./School	College Academic	Deans	TEC	UGEC	UUAC	GRAD	Provost	Faculty	President	Board of Trustees
1.	University Requirements — Change in approved course content ⁶	A	A	A	A				A	--	A	--
2.	University Requirements — Add or drop a required course from the University Requirements chart ⁶	A	A	A	A				A	A	A	--
3.	University Requirements — Add or drop a course from a menu within the University Requirements ⁶	A	A	A	A				A	--	A	--
4.	University Requirements — Change hours within a menu on the University Requirements chart ⁶	A	A	A	A				A	A	A	--
5.	Major — Revision of major ^{4,5}	A	A	A	A				A	--	A	--
6.	Major — Adopt or change admission requirements	A	A	A	A				A	--	A	--
7.	Major — Add ^{4,5}	A	A	A	A				A	A	A	I
8.	Major – Discontinue (proposed by the department or college)	A	A	A	A				A	A	A	I
9.	Major – Discontinue (proposed by the Provost)	See below.										
10.	GPA — Revise major or cumulative requirement	A	A	A	A				A	A	A	--
11.	Minor — Revise course selection	A	A	A	I				I	--	I	--
12.	Minor --- Add	A	A	A	A				A	--	A	--
13.	Minor – Discontinue (proposed by the department or college)	A	A	A	A				A	--	A	--
14.	Minor – Discontinue (proposed by the Provost)	See below.										
15.	Degree — Add	A	A	A	A				A	A	A	I
16.	Degree – Discontinue (proposed by the department or college)	A	A	A	A				A	A	A	I
17.	Degree – Discontinue (proposed by the Provost)	See below.										
18.	Any change to a graduate degree program	A	A	A	A				A	--	A	--

COUNCIL ³										
	Provost-Proposed Change	Provost	Department	Dean	TEC	UUAC	Graduate	Faculty	President	Board of Trustees
1.	Major/Graduate Program – Discontinue (proposed by the Provost)	A	R	R	A			A	A	I
2.	Minor – Discontinue (proposed by the Provost)	A	R	R	A			--	A	--
3.	Degree – Discontinue (proposed by the Provost)	A	R	R	A			A	A	I

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COUNCIL ³										
	Change to the Catalog Information	Dept./School	College Academic	Deans	UGEC	UUAC	GRAD	Provost	Faculty	President
1.	General requirements for graduation including course requirements that are common to all majors for all degrees ⁷	--	--	--	A			A	A	A
2.	Admission requirements	--	--	--	A			A	A	A
3.	Policies governing academic probation and suspension	--	--	--	A			A	A	A
4.	Requirements for graduating with honors	--	--	--	A			A	A	A
5.	Other academic policy changes	--	--	--	A			A	--	A

¹ Councils may request additional information about "Information" items. These items are approved as "Consent Agenda."

² The Dean and Department should respond to the Provost's recommendation to close a program in writing. Advise & Respond (R) requires that the voting body should receive the written responses at least one week prior to the vote.

³ All courses that meet University Requirements for general education must go through UGEC. Courses or degrees offered only to students seeking teacher certification must go through the Teacher Education Council. All undergraduate changes must go before the UUAC. All graduate degree plan changes must go through the Graduate Council.

⁴ A minimum of 30 hours is required for a major. A maximum is specified for each degree (e.g., BA, BS). The university minimum for elective hours is 6, unless the requirements of external accrediting bodies make it impossible.

⁵ Program or course changes that apply to any major that includes Teacher Certification will be reviewed by the college, the Teacher Education Council (TEC), and then the UUAC.

⁶ Courses that satisfy ACU's University Requirements (General Education) will normally have lower-level numbering, be free of prerequisites and co-requisites, appeal to more than one or two majors, and "not narrowly focus on those skills, techniques, and procedures specific to a particular occupation or profession" (SACS 2.7.3). Departments may request exceptions to the first three criteria.

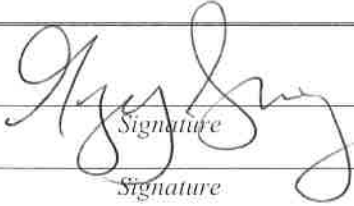
⁷ The UUAC approved the clarification that "general requirements for graduation" means the enumerated items in the "General Requirements for Bachelor's Degrees" section of the catalog.

Revised 10-16-13

Curriculum/Catalog Changes Signature Page

Department/School Chair(s)	
	1-29-2016
Signature	Approval date
Signature	Approval date

College Academic Council(s)	
	1-29-16
Signature	Approval date
Signature	Approval date

Dean(s)	
	2/5/16
Signature	Approval date
Signature	Approval date

Teacher Education Council	
Chair's signature	Approval date

General Education Council	
Chair's signature	Approval date

Undergraduate Academic Council	
Chair's signature	Approval date

Graduate Council	
Chair's signature	Approval date

Provost	
Signature	Approval date

Faculty	
Chair of faculty senate	Approval date

President	
Signature	Approval date

Master of Arts in Corporate Communication (MA COMM)

PRE-REQUISITE DEGREE REQUIREMENTS

This communication degree requires a baccalaureate degree from a regionally accredited institution.

MAJOR REQUIREMENTS

Undergraduate Leveling Work

Courses as Approved by Director 6

Strategic Thought (Term I)

COMM 601 Residency I: Ethics and Theory 3

COMM 610 Strategic Management and Applied Research 3

COMM 611 Strategic Writing and Storytelling 3

Strategic Leadership (Terms II & III)

COMM 508 Crisis Management in Organizations 3

COMM 631 Leading Organizational Change 3

COMM 586 Training and Development 3

COMM 685 Seminar in Organizational Communication 3

Strategic Action (Term IV)

COMM 602 Residency II: Communication Planning and Digital Strategies 3

COMM 690 Strategic Communication Capstone 6

TOTAL 36

TOTAL MAJOR HOURS 36

OTHER GRADUATION REQUIREMENTS

Students are required to give an oral defense of their capstone project and related course work. Students may retake the defense only once if they fail on the first attempt.

MA in Corporate Communication Proposal Narrative

The Communication and Sociology Department is proposing an expansion of their current graduate offerings by developing a new program in Corporate Communication. This program would draw on the communication faculty's strengths in organizational, strategic, intercultural, leadership, persuasion, and crisis communication to serve an important demographic of students who are currently underserved by our "traditional" MA program.

For several years, we have unsuccessfully worked to recruit a specific segment of students in our undergraduate courses who could benefit from and excel in a graduate program because these individuals are driven by two things: (1) a desire to begin working full time, and (2) eagerness to move away from Abilene. Our proposal to create a new "hybrid" or "weekend" format program seeks to serve this student by allowing him/her to leave Abilene and begin working full-time while also completing graduate coursework in a more accelerated format.

This new MA in Corporate Communication would involve two, one-week residencies and six weekend classes, all held in Abilene over 14 months – ideally beginning immediately after the student's undergraduate graduation. It would be a 36-hour, non-thesis program, offering no scholarships or assistantships. The current financial modelling for the program sets tuition at \$800 a credit hour, for a total program cost to students (who begin with advanced standing) of \$24,000.

Students will be able to receive advanced standing (gain credit for their first six hours of coursework) from taking undergraduate courses that the department has identified as appropriate preparation for graduate work in one or more of the following areas: disciplinary knowledge (upper-division communication courses), theory (upper-division theory courses from communication or cognate fields such as psychology, sociology, English, etc.), or research (upper-division methods courses in quantitative, qualitative, or rhetorical methodologies). In essence, students with six hours of approved undergraduate coursework from ACU or another accredited institution will achieve "advanced standing" in the MA in Corporate Communication and only need an additional 30 hours of work to complete their degree.

In the week following ACU's May graduation, students beginning the program would complete a one-week residency that introduces them to graduate studies and the field of communication while they also get to know both their professors and the members of their cohort. Because we aim to recruit students who would graduate immediately before this residency week, our hope is that this first course would take place before they began full-time employment, removing the need to leave work to begin the program.

Then, for each of the following three trimesters (summer, fall, and spring), students would take two, 3-hour courses, travelling back to Abilene for weekend classes twice per trimester. Students would be enrolled in both classes for the full 14 or 15 weeks of the trimester, and each weekend would touch on material for both classes. Between these face-to-face class meetings, students would have reading, writing, and discussion assignments to prepare them for conversations and course projects they would complete during the class' weekends together.

These courses would be offered in a "lock-step" format so that all students in the same cohort were taking them in the same order and at the same time. Graduate communication programs (i.e., the current MA, the pre-online OHRD program, and the certificate in conflict resolution) have long been offering courses in a weekend format, so this type of delivery method is not new to our graduate faculty. And in an effort to maximize efficiency, students in the current MA program would be allowed to take up to two of these weekend courses during their "traditional" two years of coursework. Additionally, MACC students often take communication graduate courses to satisfy their out-of-department elective requirements and find that weekend courses work well with their unique schedules. We anticipate these students would also help to populate weekend classes in the Corporate Communication program.

Finally, after a year of coursework, the students would return to Abilene for residency week (another 3-hour course) following ACU's May graduation. While some portions of this week would bring the first and second cohorts together to hear guest speakers working in communication for a variety of corporations and industries, other portions of the week would divide the two groups. During those separate meetings, the second (new) cohort would be introduced to graduate work and the discipline of

communication while the first cohort (now nearing the end of their degree) would meet to discuss issues related to their final “capstone” project.

The students’ second residency week would represent their final face-to-face course. After that, they would work one-on-one with their capstone advisor to complete a 6-credit-hour project – ideally something related to their career field and/or would benefit the specific business/organization they work for. If the students worked diligently, they would be able to complete the project in time for August graduation, meaning their time to completion would be just 14 months. However, students would always be able to enroll in a “project continuation” course to extend working on their capstone into the fall semester, before graduating in December.

Because this program is designed for working professionals, the focus of both the courses themselves and the assignments/case studies/speakers within the courses would be on skills with a high demand in the workplace, including (but not limited to): training and development, organizational leadership/change, persuasion, crisis/risk communication, intercultural/multinational communication, and conflict management. Theory and method courses would comprise much less of this program than they do in our “traditional” MA and would focus on practical research applications such as knowing how to create, conduct, and analyze surveys in the workplace; or how to lead a focus group and understand and apply the data it generates.

Ultimately, our goal for this program is to extend the reach of our graduate coursework to students who do not desire to pursue two-year, full-time graduate study. We see this program as a unique fit for promoting ACU’s mission by reaching a new group of students who have true leadership potential by offering them an opportunity to extend the “ACU experience” – small class sizes, professors who know them by name, time spent fellowshiping and networking with classmates and faculty both on campus and in homes, and the ability to easily seek out one-on-one mentoring – that is so distinctive in our undergraduate courses into a graduate degree program that also offers flexibility, efficiency, and a more affordable price.

Because this degree is an extension of programs and courses we already offer rather than an entirely new program, only minimal resources will be needed for the initial

launch. As you can see in the financial proforma, existing communication faculty members could initially teach these courses through overloads. However, if the program were to grow to more than one cohort per year or to a cohort large enough to need more than one section of each class, conversations about additional faculty would become necessary. For now, other program expenses would primarily include basic operating expenses, a budget for marketing/recruiting, and funds for course development in the first year.

CORPORATE COMMUNICATION COURSE SEQUENCE

SUMMER TERM I: STRATEGIC THOUGHT

May One-Week Residency Course

COMM 601 Residency I: Ethics and Theory in Corporate Communication*

Offered in a one-week course format during May of the student's first year in the program, this residency introduces students to the field of corporate communication, including core theoretical frameworks, basic disciplinary terminology, and the ethical challenges of communicating as Christians in corporate settings.

Summer Term Fifteen-Week Hybrid Courses

COMM 610 Strategic Management and Applied Research*

This course introduces students to basic principles of applied quantitative and qualitative research, focusing on the role of these research skills in managing people and organizations.

COMM 611 Strategic Writing and Storytelling*

This course provides an introduction to both academic and business writing to prepare the student for both future graduate coursework and the expectations of representing an organization/company through communication on a variety of platforms, from press releases to social media and beyond.

FALL AND SPRING TERMS: STRATEGIC LEADERSHIP

Fall Term Fifteen-Week Hybrid Courses

COMM 508 Crisis Communication: Issues in Reputation Management

The course introduces the student to the core principles of communicating during a crisis event, specifically focusing on case studies that illustrate strategies for managing an organization or company's reputation in the wake of a crisis.

COMM 631 Leading Organizational Change: Issues in Social Action

This course introduces students to the concept of the learning organization, equipping them with skills to create educational strategies for organizational change and preparing them to reflect ethically on the implications of organizational change and the potential of using change to help an organization become actively involved in improving the communities they serve.

Spring Term Fifteen-Week Hybrid Courses

COMM 586 Training and Development: Issues in Leadership and Persuasion

This course provides knowledge, skills, and experience in developing, presenting, and evaluating training programs, focusing specifically on the role of leadership and persuasion in managing an organization.

COMM 685 Seminar in Organizational Communication: Issues in Global Context

This course helps students to explain, interpret and analyze communication within public and private organizations with a specific focus on communicating in a global context.

SUMMER TERM II: STRATEGIC LEADERSHIP

May One-Week Residency Course

COMM 602 Residency II: Communication Planning and Digital Strategies*

This course teaches students to develop communication plans in both both traditional and digital communication contexts and introduces students to requirements and procedures for their capstone project.

Summer Term Fifteen-Week Hybrid Courses

COMM 690 Strategic Communication Capstone*

Students will work with a faculty advisor to develop, implement, and/or assess a communication project in their organization or business that draws on concepts learned in three or more of the courses in the program.

* Indicates that the course is not currently taught and will need to be developed.

PROPOSED ENROLLMENTS AND DISCOUNT		AY2017 2016-17 YEAR 1	AY2018 2017-18 YEAR 2	AY2019 2018-19 YEAR 3	AY2020 2019-20 YEAR 4	AY2021 2020-21 YEAR 5	COMMENTS
New students		12	12	12	12	12	Presumes 90% of those who start will graduate
Returning		-	10	20	20	20	
Total Students		12	22	32	32	32	
Credit hours - new students		36	36	36	36	36	
Credit hours - returning students		-	210	270	270	270	
Total credit hours		36	246	306	306	306	
Hourly tuition rate		\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	
Gross Tuition Revenue		\$ 28,800	\$ 196,800	\$ 244,800	\$ 244,800	\$ 244,800	
Institutional Aid		\$ -	\$ -	\$ -	\$ -	\$ -	
Net Tuition Revenue		28,800	196,800	244,800	244,800	244,800	
Labor expenses		\$ (6,480)	\$ (19,440)	\$ (19,440)	\$ (19,440)	\$ (19,440)	
Operating expenses		\$ (31,000)	\$ (21,630)	\$ (26,279)	\$ (26,947)	\$ (27,636)	
Total Direct Expenses		\$ (37,480)	\$ (41,070)	\$ (45,719)	\$ (46,387)	\$ (47,076)	
GROSS CONTRIBUTION MARGIN		(8,680)	155,730	199,081	198,413	197,724	
ADJUSTED CONTRIBUTION MARGIN		\$ (8,680)	\$ 155,730	\$ 199,081	\$ 198,413	\$ 197,724	
NET CONTRIBUTION MARGIN		\$ (8,680)	\$ 155,730	\$ 199,081	\$ 198,413	\$ 197,724	
Cumulative amount		\$ (8,680)	\$ 147,050	\$ 346,131	\$ 544,544	\$ 742,268	

MA - Corporate Communication.xlsx
Contributn Mgn

	2013-14 YEAR 1	2014-15 YEAR 2	2015-16 YEAR 3	2016-17 YEAR 4	2017-18 YEAR 5
Break-Even (B/E) estimates					
Revenue per student	\$ 2,400	\$ 8,945	\$ 7,650	\$ 7,650	\$ 7,650
Avg discount per student	-	-	-	-	-
Avg net tuition revenue per student	2,400	8,945	7,650	7,650	7,650
Total expenses	(37,480)	(41,070)	(45,719)	(46,387)	(47,076)
B/E # of students to cover expenses (rounded)	16	5	6	7	7

MA - Corporate Communication.xlsx
Expense Detail

DIRECT OPERATING EXPENSE DETAIL		AY2017 2016-17 YEAR 1	AY2018 2017-18 YEAR 2	AY2019 2018-19 YEAR 3	AY2020 2019-20 YEAR 4	AY2021 2020-21 YEAR 5	
LABOR EXPENSES							
New Faculty #1			\$ -	\$ -	\$ -	\$ -	Salaries inflate annually at 3.0%
New Faculty #2			\$ -	\$ -	\$ -	\$ -	
Total Salaries		\$ -	\$ -	\$ -	\$ -	\$ -	
BENEFITS		\$ -	\$ -	\$ -	\$ -	\$ -	Benefits calculated at 30.0%
Stipends							Program director?
Overloads		\$ 6,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	2 courses per term X 3 terms annually X \$3k per course
Total stipends		\$ 6,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	
Stipend benefits		\$ 480	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440	Benefits for stipends calculated at 8% (FICA) 8.00%
TOTAL LABOR		\$ 6,480	\$ 19,440	\$ 19,440	\$ 19,440	\$ 19,440	
OPERATING EXPENSES							
Operating expenses		\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	Annual inflation 3.00%
Scholarly communications							
Marketing & recruiting		\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	Annual inflation 3.0%
Travel		\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	Annual inflation 3.00%
Course development		\$ 10,000		\$ 4,000	\$ 4,000	\$ 4,000	5 new courses initially then 2 courses annually; \$2k per course
Total Operating Expenses		\$ 31,000	\$ 21,630	\$ 26,279	\$ 26,947	\$ 27,636	
TOTAL EXPENSES		\$ 37,480	\$ 41,070	\$ 45,719	\$ 46,387	\$ 47,076	

Cr Hr progression	YR1	YR2	YR3	YR4	YR5
Cohort 1	3	21	6		
Cohort 2		3	21	6	
Cohort 3			3	21	6
Cohort 4				3	21
Cohort 5					3
Cohort 6					
Cohort 7					
Cohort 8					
Cohort 9					
Cohort 10					
TOTAL	3	24	30	30	30

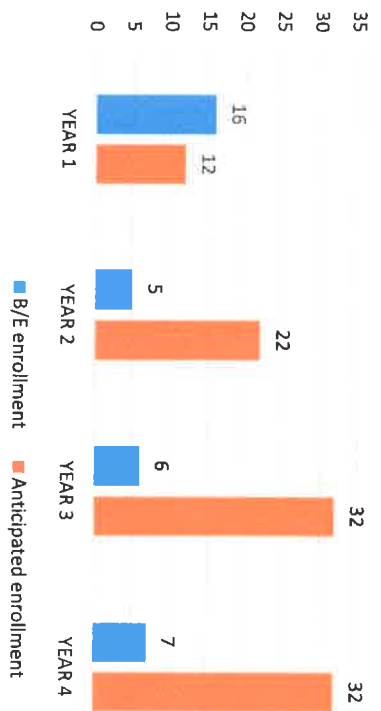
Yr 1 to Yr 2 progression

Headcount	YR1	YR2	YR3	YR4	YR5
Cohort 1	12	10	10		
Cohort 2		12	10	10	
Cohort 3			12	10	10
Cohort 4				12	10
Cohort 5					12
Cohort 6					
Cohort 7					
Cohort 8					
Cohort 9					
Cohort 10					
TOTAL	12	22	32	32	32

Cr Hrs consumed	YR1	YR2	YR3	YR4	YR5
Cohort 1	36	210	60		
Cohort 2		36	210	60	
Cohort 3			36	210	60
Cohort 4				36	210
Cohort 5					36
Cohort 6					
Cohort 7					
Cohort 8					
Cohort 9					
Cohort 10					
TOTAL	36	246	306	306	306

Tuition Revenue	Hrly Rate	YR1	YR2	YR3	YR4	YR5
Cohort 1 \$	800	\$ 28,800	\$ 168,000	\$ 48,000		
Cohort 2 \$	800		\$ 28,800	\$ 168,000	\$ 48,000	
Cohort 3 \$	800			\$ 28,800	\$ 168,000	\$ 48,000
Cohort 4 \$	800				\$ 28,800	\$ 168,000
Cohort 5 \$	800					\$ 28,800
Cohort 6 \$	800					
Cohort 7 \$	800					
Cohort 8 \$	800					
Cohort 9 \$	800					
Cohort 10 \$	800					
TOTAL		\$ 28,800	\$ 196,800	\$ 244,800	\$ 244,800	\$ 244,800

Enrollments Break-Even vs. Anticipated



Gross Contribution Margin (Gross Contribution Margin = Revenues - Expenses)



Revenue vs. Expenses

