

ACADEMIC AFFAIRS COUNCIL

AGENDA ITEM: 4.A (1) (c)

DATE: April 3, 2013

SUBJECT: New Program – SDSU Masters of Mass Communication

South Dakota State University has submitted a proposal for a Master of Mass Communication. The Board approved an intent to plan at the 2012 December meeting. The degree targets mid-career professionals in journalism, advertising, and public relations. The proposal notes that the Master of Mass Communication (MMC) is becoming the national standard for degrees in journalism, public relations and advertising.

The proposal addresses South Dakota employer demand for graduates and expected student demand for the program.

The proposed program supports the system strategic goals (Policy 1:21): expand graduate education; contribute to workforce development by expanding programs to meet workforce needs.

SDSU requests authorization to deliver this entire program online. The intended start date is fall 2013.

The Executive Director waived the external review because the proposed Master of Mass Communication will replace a specialization within the M.S. in Communication Studies and Journalism and will use existing courses.

The University does not request new state resources or new student fees to fund the program. The program will be supported with self-support tuition revenue.

RECOMMENDED ACTION


Provide comments and concerns to Paul Gough.

**South Dakota Board of Regents
New Graduate Degree Program**

University:	South Dakota State University
Proposed Graduate Program:	Mass Communication
Degree:	Master of Mass Communication
Existing or New Degree(s):	New Degree
Intended Date of Implementation (term):	Fall 2013
Proposed CIP code:	09.0102) Mass Communication/Media Studies
University Department	Journalism and Mass Communication
University Division	Arts and Sciences

University Approval

To the Board and the Executive Director: I certify that I have read this proposal, that I believe it to be accurate, and that it has been evaluated and approved as provided by university policy.


 _____ 1-23-2013
 President of the University Date

After approval by the President, a signed copy of the proposal should be transmitted to the Executive Director. Only after Executive Director review should the proposal be posted on the university web site and the Board staff and the other universities notified of the URL.

1. What are the purposes of the proposed program?

South Dakota State University requests approval for a Master of Mass Communication degree. The proposed degree targets mid-career professionals in journalism, advertising, and public relations. The program is designed to build on students' current level of experience and skills, making them more marketable in their fields and providing them with an advanced knowledge base and skills to move forward professionally. In fall 2012, there were 35 online students enrolled in the existing program (specialization within current M.S. in Communication Studies and Journalism). With a new degree specifically designed for working professionals, the University expects continued high enrollments.

The University requests authorization to deliver the program in an online format (self-support). Online delivery will allow professionals across the state and region to earn a degree without commuting or relocating to Brookings. The University does not request new state resources or new facilities to support the program. The program will be supported with self-support tuition and redirection of existing resources.

The proposed program supports the Board of Regents strategic goals (Policy 1:21):

- Economic Development & Quality of Life: Contributes to workforce development and quality of life by expanding academic programs to meet our future workforce needs, offering off-campus and online programs.

A Masters of Mass Communication will prepare students for the increasingly competitive workforce and changing discipline in mass communications.

Expected Student Demand for the Program

Journalism is a keenly competitive industry undergoing seismic changes as traditional print journalism transforms in the digital age. In the past few years, applications to masters programs have increased dramatically at top tier universities like Columbia University (up 38%) and Stanford (up 24%). The same is true at state schools like University of Colorado (up 11%) and University of North Carolina (up 14%). At SDSU, we have seen requests from prospective students increase from around one or two a month in 2009 to one or two per week in 2012. For students who enrolled in our current online MS program, 50 percent come from the I-29 corridor. One-quarter of the students come from other parts of South Dakota and is equally divided between East and West River. The final quarter comes from 20 different states across the country that range from Florida to Washington. Another pool of potential students is made up of the 50 to 60 students who graduate from our undergraduate program each year.

Daktronics, Sanford Health and Avera Health Systems all provide tuition assistance programs for students seeking master's degrees in journalism, advertising and public relations. Many of the out-of-state students also receive assistance from their employers or the US Military.

Employer Demand for Graduates

According to the United States Department of Labor Bureau of Labor Statistics (<http://www.bls.gov/ooh/management/home.htm>), employment of public relations specialists is expected to grow 23 percent from 2010 to 2020, faster than the average for all occupations. Employment of public relations managers is expected to grow 16 percent from 2010 to 2020, about as fast as the average for all occupations. Growth of both will be driven by the need for organizations to maintain their public image in a high-information age and with the growth of social media. Employment opportunities for health care public relations specialists should grow faster than the average for all occupations. There is an expected increase of 21–35 percent in the number of jobs that will become available.

Employment of advertising, promotions, and marketing managers is expected to grow 14 percent from 2010 to 2020, as fast as the average for all occupations. Advertising, promotions, and marketing will continue to be essential for organizations as they seek to maintain and expand their share of the market.

South Dakota employers agree with the national picture and say that they want graduates with the knowledge and skills the MMC will provide:

“The Master’s program in Mass Communication and Journalism at South Dakota State University is important for individual employees to continue their education and professional development. At Daktronics, we value continuing education and believe that SDSU’s work in developing this advanced avenue for learning is an important method through which our employees can continue to grow and meet the rising challenges we face in the marketing and communications field.”

Angela Hatton, Marketing Manager, Schools & Theatre, Daktronics

“The online master’s program is a terrific fit for newspaper journalists working at weekly and daily newspapers in South Dakota. It allows them to further their education while still fulfilling their professional careers and personal lives. I’ve heard from South Dakota editors and reporters who have expressed their appreciation for this program. Without it, they would be forced to choose between continuing to work in the field or give up their job and move elsewhere to pursue a master’s degree.”

Dave Bordewyk, General Manager at South Dakota Newspaper Association

“In the past two years, the SDSU Foundation had two members of its management team finish their master’s degrees. One would not have been possible without the option for online coursework. As an organization that supports higher education, we encourage employees to consider those opportunities. We strongly support the expansion of the online master’s program that’s being proposed and believe the SDSU Foundation and other employers would benefit from the deeper talent pool that this would create.”

Steve Erpenbach, President and CEO, the SDSU Foundation

According to the SDSU Career Center, in the last five years, there have been 325 inquiries from employers with positions available to candidates with a master’s degree in journalism, advertising and public relations. Sixty-two percent of them have been from South Dakota, and another 20 percent are from Minnesota or Iowa. One-quarter of the employers are from the business or financial sector, and another quarter come from the agricultural sector. Education and communications employers account for the next 20 percent.

Students who have recently earned masters degrees from SDSU are now employed at: Avera Health Systems, Sanford Health, Daktronics, Lawrence and Schiller, South Dakota Rural Electric Association, Sioux Valley Energy, the Pierre Capitol Journal and the Black Hills Pioneer.

Lee B. Becker at the James M. Cox Jr. Center for International Mass Communication Training and Research located in the Grady College of Journalism & Mass Communication at University of Georgia conducts the Annual Survey of Journalism & Mass Communication Graduates (www.grady.uga.edu/annualsurveys/). This annual study monitors the employment rates and salaries of bachelor’s and master’s degree graduates of journalism and mass communication programs in the United States in the year after graduation. The study found that by Oct. 31, 2011, 88 percent of the master’s degree recipients were employed or in graduate school. The median starting salary was \$40,000.

The United States Department of Labor’s Bureau of Labor Statistics Occupational Outlook Handbook for 2010 (<http://www.bls.gov/ooh/>) says that the median salaries for public relations specialists and managers is \$57,550 per year. Advertising managers’ median salary is \$87,650, and editors’ median salary is \$51,470.

University Mission and Priority

The statutory mission of South Dakota State University is provided in SDCL 13-58-1:

Designated as South Dakota's land-grant university, South Dakota State University, formerly the state college of agriculture and mechanical arts, shall be under the control of the Board of Regents and shall provide undergraduate and graduate programs of instruction in the liberal arts and science and professional education in agriculture, education, engineering, home economics, nursing and pharmacy, and other course or programs as the Board of Regents may determine.

The journalism program has a long history of conferring master's degrees.

- The first SDSU master's degree in journalism was offered in 1956.
- South Dakota State University currently offers a Master of Science in Communication Studies and Journalism with a specialization in journalism.
- The Board of Regents authorized SDSU to deliver the Journalism specialization of the M.S. in Communication Studies and Journalism (MSCSJ) online in 2009 April.

SDSU also has a long history of producing graduates in its undergraduate journalism and mass communication programs. The department, founded as the Department of Printing and Rural Journalism, has offered a bachelor's degree in journalism since 1930 and in advertising since 2011. The department was among the first in the country to be accredited in 1948 when the Accrediting Council of Journalism and Mass Communication was formed. The undergraduate program has been continuously accredited since that time. The M.S. in Communication Studies and Journalism, with specialization in journalism degree delivered online, first sought accreditation in 2012, and is provisionally accredited.

2. Rationale

A. If a new degree is proposed, what is the rationale?

A new degree, the Master of Mass Communication, is proposed. The University offers other master's degrees (including M.S. and M.A.). The rationale for the Master of Mass Communication is that the MMC is becoming the national standard for professional degrees in journalism, public relations, and advertising and is currently offered at Arizona State University, Louisiana State University and the University of South Carolina, among others.

B. What is the rationale for the curriculum?

ACEJMC has designated the coursework and competencies that the curriculum must include for professional master's programs. To specifically address these competencies, the online program coursework must be separate and distinct from the on-campus academic master's program. A separate, professional master's degree program and coursework will address the professional needs of the online master's students and comply with the directives from ACEJMC.

C. Demonstrate that the curriculum is consistent with current national standards.

Complete the tables below and explain any unusual aspects of the proposed curriculum.

To be accredited by the Accrediting Council for Education in Journalism and Mass Communication, a program must be in compliance with nine standards.

- Standard 1. Mission, Governance and Administration
- Standard 2. Curriculum and Instruction
- Standard 3. Diversity and Inclusiveness
- Standard 4. Full-Time and Part-Time Faculty
- Standard 5. Scholarship: Research, Creative and Professional Activity
- Standard 6. Student Services
- Standard 7. Resources, Facilities and Equipment
- Standard 8. Professional and Public Service
- Standard 9. Assessment of Learning Outcomes

Standard 2. Curriculum and Instruction requires that units seeking accreditation must “provide a curriculum and instruction that enable students to learn the knowledge, competencies and values the Council defines for preparing students to work in a diverse global and domestic society.” ACEJMC also designates two separate criteria for units seeking accreditation for a professional master’s program:

- At least half of the required credit hours are in either professional skills or that integrate theory and skills appropriate to professional communication careers.
- Instruction and curricular requirements for professional graduate students are more advanced and rigorous than for undergraduate students, including courses open to both undergraduate and graduate students.

For the proposed MMC curriculum, five of the eight required courses are skills courses, and six of the eight electives are skills courses. In addition to the five required skills courses, students must select two elective skills courses. Thus, students complete a minimum of 20 credits of skills courses, at least 55 percent of the 32 credits required for the degree.

Three courses in the MMC are dual listed and, therefore, theoretically available to undergraduate students. However, for these three courses, separate sections for graduate students are offered that are not open to undergraduates. These graduate sections have unique and more rigorous assignments and grading criteria.

D. Summary of the Degree (*modify table as needed*)

MMC, Master's of Mass Communication	Credit Hours	Percent
Required courses, all students	17	53
Electives	15	47
Total required for the degree	32	100

Required Courses

Prefix & Number	Course Title	Credit Hours	New (yes, no)
MCOM 705	Introduction to Media Practice and Strategy	3	Yes*
MCOM 710	Cross-Platform Storytelling	3	Yes*
MCOM 730	Media Law Case Studies	3	Yes*
MCOM 746	Cross-Platform Campaigns	3	Yes*
MCOM 788	Master's Research Problem or Project	2	No
MCOM 786	Conducting Professional Research	3	Yes

*These new courses were approved at the December 2012 Board of Regents meeting.

Elective Courses in the Program: List courses that may be taken as electives in the program. Indicate any new courses to be added specifically for the major. (*If the list of existing courses is long, it may be provided as an appendix.*)

Prefix & Number	Course Title	Credit Hours	New (yes, no)
MCOM 513	International Media	3	No
MCOM 519	Women in Media	3	No
MCOM 574	Media Administration and Management	3	No
MCOM 615	Opinion Writing	3	No
MCOM 617	History of Journalism	3	No
MCOM 653	Mass Communication Teaching Methods	3	No
MCOM 742	Health Campaigns	3	Yes*
MCOM 760	Social Marketing for Health and Behavioral Change	3	Yes*
MCOM 785	Health Journalism	3	Yes*
MCOM 794	Internship	1-3	No

*These new courses were approved at the December 2012 Board of Regents meeting.

3. Student Outcomes & Demonstration of Individual Achievement

A. What specific knowledge and competencies, including technology competencies, will all students demonstrate be able to demonstrate before graduation? *The knowledge and competencies should be specific to the program and not routinely expected of all university graduates. Complete Appendix A – Outcomes using the system form. Outcomes discussed below should be the same as those in Appendix A.*

1. Understand and apply the principles and laws of freedom of speech and press for the country in which the institution that invites ACEJMC is located, as well as receive instruction in and understand the range of systems of freedom of expression around the world, including the right to dissent, to monitor and criticize power, and to assemble and petition for redress of grievances;
2. Demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
3. Demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications;
4. Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society;
5. Understand concepts and apply theories in the use and presentation of images and information;
6. Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
7. Think critically, creatively and independently;
8. Conduct research and evaluate information by methods appropriate to the communications professions in which they work;
9. Write correctly and clearly, in forms and styles appropriate for the communications professions, audiences and purposes they serve;
10. Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
11. Apply basic numerical and statistical concepts;
12. Apply tools and technologies appropriate for the communications professions in which they work.

Each of the 12 competencies is covered in at least two of the required courses, and all are reinforced many times across the elective courses. (See Appendix A.)

B. What national instruments (examinations) are available to measure individual student achievement in this field?

There are no national exams for this field.

C. How will mastery by individual students be demonstrated? Describe the specific examinations or processes to be used. This is to include external measures.¹ What will be the consequences for students who do not demonstrate mastery?

Students must earn at least a B average in their coursework and successfully complete and defend a professional master's project. Students work closely with a faculty adviser to ensure they are ready and have a strong project before their defense. If a student does not pass his or her defense, he or she is required to rework their project based on the committee's suggestions and requirements and defend it again. Following the defense of the project, each student must also successfully complete an oral examination based on coursework completed during the master's program.

The program will also be assessed by a panel of media professionals each year. Using a rubric and scale, learning objectives will be assessed for projects to verify that graduates have attained a high level of competence. Aggregated findings for each objective will be used to identify weakness in the graduating cohorts mastery. The faculty will make adjustments to the curriculum to address any weaknesses or concerns raised in the process.

4. What instructional approaches and technologies will be used to teach courses in the program? This refers to the instructional technologies used to teach courses and NOT the technology applications students are expected to learn.

All courses are delivered via the SDBOR learning management system, Desire2Learn. Instruction includes content delivered via online video, weekly use of the discussion board in D2L, colleague critiques through Web 2.0 tools and other applications available in the SDSU Active Learning Cloud.

5. Did the University engage any developmental consultants² to assist with the development of the curriculum? Were any professional or accrediting associations consulted during the development of the curriculum? What were the contributions of the consultants and associations to the development of curriculum? See also section 11 below.

Trevor Brown, the former dean of the Indiana University School of Journalism, was engaged as an outside consultant in 2010. He was recommended by the director of ACEJMC, the national accrediting body, as the premier consultant on accreditation of master's professional programs. Brown reviewed the online master's curriculum and assessment, made recommendations for changes and encouraged the department to seek accreditation for the program through the Accrediting Council for Education in Journalism and Mass Communication. He cautioned that the department may receive provisional accreditation because the program is so new, and it would take some time to separate the academic and professional programs.

¹ What national examination, externally evaluated portfolio or student activity, etc. will be used to verify that individuals have attained a high level of competence and identify those who need additional work?

² Developmental consultants are experts in the discipline are hired by the university to assist with the development of a new program (content, courses, experiences, etc.). Universities are encouraged to discuss the selection of developmental consultants with Board staff. See section 11 below.

6. Are students in the program expected to be new to the university, redirected from other programs or both? Complete the table and explain how the estimates were developed.

Master of Mass Communication Estimates	Cr hrs/ student/ FY	Fiscal Years*			
		1 st FY14 Fall 2013	2 nd FY15 Fall 2014	3 rd FY16 Fall 2015	4 th FY17 Fall 2016
<i>Students</i>					
New to the university (1st year)	16	15	15	15	15
From Existing M.S. (2nd year)***	16	15			
Continuing (2nd year)	16	<u>0</u>	<u>15</u>	<u>15</u>	<u>15</u>
Total students in the program		30	27	27	27
<i>Credit Hours</i>					
New to the university (1st year)		240	240	240	240
From Existing M.S. (2nd year)		240			
Continuing (2nd year)			<u>240</u>	<u>240</u>	<u>240</u>
Program credit hours, major courses**		480	480	480	480
Graduates Projected		10	10	10	10

* Do not include current fiscal year.

** This is the total number of credit hours generated by students in the program in the required or elective program courses. The same numbers are used in Appendix B – Budget.

*** Students already enrolled in our department's online MS who will move to the new MMC professional program.

The enrollment estimates are based on the numbers of students who have enrolled in the online portion of our existing M.S. over the last three years.

7. If program accreditation is available, identify the organization and explain whether accreditation is required or optional, the resources required, and the University's plans concerning the accreditation of this program.

The Accrediting Council for Education in Journalism and Mass Communication (ACEJMC) is the accrediting body for Journalism and Mass Communication programs. The undergraduate program has been continuously accredited by ACEJMC since 1948, the first year that they offered accreditation. The University proposed the M.S. in Communication Studies and Journalism, delivered online for accreditation in Fall 2011, at the same time as the undergraduate reaccreditation. The online M.S. degree was granted provisional accreditation and will be revisited and reevaluated after two years' time. The SDSU online journalism master's program was the first professional program offered exclusively online to be considered for ACEJMC accreditation.

In 2014, an ACEJMC return visit and subsequent report will determine whether the department is in full compliance with the curriculum standards and has graduated a sufficient number of students for valid assessment. A positive outcome of the 2014 visit and report and subsequent council vote will mean full accreditation to the professional master's degree with the program's reaccreditation scheduled for 2018.

8. Does the University request any exceptions to any Board policy for this program? Explain any requests for exceptions to Board Policy. If no exceptions are requested, enter "None."

None.

9. Program Delivery

A. Does the University request authorization to deliver this entire program at any off-campus locations?

No. The University does not request authorization to deliver this program at any off-campus location.

B. Does the University request authorization to deliver this entire program by distance technology? If yes, identify delivery method(s) and intended start date(s).

Yes. The University requests authorization to deliver this program online. The intended start date is fall 2013.

C. Include off-campus tuition and site or delivery costs in the next section and in Appendix B. If off-campus or distance delivery authorization is not requested, enter "None."

10. Costs, Budget and Resources

A. Explain the amount and source(s) of any one-time and continuing investments in personnel, professional development, release time, time redirected from other assignments, instructional technology & software, other O&M, facilities, etc. needed to implement the proposed program. Address off-campus or distance delivery separately.

A program budget is provided as Appendix B.

No changes in personnel, professional development, release time, redirected time, instructional technology or O&M are proposed. The MS in Communication Studies and Journalism – Journalism specialization has been operating successfully as an online program since 2009, and the proposed new program simply reconfigures the online portion within the existing resource parameters.

11. Board Policy 2:1: "Proposals for new graduate programs shall be evaluated by independent consultants retained by the Board." Provide the names, telephone numbers, and URLs of professional organizations, accrediting bodies, and journals (editors) who may be able to assist the Board staff with the identification of consultants

The Executive Director waived the external review because the proposed Master of Mass Communication will replace a specialization within the M.S. in Communication Studies and Journalism and will use existing courses.

Appendix A
Individual Student Outcomes and Required Courses

Individual Student Outcome	Required Program Courses that Address the Outcomes*					
	MCOM 705*	MCOM 710*	MCOM 730*	MCOM 746*	MCOM 788*	MCOM 786*
Understand and apply the principles and laws of freedom of speech and press for the country in which the institution that invites ACEJMC is located, as well as receive instruction in and understand the range of systems of freedom of expression around the world, including the right to dissent, to monitor and criticize power, and to assemble and petition for redress of grievances;	X		X			
Demonstrate an understanding of the history and role of professionals and institutions in shaping communications;	X		X	X		
Demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications;		X		X	X	X
Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society;		X		X	X	X
Understand concepts and apply theories in the use and presentation of images and information;		X		X	X	
Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;	X		X	X	X	X
Think critically, creatively and independently;	X	X	X	X	X	X
Conduct research and evaluate information by methods appropriate to the communications professions in which they work;			X	X		X
Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;	X	X	X	X	X	X
Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;	X	X	X	X	X	X
Apply basic numerical and statistical concepts;				X	X	X
Apply tools and technologies appropriate for the communications professions in which they work.	X	X		X	X	X

South Dakota State University, Master of Mass Communication in Mass Communication

1. Assumptions

		1st FY14	2nd FY15	3rd FY16	4th FY17
<i>Headcount & hours from proposal</i>					
Fall headcount (see table in proposal)		30	30	30	30
Program FY cr hrs, State-Support		0	0	0	0
Program FY cr hrs, Self-Support		480	480	480	480
Faculty, Regular FTE	See p. 2	1.50	1.50	1.50	1.50
Faculty Salary & Benefits, average	See p. 2	\$81,440	\$81,440	\$81,440	\$81,440
Faculty, Adjunct - number of courses	See p. 2	2	2	2	2
Faculty, Adjunct - per course	See p. 2	\$3,732	\$3,732	\$3,732	\$3,732
Other FTE (see next page)	See p. 2	0.00	0.00	0.00	0.00
Other Salary & Benefits, average	See p. 2	\$7,877	\$7,877	\$7,877	\$7,877

2. Budget

<i>Salary & Benefits</i>					
Faculty, Regular		\$122,160	\$122,160	\$122,160	\$122,160
Faculty, Adjunct (rate x number of courses)		\$7,464	\$7,464	\$7,464	\$7,464
Other FTE		\$0	\$0	\$0	\$0
S&B Subtotal		\$129,624	\$129,624	\$129,624	\$129,624
<i>Operating Expenses</i>					
Travel		\$1,000	\$1,000	\$1,000	\$1,000
Contractual Services		\$0	\$0	\$0	\$0
Supplies & materials		\$500	\$500	\$500	\$500
Capital equipment		\$0	\$0	\$0	\$0
OE Subtotal		\$1,500	\$1,500	\$1,500	\$1,500
Total		\$131,124	\$131,124	\$131,124	\$131,124

3. Program Resources

SELF-support tuition/hr, net	GR	\$337.85	\$337.85	\$337.85	\$337.85
Self-support tuition revenue	hrs x net	\$162,168	\$162,168	\$162,168	\$162,168
STATE-support tuition/hr, net of HEFF	GR	\$157.45	\$157.45	\$157.45	\$157.45
State-support tuition revenue	hrs x net	\$0	\$0	\$0	\$0
Program fee per credit hour (if any)	\$0.00	\$0	\$0	\$0	\$0
Program fee per semester (if any)	\$0.00	\$0	\$0	\$0	\$0
University redirections		\$0	\$0	\$0	\$0
Community/Employers		\$0	\$0	\$0	\$0
Grants/Donations/Other		\$0	\$0	\$0	\$0
Total Resources		\$162,168	\$162,168	\$162,168	\$162,168

South Dakota State University, Master of Mass Communication in Mass Communication

Resources Over (Under) Budget	\$31,044	\$31,044	\$31,044	\$31,044
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Provide a summary of the program costs and resources in the new program proposal.

South Dakota State University, Master of Mass Communication in Mass Communication

Estimated Salary & Benefits per FTE	Faculty	Other
Estimated salary (average) - explain below	\$64,427	\$0
University's variable benefits rate (see below)	0.1418	0.1418
Variable benefits	\$9,136	\$0
Health insurance/FTE, FY14	\$7,877	\$7,877
<i>Average S&B</i>	\$81,440	\$7,877

Explain faculty used to develop the average salary & fiscal year salaries used. Enter amount above.

The F13 salaries of 5 faculty members who teach one or more courses in the program from the MCOM department were averaged.

Explain adjunct faculty costs used in table:

2 courses per year to be taught by adjuncts at \$3732 per course.

Explain other [for example, CSA or exempt] salary & benefits. Enter amount above.

Summarize the operating expenses shown in the table:

Travel to national convention for one faculty member. Office supplies and software. Computer upgrade for one faculty member.

Summarize resources available to support the new program (redirection, donations, grants, etc).

South Dakota State University, Master of Mass Communication in Mass Communication
Self-support: Change the cell on page 1 to use the UG or GR net for the university and program.

Self-Support Tuition, HEFF & Net	FY13 Rate	HEFF	Centers		Distance
			Net	EUC	Net
Undergraduate	\$289.00	\$24.85	\$264.15	\$7.50	\$256.65
Undergraduate-UC Foundations	\$189.00	\$24.85	\$164.15		
Graduate	\$383.00	\$37.65	\$345.35	\$7.50	\$337.85
Externally Supported	\$40.00				

State-support: Change cell on page 1 to use the UG or GR net amount for your university.

State-Support Tuition, HEFF & Net	FY13 Rate	HEFF	Net	
Undergraduate - BHSU, DSU, NSU	\$124.20	\$24.85	\$99.35	<i>Change cell on page 1</i>
Undergraduate - SDSMT, SDSU, USD	\$129.90	\$26.00	\$103.90	<i>to point to your net.</i>
Graduate - BHSU, DSU, NSU	\$188.30	\$37.65	\$150.65	<i>Change cell on page 1</i>
Graduate - SDSMT, SDSU, USD	\$196.80	\$39.35	\$157.45	<i>to point to your net.</i>

Variable Benefits Rates

University	FY13	
BHSU	14.18%	<i>Change the benefits rate cell in the table on page 2 to point to the rate for your university.</i>
DSU	13.92%	
NSU	14.40%	
SDSM&T	14.00%	
SDSU	13.96%	
USD	13.84%	