

**COVER PAGE**

INSTITUTION: Indiana University Purdue University Indianapolis (IUPUI)

COLLEGE/SCHOOL: School of Journalism

DEPARTMENT: NA

DEGREE PROGRAM TITLE: Master of Arts in Public Relations

FORM OF RECOGNITION TO BE AWARDED/DEGREE CODE: Master of Arts

SUGGESTED CIP CODE: 09.0902

LOCATION OF PROGRAM/CAMPUS CODE: Indianapolis/IUINA

PROJECTED DATE OF IMPLEMENTATION: Spring 2008

DATE PROPOSAL WAS APPROVED BY  
INSTITUTIONAL BOARD OF TRUSTEES: \_\_\_\_\_

SIGNATURE OF AUTHORIZING  
INSTITUTIONAL OFFICER

DATE

DATE RECEIVED BY  
COMMISSION FOR HIGHER  
EDUCATION

COMMISSION ACTION (DATE)

## **ABSTRACT**

### **M.A. in Public Relations**

To be offered on-campus and via distributed learning by  
Indiana University Purdue University Indianapolis (IUPUI)

#### **Objectives:**

The proposed Master of Arts in Public Relations is a program of 34.5 credit hours of interdisciplinary courses designed to prepare graduates for positions of middle and senior management in public relations activities in two different arenas: one, general management of public relations in business related communication; and, two, general management of public relations in health care and life sciences communication. Each of these disciplines is in significant demand now and will remain so in the future. These two tracks of a single degree program are designed to produce highly qualified and educated graduates to fill positions with companies and corporations locally, nationally and internationally at the middle and senior management levels in public relations and integrated communications.

Each track will share a common core of courses designed to be the base against which specialized course work will be added. In addition, both tracks will require a core of business courses designed to provide graduates with a basic understanding of the practice of public relations in the business management environment. Finally, each track will allow for specialization courses in areas best suited for each track – corporate public relations management or health care and life sciences public relations management.

This interdisciplinary degree will require courses from the School of Journalism at IUPUI, the Department of Communication Studies, and the Kelley School of Business (via Kelley Online).

This degree will initially be offered exclusively on-campus, but will be extended within two years to distributed education models via the Internet to be offered nationally and internationally.

The first track will focus on advanced and strategic public relations management knowledge, skills and abilities leading to positions of increased responsibility in companies and corporations. Specific objectives include:

- Competency in extensive applied research in public attitudes and behaviors
- Competency in the development of strategic goals and objectives for public relations
- Demonstrated understanding of the underlying theories of communication
- Competency in basic business accounting and finance principles
- Competency in basic marketing techniques practiced by businesses

- Additional competency in business marketing activities, economics, business law or global business practices
- Demonstrated competency in effectively evaluating public relations campaigns and programs
- Knowledge and understanding of management theory and practice

The second track will focus on health care and life sciences initiatives and organizations with the goal of preparing graduates for management positions in hospitals, clinics, major health care organizations, pharmaceutical companies, medical device companies and medical research establishments. Outcome objectives include many of the same as in the generalist track, but additionally:

- Complete understanding of the operation of health care systems and communication as it relates to those systems
- Detailed working knowledge of the regulated communications environment of life sciences companies and organizations

### **Clientele to be Served:**

Students in this program are expected to be drawn from two primary arenas: graduating seniors from undergraduate programs who desire to continue with immediate graduate work, and public relations and communication professionals returning to enhance their education and their professional potential. While it is anticipated this program will draw from IUPUI and IU graduates, the program will primarily draw from local public relations professionals in or out of the life sciences or health care arenas who will be looking for additional educational advancement. Primary recruiting emphasis will be from this latter audience.

The program initially will mature to approximately 35 student admissions per year for a total number of 70-75 students in the program at any one time.

### **Curriculum:**

The Master's Degree in Public Relations is a 34.5 credit hour interdisciplinary program that will be housed in the Indiana University School of Journalism at IUPUI.

Two distinct tracks of study will be offered:

1. General Public Relations Management. This track is designed to prepare public relations professionals for positions of increased managerial and supervisory authority in companies, corporations, not-for-profits throughout central Indiana. As a result, this curriculum is focused on general management skills and knowledge along side advanced public relations knowledge and abilities.
2. Public Relations Management in Health Care and Life Sciences. This track is designed to prepare public relations professionals for positions in the quickly growing fields of health care and life sciences – especially in central Indiana. While this curriculum includes a basic core of public relations and business courses, it also requires unique coursework focused in communication in the health care and life sciences fields.

In order to facilitate these approaches, agreements have been articulated with both the Department of Communication Studies in the IU School of Liberal Arts at IUPUI and with the Kelley School of Business (online).

All students will be required to take a core of public relations courses (12 credit hours) in the School of Journalism and School of Liberal Arts Communications Studies (3 credit hours).

In addition, all students will take 7.5 credit hours in the Kelley School of Business (via Kelley Online).

Additional hours (12 credit hours), depending upon area of concentration will be taken either in the School of Journalism or in the School of Liberal Arts Communications Studies Department.

### **Employment Possibilities:**

Within the context of this proposal, most students will already be employed and, thus, will not need employment assistance. Students coming directly from undergraduate programs will gain insight into the range of employment possibilities by mixing in class with employed professionals, as both groups advance their level of knowledge, skills and abilities.

With the extraordinary growth in health care and life sciences in central Indiana, and indeed around the country, it is anticipated that significant employment opportunities will exist for program graduates. Indeed, in a study by Battelle, a nonprofit think tank, Indianapolis was ranked ninth in the country in the development of bioscience jobs in 2004 (reported in the *Indianapolis Star*, Feb. 7, 2007). This trend appears to continue through the economic development efforts of the city of Indianapolis and the state of Indiana.

According to BioCrossroads CEO David L. Johnson, 10 percent of jobs in Indiana are already in health care and life sciences, and 20 percent of the tax base is in those industries (*Indianapolis Star*, Jan. 2, 2007). As of the end of 2005, BioCrossroads reported (Annual

Report) that Indiana is a “13.6 billion global life science hub and a major engine for economic growth and job creation in the state.”

In looking to the future, the Indianapolis Private Industry Council, Inc. projects that more than 40,000 new jobs in the life sciences will be created between now and 2012 alone (Inside Indiana Business, Feb. 28, 2006). This growth suggests a significantly increasing demand for additional communication professionals.

## **A. Program Description**

### **1. Describe the proposed program and state its objectives**

The proposed Master of Arts in Public Relations is a program of 34.5 credit hours of interdisciplinary courses designed to prepare graduates for positions of middle and senior management in public relations activities in two different arenas: one, general management of public relations in business related communication; and, two, general management of public relations in health care and life sciences communication. Each of these disciplines is in significant demand now and will remain so in the future. These two tracks of a single degree program are designed to produce highly qualified and educated graduates to fill positions with companies and corporations locally, nationally and internationally at the middle and senior management levels in public relations and integrated communications.

Each track will share a common core of courses designed to be the base against which specialized course work will be added. In addition, both tracks will require a core of business courses designed to provide graduates with a basic understanding of the practice of public relations in the business management environment. Finally, each track will allow for specialization courses in areas best suited for each track – corporate public relations management or health care and life sciences public relations management.

This interdisciplinary degree will require courses from the School of Journalism at IUPUI, the Department of Communication Studies, and the Kelley School of Business (via Kelley Online).

This degree will initially be offered exclusively on-campus, but will be extended within two years to distributed education models via the Internet to be offered nationally and internationally.

The first track will focus on advanced and strategic public relations management knowledge, skills and abilities leading to positions of increased responsibility in companies and corporations. Specific objectives include:

- Competency in extensive applied research in public attitudes and behaviors
- Competency in the development of strategic goals and objectives for public relations
- Demonstrated understanding of the underlying theories of communication
- Competency in basic business accounting and finance principles
- Competency in basic marketing techniques practiced by businesses
- Additional competency in business marketing activities, economics, business law or global business practices

- Demonstrated competency in effectively evaluating public relations campaigns and programs
- Knowledge and understanding of management theory and practice

The second track will focus on health care and life sciences initiatives and organizations with the goal of preparing graduates for management positions in hospitals, clinics, major health care organizations, pharmaceutical companies, medical device companies and medical research establishments. Outcome objectives include many of the same as in the generalist track, but additionally:

- Complete understanding of the operation of health care systems and communication as it relates to those systems
- Detailed working knowledge of the regulated communications environment of life sciences companies and organizations

## **2. Describe admission requirements, anticipated student clientele, and student financial support.**

### Admission Requirements:

Applicants for admission to either track will be required to already have completed a minimum of a Bachelor's Degree from an accredited U.S. university with a superior record of achievement at the undergraduate level. Applicants with degrees from other universities will be evaluated on an individual basis by the same essential criteria. Applicants must provide an official transcript of their undergraduate work to be considered.

Applicants will be required to achieve an appropriate level of achievement on the Graduate Record Examination General Test, or otherwise demonstrate their preparedness for graduate study.

All applicants will submit a 500-word statement of purpose outlining their purpose in attending this program and will provide a minimum of three letters of recommendation.

International students must take and submit scores from the TOEFL examination.

All applicants must have completed, or agree to compete within the first year of study, the following prerequisite courses:

- A course in communication law (J300, Communication Law)
- An Introduction to Public Relations Course (J321, or demonstrate equivalent and appropriate professional experience)
- A Public Relations Writing course (J390, or demonstrate equivalent and appropriate professional experience)

### Anticipated Student Clientele

Students in this program are expected to be drawn from two primary arenas: graduating seniors from undergraduate programs who desire to continue with immediate graduate work, and public relations and communication professionals returning to enhance their education and their professional potential. While it is anticipated this program will draw from IUPUI and IU graduates, the program will primarily draw from local public relations professionals in or out of the life sciences or health care arenas who will be looking for additional educational advancement. Primary recruiting emphasis will be from this later audience.

The program will initially be limited to approximately 35 student admissions per year for a total number of 70-75 students in the program at any one time.

### Student Financial Support

We will not have additional financial aid available. However, research in the market indicates that financial support is not likely to be necessary and its absence will not adversely impact the program.

## **3. Describe the proposed curriculum**

The Master's Degree in Public Relations is a 34.5 credit hour interdisciplinary program that will be housed in the IUPUI School of Journalism.

Two distinct tracks of study will be offered:

1. General Public Relations Management. This track is designed to prepare public relations professionals for positions of increased managerial and supervisory authority in companies, corporations, not-for-profits throughout central Indiana. As a result, this curriculum is focused on general management skills and knowledge along side advanced public relations knowledge and abilities.
2. Public Relations Management in Health Care and Life Sciences. This track is designed to prepare public relations professionals for positions in the quickly growing fields of health care and life sciences – especially in central Indiana. While this curriculum includes a basic core of public relations and business courses, it also requires unique coursework focused in communication in the health care and life sciences fields.

In order to facilitate these approaches, agreements have been articulated with both the Department of Communication Studies in the IU School of Liberal Arts at IUPUI and with the Kelley School of Business (online).



### Public Relations Core Courses.

All students will be required to take a core of five courses (15 credit hours), four public relations courses (four courses, 12 credit hours) in the School of Journalism and one course in the School of Liberal Arts Communications Studies (one course, 3 credit hours). These five core courses are:

1. C500 Advanced Communication Theory (School of Liberal Arts)
2. J5xx Public Relations Research and Evaluation
3. J528 Public Relations Management
4. J5xx Public Relations Planning
5. J529 Public Relations Campaigns

### Business Core Courses.

All students, regardless of track chosen, will be required to take three business courses (7.5 credit hours), two specifically required and one elective. No business pre-requisites are required for these courses. The two core business courses required are:

1. A501, Accounting Primer (1.5 credit hours)
2. C570 Strategic Marketing Management (3 credit hours)

The business electives are (students select one):

1. C521 Managing Accounting Information for Decision-making
2. C530 Economics for Managers
3. C532 Business and Economics Forecasting
4. C550 Business Law
5. C561 Global Business

### General Electives.

Additional hours (12 credit hours), depending upon area of concentration (general public relations management or health care and life sciences) will be taken either in the School of Journalism or in the School of Liberal Arts Communications Studies Department.

Public relations electives will include:

1. J531 Public Relations for Non-Profit Organizations

2. J563 Public Relations Design
3. J5xx Public Relations Case Studies
4. J554 Science Writing
5. J560 Special Topics in Public Relations
6. J5xx Advertising Theories and Strategies
7. J804 Independent Study
8. J5xx Integrated Marcom in Healthcare\*
9. J5xx Public Relations in the Life Sciences\*

Note: The final two courses in this list are required for students selecting the Health Care and Life Sciences track.

Communication electives from the Department of Communications Studies will include:

1. C520 Advanced Public Communication
2. C526 Effective Media Strategies
3. C580 Advanced Organizational Communication
4. C582 Advanced Intercultural Communication
5. C591 Topics in Applied Communication
6. C592 Advanced Health Communication
7. C594 Communication and Conflict in Organizations

No courses will be offered by other institutions.

Public Relations Courses included in the program:

1. **Public Relations Research and Evaluation:** This course is a survey of simple and scientific research and evaluation techniques for use in organizational social environment research including target public analysis, initial research for public relations campaign and program planning, public relations program effectiveness evaluation, and continuous implementation evaluation for the purpose of facilitating periodic adjustment. This course focuses on applied research techniques such as surveys, both printed and online, interviews, focus groups, Q Sorts, secondary research techniques, and others.
2. **Public Relations Management:** The primary purpose of this course is to provide you with a fundamental knowledge of the organizational structures,

management styles, and problems commonly encountered in the management public relations or advertising firms and the advertising and/or public relations departments in a corporation or government agency. Also examined will be management structures in not-for-profit organizations.

3. **Public Relations Planning:** This course lays the strategic planning groundwork for subsequent courses and serves as the base for all short and long term public relations programs and campaigns. It focuses on strategic planning principles for campaigns and program implementation, crisis planning and communication; public relations research; and case study reviews.

This course provides students with an opportunity to explore and learn the advanced management techniques for public relations programs and campaigns focusing on the use of research and evaluation techniques, development of goals and objectives, segmentation of audiences, development of strategies and tactics, and creation of timelines and budgets. The course also uses the case study method to illuminate and illustrate these concepts. The course provides theoretical and practical experience in public relations project planning and execution.

4. **Public Relations Case Studies:** Using a case study method, this course examines and critically analyses the way public relations problems and challenges have been handled. Students critique both the actual case solutions and explore alternative solutions. This method is designed to facilitate students' ability to find and use the lessons in every-day examples of public relations work that has been done both well and poorly. Students will go one-on-one with challenges and decisions that professionals in our field face daily. The course is designed to engage student's decision-making ability in crisis, strategic and day-to-day problem solving situations.
5. **Advertising Theories and Strategies:** The primary purpose of this course is to provide the student with a fundamental knowledge of the theoretical, conceptual and strategic areas of importance in advertising and integrated marketing communications as related to the importance of creating and maintaining brand identity. This course should contribute to the student's understanding of the role that advertising plays in society and in the marketing process. Secondly, this course is intended to raise the student's awareness of today's industry developments and practices through discussion of current events and critical issues.
6. **Public Relations Campaigns:** Campaign planning using methodologies learned in previous courses and closely following established campaign procedures. The knowledge of this material is consistent with professional work as the basis for the model is also used for Accreditation through the Public Relations Society of America.

This capstone course is designed to allow the student to apply theory and research methodology to actual problem solving. Problem solving ability is the key emphasis of the course and the primary goal. A second goal is to provide an opportunity for the student to apply campaign model methodology to public relations planning to the extent possible so that they will be able to apply the research, theories, planning, and evaluation processes in working conditions which may not provide them with the time to deliberate on and evaluate each step in the way that the classroom provides.

7. **Computerized Publications Design:** Institutional and industrial publications as an important means of internal and external communications. Design and production techniques. Students are provided with opportunities to create a variety of different public relations products.
8. **Public Relations Techniques for Not for Profit Organizations:** The course provides a theoretical and practical foundation in public relations for those considering careers in nonprofit organizations or in fundraising. Specific coursework will involve the public relations campaign process and its relationship to organizational goals and to the specifics of organizational development and fundraising. An additional focus will involve the communications efforts required to maintain relationships with donors, volunteers and key community and industry officials.
9. **Independent Study:** Opportunity for independent reading, research, and experimentation on relevant issues in public relations or journalism. Work with faculty member on individual basis.
10. **Science Writing:** This course is a seminar on perfecting professional writing about science for key publics. It covers the nature of science and science writing, how public relations professionals, journalists and scientists interact, understanding numbers and risk, science writing specialties such as medical reporting, and related topics. The goal is to improve student skills in researching and writing about science, and to deepen student understanding of the issues raised by media coverage of science.
11. **Integrated Marketing Communications in Health Care:** This course is designed to prepare students for senior management positions in hospitals, health care organizations, and the health support industry. It focuses on counseling senior management on unique issues regarding health care communication, unique health care communication problems and challenges, managing the public relations function in health care organizations, and orchestrating public relations campaigns in support of health care organizational goals.
12. **Public Relations in the Life Sciences:** The medical product industry, including pharmaceuticals, medical devices, and medical research, including genetic research, is a special industry that demands unique public relations activities. In addition, it is highly regulated and a complete understanding of

that regulatory environment, and the restrictions – and requirements – on public relations is critical for success of any organization. This course focuses on the unique elements of this industry and provides students not only with an understanding of the industry and its regulatory environment, but also with special understanding of the conduct of public relations in the industry and the management of communication in such organizations.

Course Status:

Of the twelve courses identified above, six are already approved for use. Those six are:

- J528, Public Relations Management
- J531, Public Relations for Not-For-Profit Organizations
- J529, Public Relations Campaigns
- J554, Science Writing
- J804, Independent Study
- J563, Computerized Publications Design

An additional four courses are completely developed, are currently in review for approval by appropriate faculty committees, and should be approved by Spring 2007. They are:

- J5xx, Public Relations Planning
- J5xx, Public Relations Research and Evaluation
- J5xx, Public Relations Case Studies
- J5xx Advertising Theories and Strategies

Two, specialty courses in health care and in the medical device industries, are currently under development by faculty and industry experts and will be fully developed by January 2008 for review and approval by Fall 2008. They are:

- J5xx, Integrated Marketing Communications in Health Care
- J5xx, Public Relations in the Life Sciences

Sample Curriculum: General Public Relations Management (This scenario is predicated on a two-year traditional program.)

Fall

J528 Public Relations Management (3 credit hours)

J5xx Public Relations Research and Evaluation (3 credit hours)

C500 Advanced Communication Theory (3 credit hours)

Spring

J5xx Strategic Public Relations Planning (3 credit hours)

Jxxx Public Relations Elective (3 credit hours) (choice of 8 courses available)

C570 Strategic Marketing Management (3 credit hours)

Summer

J531 Public Relations Elective (3 credit hours) (choice of 8)

A501 Accounting Primer (1.5 credit hours)

Fall

J5xx Public Relations Elective (3 credit hours) (choice of 8 electives)

Cxx Communications Studies elective (3 credit hours) (choice of 8 electives)

Spring

J529 Public Relations Campaigns (3 credit hours)

Cxxx School of Business Elective (3 credit hours) (choice of 5 possible electives)

Sample Curriculum: Public Relations Management in Health Care and Life Sciences (This scenario is predicated on a two-year traditional program.)

Fall

J528 Public Relations Management (3 credit hours)  
J5xx Public Relations Research and Evaluation (3 credit hours)  
C500 Advanced Communication Theory (3 credit hours)

Spring

J5xx Strategic Public Relations Planning (3 credit hours)  
Jxxx Integrated Marketing Communications in Health Care (3 credit hours)  
C570 Strategic Marketing Management (3 credit hours)

Summer

J531 Public Relations Elective (3 credit hours) (choice of 8 electives available, see below)  
A501 Accounting Primer (1.5 credit hours)

Fall

J5xx Public Relations Elective (3 credit hours) (choice of 8 electives available, see below)  
Jxxx Public Relations in the Life Sciences (3 credit hours)

Spring

J529 Public Relations Campaigns (3 credit hours)  
Cxxx School of Business Elective (3 credit hours) (choice of 5 electives, see below)

**4. Describe form of recognition (type of certificate or degree and why, suggested CIP code, language to appear on diploma)**

The degree awarded to those who complete the program will be a Master of Arts in Public Relations Management. The student's diploma will indicate that they have received a Master of Arts from Indiana University.

The institution's suggested CIP code for the program is 09.0902.

**5. List program faculty and administrators**

Faculty will be drawn from the existing faculties of the School of Journalism at both Bloomington and Indianapolis, the Kelley School of Business and the IU School of Liberal Arts at IUPUI, with the extensive use of highly professional and

extremely qualified professionals from the central Indiana area in Public Relations.

Journalism Faculty:

The Program Director for both sequences will be Robert E. Dittmer, M.A., APR, currently Instructor and Public Relations Program Coordinator in the Indiana University School of Journalism at Indianapolis.

School of Journalism faculty supporting the public relations specific curriculum include:

Dr. James W. Brown, MBA, Ph.D., Executive Associate Dean, Indiana University School of Journalism at Indianapolis.

Dr. Lesa Hatley Major, Ph.D., Assistant Professor, Indiana University School of Journalism, Bloomington.

Jim Bright, B.A., Ralph Winslow Visiting Professor, Indiana University School of Journalism, Bloomington.

Robert E. Dittmer, APR, M.A., University Lecturer, Indiana University School of Journalism, Indianapolis.

Elizabeth Wood, J.D., University Lecturer, Indiana University School of Journalism, Bloomington.

Mr. Fred Bagg, M.A., MBA, ABC, APR, Fellow PRSA, associate faculty member, currently Director of Research and Planning for St. Francis Hospitals and Health Services.

Mr. Gregory Clarke, MBA, associate faculty member, currently Senior Communications Associate, Global Product Communications, Eli Lilly and Company.

Ms. Stephanie McFarland, M.A., APR, associate faculty member, and currently Director of Public Affairs, Indiana Department of Revenue.

This faculty will also be supported by graduate faculty from the Kelley School of Business and the Communications Studies Department of the School of Liberal Arts for courses within the realm of their responsibility and purview.

Communications Studies Faculty:

Dr. Catherine Dobris, Ph.D., Associate Professor, currently Graduate Program Director, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. John Parrish-Sprowl, Ph.D., Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis



Dr. Kristina Sheeler, Ph.D. Assistant Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. Sandra Petronio, Ph.D., Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. Linda Bell, Ph.D., Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. Kim White-Mills, Associate Professor, currently Chair, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. Elizabeth Goering, Ph.D., Associate Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. Ronal Sandwina, Ph.D., Assistant Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Dr. Gail Whitchurch, Ph.D., Associate Professor, Communication Studies Department, School of Liberal Arts, Indiana University and Purdue University Indianapolis

Kelley School of Business Faculty:

Richard L. Rogers, Ph.D., Associate Professor of Accounting

Eric N. Johnson, Ph.D., Associate Professor of Accounting

John M. Hassell, Ph.D., OneAmerica Chair and Professor of Accounting

Philip T. Powell, Ph.D., Clinical Associate Professor of Business Economics and Public Policy

Jane Mallor, Ph.D., Eveleigh Professor of Business

Franklin Acito, Ph.D., Professor of Marketing

Thomas Hustad, Ph.D., Professor of Marketing

Steven Kreft, Ph.D., Clinical Professor of Business Economics and Public Policy

Elham Mafi-Kreft, Ph.D., Professor of Business Economics and Public Policy

John Maxwell, Ph.D., Professor of Business Economics and Public Policy

Heejoon Kang, Ph.D., Professor of Business Economics and Public Policy

Frona Powell, Ph.D., Associate Professor of Business Law

Lawrence Davidson, Ph.D., Professor of Business Economics and Public Policy

Andreas Hauskrecht, Ph.D., Clinical Assistant Professor of Business Economics and Public Policy

No new faculty positions will be needed to support this degree program in the first two years. Ultimately, we will add one additional faculty position with expertise in public relations in the health care and/or health product/life sciences industry. Enrollment increases will support this additional faculty position.

**6. Describe needed learning resources**

Existing research facilities and capabilities, library holdings and materials are already consistent with support for this program. It is not anticipated that additional support will be required to support this new program.

**7. Describe other program strengths**

As indicated, this will be an interdisciplinary degree in cooperation with both the Communications Studies Department of the Indiana University School of Liberal Arts at IUPUI as well as with the Kelley School of Business through their Kelley Online offerings. Complete coordination with both academic units is complete and agreements are in place.

This program is specifically designed to enhance and support IUPUI as the Health and Life Sciences campus of Indiana University. Complete support for additional resources from both health care and life sciences industries are available not only through campus entities such as the School of Medicine, School of Dentistry, School of Science, University Hospital, and others, and also through the many business and civic entities in Indianapolis, including BioCrossroads, Eli Lilly and Company, and the many hospitals and life sciences companies now growing in central Indiana.

Its particular strengths are in two distinct areas.

First, health care and life sciences are not only a growing industry nationally and internationally, but also growing significantly in Indiana and Indianapolis. A significant number of new companies and new jobs will be added to the national and local workforces over the coming years.

Second, the emphasis on business courses to prepare managers for senior roles on management teams has been desired for years, yet no advanced program has been designed to meet this need. Indeed, the recently published Report of the Commission on Public Relations Education (November 2006) emphasizes business education at all levels, but especially at the graduate level.

## **B. Program Rationale**

### **1. Institutional factors**

#### Institutional Factors

This degree program, with its emphasis on developing leaders and managers for public relations, continues the campus mission of being the primary source of graduate education in central Indiana as well as supporting the economic development of central Indiana with highly educated managers and leaders for tomorrow's businesses. Programs that prepare leaders and managers for business and industry help make central Indiana a more attractive location for location or relocation and dovetail nicely with the economic development approaches of both Indiana and Indianapolis.

Furthermore, the degree specifically enhances IUPUI's status as a life sciences campus and supports IUPUI's role in helping central Indiana expand in health care and life sciences businesses by providing educated leaders and managers specifically prepared for those industry sectors.

This new program is consistent with the IUPUI Mission Statement and the following IUPUI goals as identified in the 2005 Trustee-approved Mission and Goals Statement:

1. Provide effective professional and graduate programs and support for graduate students and post-doctoral fellows.
2. Conduct world-class research, scholarship and creative activity relevant to Indianapolis, the state and beyond.
3. Intensify commitment and accountability to Indianapolis, Central Indiana and the state.

This proposed program is completely consistent with IUPUI's mission and goals to be the life sciences campus for the Indiana University system.

#### Planning Process Resulting in this Proposal

This proposal has been under construction since spring 2005. The concept was first developed as the School of Journalism in Indianapolis examined its degree and certificate offerings and conducted an initial analysis of the professional marketplace in public relations. With clear indications that a new graduate level degree program in public relations was not only needed in Central Indiana, but also highly desired in the professional population, permission was sought to pursue the development of the proposal from IU School of Journalism Dean Trevor Brown. Dean Brown immediately agreed that Indianapolis was an excellent place to establish such a program and gave approval to proceed.

An initial examination of demand (see below) clearly indicated that a degree program was desired in the professional community. Additional discussions with

faculty, administrators and other public relations professionals illuminated a need for a degree that was specifically designed to accomplish two primary tasks: one, to focus on the preparation of public relations professionals for management positions through advanced education in public relations with incorporation of additional business coursework, and, two, a need was identified for specialty education for future public relations managers in the health and life sciences.

In late 2005, the school established a Public Relations Professional Advisory Committee. This committee, composed of public relations professionals from companies and organizations in central Indiana, is tasked to provide advice and counsel to faculty on professional needs in the public relations profession. Specifically, the committee reviews curriculum and makes recommendations on appropriate content that the profession is expecting in recent college graduates, identifies issues graduates should be knowledgeable concerning, and suggests appropriate approaches to improve the curriculum, extra-curricular activities, and support activities with the goal of improving the preparedness of IUPUI graduates for the professional workforce.

The committee reviewed the proposed degree program and examined the curriculum in significant depth during a meeting in October, 2006. As a result, they whole-heartedly supported and echoed the need for an Indianapolis-based advanced degree in public relations – especially one that incorporated significant business coursework. In addition, they acknowledged that health and life sciences were the single greatest growth area in Central Indiana and a very specialized area of public relations practice that needed academic preparation. During a subsequent meeting in May 2007, the committee members formally endorsed them.

With the publication of *The Professional Bond: Public Relations Education for the 21<sup>st</sup> Century*, a Report of the Commission on Public Relations Education and the Public Relations Society of America in November 2006, further evidence is presented that the profession needs advanced degrees more than ever and that these degree programs must include extensive business coursework for them to provide the necessary preparation for management positions and future employment in the industry.

Research was conducted to determine standard curricula in like public relations graduate programs. Sixteen such programs were examined around the country. Best practices were determined by correlating common course work across the programs and a core of the IUPUI curriculum was adopted based on that research.

The curriculum was then developed with the focus on two tracks: general public relations management and health and life sciences.

As the curriculum was developed, it was determined that an extensive interdisciplinary approach was appropriate from two perspectives: first with course work in the Kelley School of Business, and, second, with course work from the department of Communications Studies in the IU School of Liberal Arts at IUPUI.

Through negotiations with Associate Dean Schmenner in the Kelley School of Business, a series of two required courses and a battery of elective courses was identified to be available to graduate students in the new program. These courses are part of the Kelley MBA curriculum and while they cannot be taken in corpus due to the cohort nature of the Kelley program, they will be available via Kelley Online.

Additional negotiation was conducted with the graduate faculty of the Department of Communication Studies. Initial investigations had indicated that there was existing course work available that could serve the public relations degree program without developing new courses. Through discussions, both departments agree to coordinate courses and Communications Studies agreed to provide access to selected courses jointly identified as appropriate to the new degree, including two required courses and a set of elective offerings for an additional course.

Upon the development of the desired curriculum, it was determined that IUPUI and the School of Journalism was already offering a number of graduate level courses that could be applied to the new degree, resulting in the required development of only five new graduate courses for the program. These courses are all developed and undergoing academic review process at IUPUI. Two of these courses are specialty courses designed specifically for the life science and health professionals in public relations.

### Timeline

This proposal has been submitted in the fall of 2007 for implementation in the fall (August) 2008.

The establishment of a distributed learning model for delivery of the health and life sciences degree curriculum will occur in spring 2008 with graduated implementation in the fall 2008.

### Impact on other programs

This interdisciplinary degree program will bolster student enrollments in courses across the discipline, in business, public relations and in communications studies. There are no other such programs in the Indiana University system. Potential impact with Communications Studies programs have been negotiated and are minimal. Copies of the letters of agreement from each academic unit are at Tab 4.

### Use of existing resources

This proposal and program makes use of all existing resources. Existing courses in the Kelley School of Business, Communications Studies Department and School of Journalism will be used with additional courses in Journalism (Public Relations) developed. Existing faculty and physical assets will be used without additional resources being required to support this new degree program.

## **2. Student Demand (Table 1: Enrollment and Completion Data)**

There is substantial need for this program in the profession and there had been a significant initial demand communicated by existing students for additional degree work at the graduate level.

The Central Indianapolis region is supported by a number of high quality educational institutions. However, none provide this specific degree program. Some professionals have been partly supported in recent years by an extension program operated by Ball State University in Hamilton County. However, this program is resident on the Muncie campus and has never been heavily supported by students. However, the demand is clearly present, with 6-10 students registering for courses each semester. The profession does value advanced degrees at the Master's level.

With an estimated 1,500 public relations professionals operating in Central Indiana, based on membership data from the Public Relations Society of America the International Association of Business Communicators, and the Association of Government Communicators, significant opportunity exists to attract high quality students desiring preparation for supervisory and management positions.

A detailed examination of the membership rosters of local professional communication associations indicates that the public relations professional base in Central Indiana is underrepresented with graduate degrees, with approximately 15 percent with Master's Degrees or above. Of the remaining number, 35 percent are potential candidates for this degree program (446 potential candidates). As the profession continues to grow, so too will this pool of potential candidates.

In addition, the development of the specialized degree curriculum in health and life sciences will attract students from around the nation as we move to the distributed learning model.

## **3. Transferability**

Transfer of credits via this program will be determined as with other such graduate programs and will be consistent with standard procedures within the University Graduate School. It is anticipated that credits earned in this program will be fully transferable within the Indiana University system and other IU campuses.

## **4. Access to graduate and professional programs (NA)**

## **5. Demand and employment factors**

With the extraordinary growth in health care and life sciences in central Indiana, and indeed around the country, it is anticipated that significant employment opportunities will exist for program graduates. Indeed, in a study by Battelle, a nonprofit think tank, published in the report, "Growing the Nation's Bioscience Sector: State Bioscience Initiatives 2006," Indianapolis was ranked fourth in the

country in the development of life science related jobs as recently as April 2006 (BioCrossroads, May 16, 2006). This trend appears to continue through the economic development efforts of the city of Indianapolis and the state of Indiana.

According to BioCrossroads CEO David L. Johnson, 10 percent of jobs in Indiana are already in health care and life sciences, and 20 percent of the tax base is in those industries (*Indianapolis Star*, Jan. 2, 2007). As of the end of 2005, BioCrossroads reported (Annual Report) that Indiana is a “13.6 billion global life science hub and a major engine for economic growth and job creation in the state.”

The “Critical Mass” report from the 2005 Indiana Health Industry Forum, indicates that there are 274,000 jobs in Indiana directly tied to the health and life sciences industry – nearly 10 percent of all jobs in the state.

In looking to the future, the Indianapolis Private Industry Council, Inc. projects that more than 40,000 new jobs in the life sciences will be created between now and 2012 alone (*Inside Indiana Business*, Feb. 28, 2006). This alone suggests a significantly growing demand for additional communication professionals.

Indeed, the pharmaceutical industry is already short qualified public relations professionals, as reported in *Medical Marketing & Media* magazine in September 2004. “Faced with an ever-more challenging communications environment, pharmaceutical companies are struggling to staff their PR departments amidst a shortage of experienced communicators with industry expertise.” This according to Lisa Ryan, senior vice president and managing director of Hayman Associates, an executive search firm specializing in the communications business.

The focus of effort in the curriculum and administration of the program will advance the level of knowledge, skills and abilities of our graduates so as to qualify them for both existing and new jobs in this sector.

## **6. Regional, state and national factors**

- i. There are no comparable programs now serving Indiana. Indiana University does not currently offer a graduate degree of any kind focused on public relations.
- ii. While Ball State University currently offers a series of public relations graduate degrees, none specialize in public relations management with a core of business courses. Moreover, the health and life sciences approach is unique in the state.

In surrounding states, research indicates the following:

- In Illinois, Northwestern University, a private college outside of Chicago (Evanston), offers a degree in Integrated Marketing Communication, and DePaul University, another private institution,

offers a Master of Arts in Public Relations and Advertising. Neither is similar to the proposed degree.

- In Michigan and Kentucky, research uncovered no graduate degree programs specifically in public relations.
  - In Ohio, Franklin University, a private institution in Columbus, Ohio, offers a graduate degree in Public Relations.
- iii. There are no national or regional professional accrediting or licensing requirements for the practice of public relations. Public Relations is not licensed either nationally or locally.

However, the Public Relations Society of America has recently established a set of guidelines for graduate education in public relations. These guidelines, published as *The Professional Bond: Public Relations Education for the 21<sup>st</sup> Century* by The Commission on Public Relations Education in November 2006, were used extensively in developing the curriculum for these degree paths.

Significantly, the Commission recommended that "...graduate public relations education should be an academic area of study with interdisciplinary focus (communication, management and behavioral science), or an academic area with a management focus."

The proposed programs fulfill both directions recommended by the Commission. In addition, all major areas of curriculum recommended by the Commission are represented in the proposed curriculum for this degree program.

### **C. Program Implementation and Evaluation/Assessment**

#### Implementation.

This program will begin implementation in the spring of 2008 with the launching of formal courses and promotions for the degree. During fall 2007, selected courses will be offered to test concept and execution, and all courses will complete campus approvals.

It is anticipated that beginning Spring 2008, standard course offerings and sequences as identified in this proposal will be established as a consistent course sequence offering, as well as the courses offered by Communications Studies and Kelley Online will become consistent offerings allowing students to matriculate through the system in a timely and predictable fashion.

#### Evaluation/Assessment.

##### *Assessing Student Learning Outcomes*

Student learning outcomes will be assessed both quantitatively and qualitatively. Specific learning outcomes will be evaluated in individual courses through in-class discussions,



quizzes, exams, extensive written assignments and project work. The School of Journalism will maintain and routinely evaluate quantitative data on student enrollment, graduation rates and retention.

Graduating students will be required to complete a survey and participate in exit interviews prior to graduation. With the continuing development of the e-portfolio system, the school will be able to include this tool in its evaluation schema.

In addition, the Public Relations Professional Advisory Committee will review the program twice annually for general efficacy in the marketplace and in detail regarding curriculum. Members of this committee will annually be asked to participate in the exit interviews and provide their observations of outcomes. Tracking of graduate outcomes will include post-graduate employment data, professional contributions and achievements, promotions, etc.

Finally, surveys will be issued to each graduate at one, three, and five years after graduation to continue to assess the efficacy of the program. Surveys will be used to assess student outcomes, graduate perspectives on course valuation, and solicit recommendations for program improvement

### *Assessing Program Outcomes*

As is normal at IUPUI, program reviews of this and all School of Journalism programs will be conducted on a regular and recurring basis.

In addition, a systematic review of this degree program will be accomplished every three years and the results reviewed by the Advisory Committee. Review criteria is derived from *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, by R. Dickeson (1999), San Francisco: Jossey-Bass.

That criteria includes the following:

#### 1. History, Development, and Expectations of the Program

- Why was the specialty established?
- What were the original expectations of the specialty (target audience, anticipated enrollment numbers, identified survival threshold, stakeholders, etc.)? Have these expectations been met? Have these expectations changed?
- What were the initial origins of support?
- What is the visibility of the program?
- What is the maturity level of the program (new, still developing, fully mature?)

#### 2. External Demand for the Program

- National demand data for the specialty (national program enrollment data)
- Local demand trend for specialty (past five years of trend data)
- How is the demand being met by competing institutions in our catchment (state) area? Are they experiencing similar enrollment trend data?
- What is the potential (documented potential) for future enrollment?
- What are the characteristics of the students who enroll in the program?

- What other forces in the external environment might affect enrollment in this program?

### 3. Internal Demand for the Program

- Does this specialty offer courses in which students from other campus external majors enroll? If so, what are the enrollment numbers from those students?
- Is there potential for future internal demand for the specialty?
- What is the degree of dependence the SOJ has on this specialty?

### 4. Quality of Program Inputs and Processes

- Faculty: What is the proportion of faculty in the specialty with terminal degrees, certification, years of experience in the specialty, scholarly contributions? How available are qualified faculty? If the program is to be retained or expanded, what are the potential faculty resources to recruit and retain? How do the faculty compare against faculty at peer institutions?
- What percentage of the instruction within the specialty is provided by full-time faculty?
- Students: What are the qualifications of the students admitted to the specialty? What is the retention rate of students? How timely do the students complete the program and graduate?
- Curriculum: To what extent does the curriculum meet the learning needs of the students? When was the last curriculum review and revision of the specialty conducted? How does the curriculum of this specialty compare to the curriculum of peer institutions?
- Adaptability to Technology: To what degree has the specialty taken advantage of technology to enhance learning and teach students the technology skills required to function in today's practice environment?
- Equipment, resources (including software, library resources), and facilities: Are the physical resources and facilities required for delivery of the specialty current and adequate?
- What additional resources are needed, if any, to raise the program's level of quality?

### 5. Quality of Program Outcomes

- What are the achievements of students – certification, scholarly accomplishments, and success in finding employment in area of specialty?
- What are the achievements of faculty in the specialty – in terms of teaching effectiveness, research/scholarship related to the specialty, recognition of public service?
- How has the specialty brought recognition to the school, university?
- What outcome results can be documented for the specialty? Is there any external validation of the outcomes?
- What is the extent of satisfaction of students, alumni, and employers?

#### 6. Size, Scope, and Productivity of the Program

- How many students are enrolled in the specialty?
- How many faculty and staff are assigned to the specialty FTE's?
- What other resources are required to deliver the program?
- What is the number of credit hours generated?
- How many degrees (or certificates) are awarded annually in the specialty?
- Are the size, scope, and productivity of the program sufficient to effectively conduct the program?
- Are there opportunities for restructuring the program?

#### 7. Revenue and other Resources Generated by the Program

- Enrollments – what internal subsidies are appropriate for the program based upon the student enrollment numbers attracted by the specialty?
- Research and program grants – what grant funding has the specialty generated for itself? Indirect costs? How reliant is the school on this source of funds?
- Has the institution been the recipient of any development funds because of the specialty?
- Has the specialty attracted any equipment funds/grants? Do other programs benefit from these resources?
- Are any funds generated by special fees to help offset cost of program?
- Any potential or anticipated funds for the specialty in the pipeline?
- Any partnerships with other agencies that are beneficial to the school?

#### 8. Costs and other Expenses Associated with the Program

- What are the costs (direct and indirect) associated with delivering this specialty?
- Are there ways to more efficiently deliver the specialty?
- What additional investment in new resources for the specialty would be necessary to maintain or increase quality of the specialty?

#### 9. Impact, Justification, and Overall Essentiality of the Program

- What impact has the specialty had or is likely to have?
- What are the benefits to the school as a result of offering this specialty?
- What is the relationship (fit) between the mission of the school and the mission of this specialty?
- How essential is this specialty to the school or other programs within the institution?
- Does this specialty respond to a unique societal need that the institution values?
- To what degree does this specialty help the school of journalism differentiate itself from other peer schools?

## 10. Opportunity Analysis of the Program

- What opportunities exist for the program that may not have been considered?
  - From the external environment?
  - To increase productivity?
  - Possible cost-containment measures due to restructuring or reshaping of specialty or delivery?
  - Innovations with curriculum and course offerings?
  - Eliminate any duplication or redundancy of offerings?
  - Any other opportunities?

### **D. Tabular Information: (attached)**

1. Enrollment and Completion Data
2. Total Program Direct Costs and Sources of Program Revenues
3. New Program Proposal Summary
4. Letters of Agreement with Academic Units



**Table 2:****Total Direct Program Costs and Sources of Program Revenue**

	Year 1		Year 2		Year 3		Year 4		Year 5	
	FTE	2008-9	FTE	2009-10	FTE	2010-11	FTE	2011-12	FTE	2012-13
<b>A. <u>Total Direct Program Costs</u></b>										
i. Existing Departmental Faculty Resources	.4	\$20,000	.4	\$20,000	.7	\$30,000	1.0	\$52,000	1.0	\$52,000
ii. Other Existing Resources		\$0		\$0		\$0		\$0		\$0
iii. Incremental Resources		\$0		\$0		\$0		\$0		\$0
iv. <b>TOTAL</b>		<b>\$20,000</b>		<b>\$20,000</b>		<b>\$30,000</b>		<b>\$52,000</b>		<b>\$52,000</b>
<b>B. <u>Sources of Program Revenue</u></b>										
i. Reallocation		\$0		\$0		\$0		\$0		\$0
ii. New-to-Campus Student Fees		\$13,593		\$33,982		\$67,965		\$95,151		\$101,947
iii. Other (non-state)		\$0		\$0		\$0		\$0		\$0
iv. New State Appropriations		\$0		\$0		\$0		\$0		\$0
v. <b>TOTAL</b>		<b>\$13,593</b>		<b>\$33,982</b>		<b>\$67,965</b>		<b>\$95,151</b>		<b>\$101,947</b>

**Table 1:**  
**Enrollment and Completion Data**  
**Annual Totals by Fiscal Year**

	<b>Year 1 2008-9</b>	<b>Year 2 2009-10</b>	<b>Year 3 2010 -11</b>	<b>Year 4 2011-12</b>	<b>Year 5 2012-13</b>
<b>A. PROGRAM CREDIT HOURS GENERATED</b>					
1. Existing Courses	30	75	150	210	225
2. New Courses	30	75	150	210	225
TOTAL	60	150	300	420	450
<b>B. FULL-TIME EQUIVALENTS (FTE's)</b>					
1. Generated by Full-time Students					
2. Generated by Part-time Students					
TOTAL					
<b>C. PROGRAM MAJORS (Headcount)</b>					
1. Full-time Students	10	15	25	30	30
2. Part-time Students	0	10	25	40	45

**Table 3:**

**New Program Proposal Summary**

1. Prepared by Institution

Institution/Location: Indiana University Purdue University Indianapolis  
Program: Master of Arts in Public Relations  
Proposed CIP Code: 09.0902  
Base Budget Year: 2007

	<b>Year 1 2008-9</b>	<b>Year 2 2009-10</b>	<b>Year 3 2010 -11</b>	<b>Year 4 2011-12</b>	<b>Year 5 2012-13</b>
Enrollment Projections (Headcount)	10	25	50	70	75
Enrollment Projection (FTE)					
Degree Completions Projection	0	7	12	25	35
New State Funds Requested (Actual)	0	0	0	0	0
New State Funds Requested (Increases)	0	0	0	0	0

2. Prepared by Commission on Higher Education

	<b>Year 1 2008-9</b>	<b>Year 2 2009-10</b>	<b>Year 3 2010 -11</b>	<b>Year 4 2011-12</b>	<b>Year 5 2012-13</b>
New State Funds to be Considered for Recommendation (Actual)					
New State Funds to be Considered for Recommendation (Increases)					



**NOTE to Steve Keucher:**

**These are my best projections for student enrollment.**

	<b>Year 1 2008-9</b>	<b>Year 2 2009-10</b>	<b>Year 3 2010 -11</b>	<b>Year 4 2011-12</b>	<b>Year 5 2012-13</b>
Enrollment Projections (Total Headcount)	10	25	50	70	75
Enrollment Projection (FTE)					
Degree Completions Projection	0	7	12	25	35
Indiana Residents vs. Out of state residents	10/0	20/5	40/10	50/20	50/25
Full time vs. Part Time students	5/5	10/15	20/30	25/45	25/50