

1/8/2021

**ACADEMIC PROGRAM REVIEW  
INTERIM PROGRESS REPORT FORM**

This form is composed of three parts: the Program Section, the Dean Section, and the Provost Section. Guidance for submission is provided in each section.

**Using the Form:** The form is pre-loaded with information specific to each program and posted on the [Program Review website](#). The program should download and save their form to begin using it. The form is locked, so instructions are viewable and the only sections of the document that can be edited are the form fields.

The form uses narrative, text, and drop-down boxes. Narrative boxes have a character limit, which includes spaces. When using text and drop-down boxes, if you want to undo an answer, press “Control-Z” or “Command-Z.”

Responses are to be narrative only, and must be ADA and FERPA compliant. Do not embed any links, including to webpages or other documents. To be FERPA compliant, do not include the names of any current or former students. Rather, use statements such as, “In AY21 four program graduates were accepted to graduate programs in the field.” Programs with specialized accreditation or other external recognitions must comply with restrictions regarding what can be published, as per the accreditor or external organization. Do not include appendices. Appendices to this form will not be accepted.

**Assistance:** For technical assistance with this form, email Academic Affairs ([uaa.oaa@alaska.edu](mailto:uaa.oaa@alaska.edu)).

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**Submission Date:** 3/1/2021

**Name and title of person(s) submitting the report:** Elizabeth Arnold, associate professor, Anchorage, Paola Banchemo, associate professor, Anchorage, Joy Chavez Mapaye, professor and JPC chair, Anchorage

**Program(s) in the report:** BA Journalism and Public Communication

**Specialized Accrediting Agency (if applicable):** N/A

**Campuses where program is delivered:**  Anchorage  KOD  KPC  MSC  PWSC

**Year of last review:** AY2020

**Final decision from last review:** Revision

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**PROGRAM SECTION**

*After completing the Program Section, the program should email this form to the dean, and copy [uaa.oaa@alaska.edu](mailto:uaa.oaa@alaska.edu) for posting. If the program is delivered on a community campus, copy the appropriate community campus director(s) as well.*

**For each current recommendation listed below, provide a timeline for addressing the recommendation,**

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**an indication of how you will know when the recommendation has been successfully achieved, a brief description of actions taken to date, and any evidence that the actions have been successful. Programs can access current data on the [IR-Reports Program Review site](#).**

***Recommendation 1: Revise the program for implementation in fall 2021. The revision should consider more online offerings.***

**Timeline (2000 characters or less)**

In AY 2020-21, all JPC course offerings were online because of the pandemic, with the exception of one hybrid class offered fall semester. The pandemic allowed JPC to reexamine the possibilities and the demand for online and hybrid courses.

**How will you know the recommendation has been successfully achieved? Include description of data or metrics used and method used to determine success. (2000 characters or less)**

CAS reported total JPC spring semester enrollments were up 13.8% compared to the same date in January 2020. JPC was the only department in SS and MNS that had higher enrollments in S21 than on the same date in S20. The enrollment numbers for JPC are better than the CAS average of -15% and the SS enrollment average of -11.1%.

**Actions taken to date and evidence of success to date. (2000 characters or less)**

In addition to the 13.8% increase in spring semester enrollments, JPC also purchased an OWL Pro 360 degree 1080p Smart Video Conference Camera to help expand JPC online and hybrid class offerings. The fall 2021 schedule offers face-to-face, hybrid and online classes.

**Future actions to take, if applicable. (2000 characters or less)**

JPC continues to examine different options to increase online and hybrid courses. Our goal is to create an online/hybrid pathway to a JPC degree.

***Recommendation 2: Reduce the number of faculty to three full-time faculty.***

**Timeline (2000 characters or less)**

CAS has informed a full-time JPC faculty member of non-retention starting in AY 2021-22. With the deletion of this faculty line, JPC reduced the number of faculty from four full-time faculty members to three.

**How will you know the recommendation has been successfully achieved? Include description of data or metrics used and method used to determine success. (2000 characters or less)**

For AY 2021-22, JPC will have three full-time faculty members.

**Actions taken to date and evidence of success to date. (2000 characters or less)**

CAS has reduced JPC faculty from four full-time faculty members to three.

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**Future actions to take, if applicable. (2000 characters or less)**

N/A

**Recommendation 3: *Revise faculty workloads to reduce or eliminate research time, allowing the remaining faculty to cover more courses while reducing the program's overall costs.***

**Timeline (2000 characters or less)**

In AY 2020-21, JPC faculty secured more than \$200,000 in external-funded research, some of these funds provided a research course buyout for a JPC faculty member. In addition, a JPC faculty member also teaches a course in the Department of Communication every semester, where funds from CTC are used.

**How will you know the recommendation has been successfully achieved? Include description of data or metrics used and method used to determine success. (2000 characters or less)**

External-funded research, presentations, academic and media publications, along with enrollment numbers will serve as metrics to help determine success.

**Actions taken to date and evidence of success to date. (2000 characters or less)**

In AY 2020-21, JPC faculty members used their research to create high-impact learning opportunities for JPC students. One faculty member's class collaborated with Harvard University's Belfer Center for Science and International Affairs to produce podcasts related to Arctic science. Another faculty member has been invited to present at Yale University's Health Policy Colloquium on a strategic communications and public health initiative developed in class related to managing health misinformation online. In AY 2020-21, JPC faculty produced meaningful online community-engaged experiences in the classroom.

**Future actions to take, if applicable. (2000 characters or less)**

JPC continues to examine faculty workloads to assess the best path forward in reducing program costs while continuing to maintain a high-quality program.

**Recommendation 4: *Propose a tuition surcharge for upper-division courses.***

**Timeline (2000 characters or less)**

JPC faculty have determined this recommendation is not feasible for our program given entry-level wages for careers in journalism and public communications. JPC faculty members have prioritized boosting enrollment and ensuring degree completion. A tuition surcharge conflicts with these goals.

**How will you know the recommendation has been successfully achieved? Include description of data or metrics used and method used to determine success. (2000 characters or less)**

N/A

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**Actions taken to date and evidence of success to date. (2000 characters or less)**

N/A

**Future actions to take, if applicable. (2000 characters or less)**

N/A

**Recommendation 5: Establish multi-year partnerships with the community and industry to create a stable and significant source of funds for the program.**

**Timeline (2000 characters or less)**

In AY 2020-21, JPC faculty partnered with the Atwood Foundation to provide an additional \$30,000 per academic year to provide scholarships to students needing financial assistance for degree completion.

In AY 2020-21, JPC faculty partnered with the Alaska Center for Excellence in Journalism (ACE-J) and the Alaska Press Club to create a spring 2021 pilot class to attract mid-career professional journalists and strategic communicators.

**How will you know the recommendation has been successfully achieved? Include description of data or metrics used and method used to determine success. (2000 characters or less)**

Additional outside revenue for scholarships, along with enrollment numbers will serve as metrics to help determine success.

**Actions taken to date and evidence of success to date. (2000 characters or less)**

The new Elaine Atwood Completion scholarship was awarded to eight JPC majors (\$3,000 - \$4,000 each) on track to graduate in 2021-22. The Atwood Foundation intends the scholarship to be funded on a permanent basis. In April 2019, the Atwood Foundation permanently increased its annual \$10,000-dollar scholarship to \$20,000.

JPC, in partnership with the Alaska Press Club and the Alaska Center for Excellence in Journalism, surveyed journalists, news editors, news managers, and communications professionals statewide to determine what journalism and strategic communications skills were lacking. The results were used to create a pilot class, JPC 212 Editing for Journalism and Public Communications, offered by JPC in spring 2021. The class brings in national experts on a range of topics from database reporting to online photography ethics. There are 45 students currently enrolled, a mix of degree-seeking students and working professionals. The Alaska Press Club provides scholarships for tuition reimbursement and for students to attend a virtual national conference on investigative reporting. A mid-semester and post-semester survey will be used to create a successive class using a similar model addressing other identified needs within the community of journalists and strategic communicators.

Thompson and Co. Public Relations has partnered with JPC to provide funding for Public Relations Student Society of America (PRSSA) memberships to ensure a pipeline of strong strategic communicators in Alaska. PRSA Alaska is also interested in the possibility of providing financial support for students who want communications internship placements in nonprofits.

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**Future actions to take, if applicable. (2000 characters or less)**

In partnership with the Alaska Press Club, the Atwood Foundation, the Alaska Center for Excellence in Journalism (ACE-J), Alaska Public Media, and the Anchorage Daily News, JPC is engaged in a new internship program to bring working journalists from news organizations in Alaska to Juneau during the legislative session and replace those journalists with JPC student interns. The pilot program will begin during the 2022 legislative session and is fully funded (including travel, housing, and stipend for student interns). In addition, JPC continues to explore partnerships with other industry partners to help ensure the stability of the JPC program.

**DEAN SECTION**

*After completing the Dean Section and signing it, the dean should email this form to the program, and copy [uaa.ooo@alaska.edu](mailto:uaa.ooo@alaska.edu) for posting. If the program is delivered on a community campus, copy the appropriate community campus director(s) as well.*

**For each recommendation, comment on the progress to date and provide commendations and guidance as appropriate. (2000 characters or less for each recommendation)**

***Recommendation 1: Revise the program for implementation in fall 2021. The revision should consider more online offerings.***

The recommendation that JPC offer more online classes happened to coincide with COVID Phase B, leading the department to offer almost everything it does online. Faculty realized that the potential for online instruction is higher than they envisioned. As such, the faculty are now embracing the technology for online delivery and are planning for an online pathway through the program. This is encouraging news.

Less encouraging, however, is the dip in enrollments. Although the IPR suggests there was a 13.8% increase in Spring 2021 enrollments over the same time in Spring 2020, I could not duplicate that finding using UAA's I/R dashboard for "Daily Enrollments by Course." According to that dashboard, JPC enrollments were down 26.9% at the end of Fall 2021 and down 6.5% in the middle of Spring 2021, exceeding the 7.1% decrease across CAS for Fall 2020 but equaling the 6.7% across CAS for Spring 2021.

That said, the faculty's embrace of online options will allow a longer period of time to determine if the recommendation for more online offerings was a good one or bad one.

***Recommendation 2: Reduce the number of faculty to three full-time faculty.***

This will be completed at the end of the current academic year. From a purely financial perspective, if the remaining faculty can hold steady the department's student-credit hour production while reducing its instructional costs by approximately 25% when moving from 4 to 3 fulltime faculty, they will go far toward narrowing (but not eliminating) the fiscal gap in the department.

***Recommendation 3: Revise faculty workloads to reduce or eliminate research time, allowing the remaining faculty to cover more courses while reducing the program's overall costs.***

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Given that there were four faculty for this year, it is too early to see how research time will be impacted in the future when there are only three faculty. The IPR provided evidence and actions taken related to faculty research productivity, including extramural grant funds, instruction for another college, and engagement in collaborative research. However, the evidence and actions did not address yet how the remaining faculty might balance the instructional needs of the department while retaining their research loads. Ultimately, with the reduction of the fulltime faculty happening at the end of this year, the coming year will provide more information on the ability of the remaining faculty to juggle the curriculum coverage with research time. They need the next year to see if they can do it.

***Recommendation 4: Propose a tuition surcharge for upper-division courses.***

Under BOR Regulation R05.10.040 (Special Tuition and Tuition Surcharges), a compelling proposal is needed for charging above-normal tuition. Among the criteria are maintaining the quality of the learning experience for students, program costs (including high costs of delivery), earning potential of graduates, and enrollments and affordability. In recent years, the faculty generated about 45% of the program's cost through tuition, and CAS covered about 55%. With a reduction of faculty, the numbers might reverse such that the department generates about 55% and CAS covers about 45%. Although an improvement, it might be hard in coming years for CAS to cover that much of a deficit. The IPR claims that a surcharge is not a feasible way to cover some of the deficit because of the modest wages of entry-level journalists and public communications specialists. I commend the faculty for their attention to their students and the faculty's concern about the impact on students might be very true. That said, the costs are high for operating the program, in part, because of low class caps where 42% of the classes for Fall 2020-Fall 2021 had/have caps at 15 or lower and 96% of courses this year had fewer than 30 students. With a new Provost now and a new Dean soon, I believe the question of a tuition surcharge should be revisited: they might agree that a surcharge is worthwhile or they might agree that it be taken off the table because of the burden on students. A possible alternative that might narrow the budget deficit is to turn JPC A204 from a Tier 2 GER with caps set at 30 (the historic level) to much higher caps (perhaps 80 or more) to have at least one course in the curriculum that can begin to offset the costs of the rest of the curriculum.

***Recommendation 5: Establish multi-year partnerships with the community and industry to create a stable and significant source of funds for the program.***

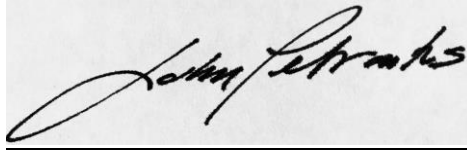
It is good to see new donor support for current students and returning professionals. CAS is also grateful for the years of support from the Atwood Foundation for the Atwood Chair, a donation that covers the salary for another professional journalist to join CAS's ranks for two-year stints. Ongoing partnerships like the Atwood Chair will remain crucial for the program, so anything the faculty can do for that partnership or similar ones in the coming years is worth attention.

**Dean's overall recommendation to the provost:** Follow-up Program Review in AY24.

**If recommending Suspension with Follow-up Program Review, that review will need to be in AY2022 or AY2023. Please indicate which year:**  Select Academic Year.

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Dean's signature:



Date: 3/31/2021

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**PROVOST SECTION**

*After completion and signature, the Provost will email the final decision to the program and dean, with a copy to [uaa.ooo@alaska.edu](mailto:uaa.ooo@alaska.edu) for posting. If the program is delivered on a community campus, copy the appropriate community campus director(s) as well.*

**Provost's commendations, additional or adjusted recommendations, if any, and other general comments (3000 characters or less):**

The program made progress in addressing the recommendations. Moving forward, I especially encourage the continued focus on the success of the program's students.

Recommendation 1) The program made progress in shifting courses to online delivery.

Recommendation 2) The number of faculty has been reduced to three full-time faculty.

Recommendation 3) Workloads have been revised and may need to be further adjusted moving forward. The dean will want to monitor this.

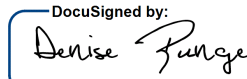
Recommendation 4) I agree with the program that a tuition surcharge does not make sense at this time.

Recommendation 5) The program excels at community partnerships and will want to continue that good work.

Decision: Continuation. The next Program Review will be scheduled as part of the regular cyclical review process.

**Final decision:** Agree with the dean's overall recommendation with the additional guidance and adjustments as per the above comments.

Provost's signature:

DocuSigned by:  
  
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Date: July 12, 2021