



THE
UNIVERSITY OF
NORTH CAROLINA
SYSTEM

Letter of Intent to Develop New Academic Degree Program

The following approvals must be obtained prior to sending the Letter of Intent to Develop a New Academic Degree Program to the UNC System Office.

Institution _____ University of North Carolina at Charlotte _____

Degree Program Title (e.g. M.A. in Biology) _Ph.D. in Digital Cultures and Communication _____

Reviewed and Approved By (Name and title only. No signature required in this section.)

Check box to indicate participation in review. (Provost is required.)

- Provost:
- Faculty Senate Chair (as appropriate):
- Graduate Council (as appropriate):
- Undergraduate or Graduate Dean (as appropriate):
- Academic College Dean:
- Department Chair:
- Program Director/Coordinator:

New Academic Proposal Process

New academic programs are initiated and developed by the faculty members. Approval of the Letter of Intent to Develop a New Academic Degree Program must be obtained from department chairs and college deans or equivalent administrators before submission to the UNC System Office review.

Directions: Please provide a succinct, yet thorough response to each section. Obtain the Provost's signature and submit the proposal via the PREP system to the UNC System Vice President for Academic Programs, Faculty, and Research, for review and approval by the UNC System Office. Once the Letter of Intent to Develop is approved, the institution can begin work on the formal Request to Establish a New Degree Program.

Letter of Intent to Develop a New Academic Degree Program

Institution	
Joint Degree Program (Yes or No)? If so, list partner campus.	No
Degree Program Title (e.g. M.A. in Biology)	Ph.D. in Digital Cultures and Communication
CIP Code and CIP Title (May be found at National Center for Education Statistics)	30.0000
Require UNC Teacher Licensure Specialty Area Code (Yes or No). If yes, list suggested UNC Specialty Area Code(s).	No
Proposed Delivery Mode (campus, online, or site-based distance education). Add maximum % online, if applicable.	Campus
Proposed Term to Enroll First Students (e.g. Spring 2019)	Spring 2021
List other programs in the UNC System (may be found at UNC System website)	None

SACSCOC Liaison Statement: *(Provide a brief statement from the University SACSCOC liaison regarding whether the new program is or is not a substantive change.)*

Program Summary: *(Briefly describe the proposed program and summarize the overall rationale.)*
Maximum of 1,000 words.

Include the following in your narrative:

- Ways in which the proposed program is distinct from others already offered in the UNC System (use the 4-digit CIP as a guide). Information on other programs may be found on the UNC System [website](#).
- How this program supports specific university and UNC System [missions](#).
- Collaborative opportunities with other UNC institutions as appropriate.

The proposed Ph.D. in Digital Cultures and Communication program would be a five-year interdisciplinary doctoral program focusing on the interface between people and computer-mediated messages and systems in order to prepare graduates of the program to strategically understand issues of digital planning, design, implementation, assessment and analysis from a variety of disciplinary perspectives and methodologies. Increasingly, messages and systems supporting a wide array of initiatives and enterprises are developed for and delivered through digital technologies, including websites, portals, blogs, mobile apps, social media, video internet channels and more. The proposed program will be attractive to students who seek a post-graduate education that provides an interdisciplinary, research-oriented program of study that focuses on the qualitatively new relationship between communication and digital technology.

The program will primarily draw faculty and resources from the Departments of Software and Information Systems, English, Communication Studies and the University Writing Program. We anticipate that faculty from the School of Architecture who have expertise in digital visualization and design will also participate.

Graduates of the program will be prepared to work in academic and non-academic settings. In academia, graduates will be prepared to work in departments of Software and Information Systems, English, and Communication Studies. Outside of the academy, graduates will be prepared to work in IT research, IT departments that interact substantially with diverse audiences, and in external and internal departments of communication.

There are no doctoral programs offered at other UNC institutions. The program most similar is the Communication, Rhetoric and Digital Media (CRDM) doctoral program at N.C. State University. That program defines its mission as the preparation of "doctoral students to analyze the social, cultural, rhetorical, philosophical, and political dimensions of information technologies, new communication media, and digital texts and to actively engage digital media through research, criticism, production, and practice." Within this mission, the program particularly emphasizes the *analysis* of digital discourse, and its core coursework draws exclusively from the disciplines of English and Communication Studies. Although students may elect to take courses in software information systems, there is no requirement that they do so nor is there a formal structure that brings all three disciplines together in a single program. Additionally, students in the program are only required to take one of two methods courses: qualitative or quantitative. Although production is included as a feature of the program's mission, graduates of the program gravitate towards employment in academia. Of the thirty alumni whose careers are listed on the program's website, twenty-eight work in academia, primarily in departments of English or Communication Studies. Two alumni work for data analytics consulting firms. Of those two alumni, one earned a B.S. and M.S. in Computer Science prior to earning the Ph.D. in CRDM.

The UNC System "Higher Expectations: Strategic Plan for the University of North Carolina" (2017) includes a commitment to *enhance the System's economic impact and community engagement*. As detailed in the labor market analysis below, technology and information-related jobs are expected to continue growing in the Charlotte region and the state of North Carolina. With the expansion of these areas of economic development comes a need for individuals who are trained to design, develop and analyze the digitally-based communication the messages and systems that comprise this work. The proposed program will contribute to the achievement of two performance goals in this area: increase critical workforce credentials and increase research productivity.

UNC Charlotte's institutional mission is "to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region." The proposed program will directly support the university's institutional mission by enhancing the university's ability to study, research and

design digitally-based communication such as social media, client portals, websites, mobile applications, and crowd-sourced teamwork. Because digitally-based communication is now integral to all aspects of our culture--economic, educational, environmental, health and social--improved digital communication has the potential to benefit the region in all those pursuits.

The proposed program will directly support Goals #1 and #2 of the UNC Charlotte Strategic Plan.

University Goal 1 is that UNC Charlotte deliver a high-quality, accessible, affordable, and integrated academic experience that produces responsible global citizens and a competitive workforce. By bringing together faculty and curriculum from software and information systems, linguistics, rhetoric, composition and communication studies, the proposed interdisciplinary program will employ a high-quality, integrative approach to solving digital communication issues. Communication technology is ubiquitous and integral in 21st century society. Improving the quality of the communication delivered through that technology will benefit organizations that generate the content as well as consumers of that content. Improved communication through patient portals, for example, would benefit the patient and family caregivers as well as medical information providers. Better use of virtual teams can enhance the output of those teams.

In addition, the proposed program will contribute substantively to the Data Science Initiative by combining qualitative and quantitative methodological approaches to studying questions of communication messages, systems and audiences. Financial services, healthcare, retail and energy are all highly information-based enterprises, and as such rely heavily on digital communication. Improved design and use of communication technology could especially enhance those sectors, and they in turn should be important industry partners for the proposed program.

University Goal 2 is that UNC Charlotte will stimulate increased research, creative activities, and community engagement with a focus on programs and partnerships that address the major needs of the Charlotte region. Digital communication in the 21st century is integral to the community's civic, cultural, and economic well-being. Non-profit, governmental, and corporate entities all employ digital communication to acquire and share ideas with audiences that are internal and external to the community. Improved digital communication can provide an important value-added multiplier to the work of any community organization.

Student Demand: *(Provide evidence of student demand. Discuss the extent to which students will be drawn from a pool of students not previously served by the institution. Maximum length 1,000 words.)*

Growth rates in regional and national degree conferrals, the strength of enrollments in related masters and bachelors programs, and student surveys indicate that there is substantial demand for the proposed program.

In February 2017, Hanover Associates produced a Market Analysis for the proposed program. That analysis concluded that the "national conferrals" among the related Ph.D. programs "have been positive, with steady increases in both the Communications and Computer Science Tracks." Within those fields, growth rates over the past five years in the Computer Science (12.7% growth) and Human Computer Interaction code (25.7% growth) have been the strongest. Growth rates in the Communications/English codes (3.9% growth) have mirrored the national growth rates in all Ph.D. conferrals (3.5% growth).

In the Southeast Region, the growth in conferrals of doctoral degrees among related Ph.D. programs has been even stronger than at the national level. Although computer science Ph.D. conferrals in the region has lagged the increased growth at the national level (5.3% regionally compared to 12.7% nationally), overall growth in related programs (6.2% regionally) has been substantially stronger than the national growth in all Ph.D. conferrals (3.5%). This data suggests that student demand for an interdisciplinary program in digital culture and communication will be strong overall, and is especially needed regionally for those students interested in concentrating in the area of human computer interaction.

Hanover further surveyed Ph.D. conferrals within 150 miles of Charlotte. Due to the low number of programs that comprised the study, Hanover noted that conferrals were "low and highly variable" from year to year, but that the "programs appear to be growing."

In addition to the strength of existing, related Ph.D. programs, the strong demand at UNC Charlotte and other local institutions for graduate and undergraduate programming in these disciplines (Tables 1 and 2 below) supports the conclusion that there is substantial student demand for doctoral programming in the sub-field of software and information systems, composition and communications.

Table 1: Masters Degrees Conferred, UNC Charlotte, ECU & UNCG, Five Year Average, 2012-2017

	Communication Studies	Information Technology	English	Total Masters Degrees In Related Fields
UNC Charlotte	10.2	78.2	28.6	117
East Carolina University	12	15 (Software Engineering)	54.4	81.4
UNC Greensboro	9.6	14.6 (Computer Science)	9.6	33.8
Total Masters conferred per year	31.8	159	92.6	232.1

Table 2: Bachelors Headcount, 2012-2017

Major	2012-13	2013-14	2014-15	2015-16	2016-17
Communication Studies	1067	1049	1130	1229	1286
Computing and Informatics	995	1071	1271	1478	1616
English	406	363	379	418	419
Total Bachelors in Participating Disciplines	2468	2473	2770	3125	3321

Societal Demand: (Provide evidence of societal demand and employability of graduates from each of the following source types. Maximum length 1,000 words)

- Labor market information (projections, job posting analyses, and wages)
 - Specific to North Carolina (such as ncworks.gov, nctower.com, or outside vendors such as [Burning Glass](#))
 - Available from national occupational and industry projections (such as the [U.S. Bureau of Labor Statistics](#))
- Projections from professional associations or industry reports
- Other (alumni surveys, insights from existing programs, etc.)

Job scans, reports from existing programs and the placement of graduate alumni from the three participating programs support the conclusion that demand for graduates from the proposed program will be high.

A survey of the North Carolina Department of Commerce (NCDC) statistics confirms the conclusion that the demand for computer and information-service workers is positive overall, and is particularly strong in the Charlotte region. Hanover’s Market Analysis of NCDC projections for the state concluded that “aggregated Digital Culture and Communication occupations are expected to mirror the state overall average, with 12.4 percent growth.” For the Southwest Region of the state, projected employment growth in the aggregated Digital Culture and Communication field is stronger than the BLS national average, and also stronger than the region’s average projected growth (Table 3). Digital Culture and Communication positions are expected to grow by 19.5% over the ten year period of 2012-2022, while the region’s average growth across all occupations is expected to grow by 13.4%.

Table 3: North Carolina Southwest Region Occupational Employment Projections, 2012-2022

SOC	Occupation	Employment		Change, 2012-2022		Average Annual Openings
		2012	2022	Number	Percent	
27-3000	Media and Communication Workers	4,702	5,425	723	15.4%	1,203
15-0000	Computer and Mathematical Occupations	30,460	37,775	7,315	24.0%	1,216
---	All Digital Cultures and Communication SOC Codes	6,132	7,545	1,233	19.5%	216
---	All Occupations	1,047,535	1,187,786	140,251	13.4%	39,481

Source: North Carolina Department of Commerce; Appendix A Hanover Market Research Report

The national market for graduates of this program is also strong. In the aggregate, Digital Culture and Communication careers are expected to grow slightly more quickly (8.0 percent) than the 6.5 percent average for all occupations.

Table 5: National Occupational Employment Projections, 2014-2024 (in Thousands)
Appendix A: Hanover Market Research Report

SOC	Occupation	Employment		Change, 2014-2024		Average Annual Openings
		2014	2024	Number	Percent	
27-3000	Media and communication workers	747.9	775.3	27.4	3.7%	198.2
15-0000	Computer and mathematical occupations	4,068.3	4,599.7	531.4	13.1%	1,156.8
---	All Digital Cultures and Communication SOC Codes	984.9	1,063.7	78.7	8.0%	251.1
---	All Occupations	150,539.9	160,328.8	9,788.9	6.5%	46,506.9

Source: Bureau of Labor Statistics | Note: Numerical data for all occupations shown in the thousands

The National Association of Colleges and Employers “Job Outlook 2018” survey of employers indicates that, for students earning a doctorate, computer science related degrees rank as three of the top four degrees that employers intend to hire in 2018 (i.e., Computer Science, Information Sciences and Systems, and Software Applications). For all degrees, English ranks as the top humanities degree, Information Sciences & Systems as the 2nd highest Computer and Information Science degree, and Communications (general) as the top Communications degree in demand.

Academic Job Demand

Job demand in the academic market for Ph.D. graduates in Digital Culture and Communication is strong across the disciplines.

Hanover concluded that for Communication Studies “academic employment opportunities remain strong, and that demand now exceeds the number of Ph.D.’s produced.” Moreover, of the 319 postings for tenure-track assistant professor positions, 23.8% of those specifically sought graduates in the areas of digital communication and media technology.

Hanover’s job scan of specific positions listed with the Modern Language Association concluded that “graduates of a PhD program in Digital Culture and Communication would likely be qualified for many roles in academic departments across the country and abroad.” Although job listings for positions in English or Writing programs have declined broadly, the strongest recruiting area of the field is in the sub-disciplines most closely related to the proposed program (writing, composition, rhetoric).

Hanover concludes that “job opportunities within computer science remain strong” and are likely to grow. The Computing Research Association (CRA) 2015 survey reported that there was a “slight increase” in the number of

doctoral graduates accepting academic positions. However, the *gap* between advertised tenure-track positions and successful searches grew by 10% between 2013 and 2014 (from 80.2% successful to 70.8% successful). The CRA projects that faculty positions in computer science will continue to grow by 15% for 2018.

Non-Academic Job Demand

Non-academic job demand is particularly demonstrated by examining job placements of graduates from similar programs. Job placements reported for graduates from the Ph.D. in Digital Media at Georgia Institute of Technology (Table 6) and the Ph.D. in Human-Computer Interaction at Iowa State University (Table 7) support the conclusion that graduates of the proposed program would be in demand to work with corporate and government organizations that are at the technology forefront.

Table 6: Employers of recent graduates from the Ph.D. in Digital Media, Georgia Institute of Technology

ORGANIZATIONS THAT HAVE HIRED DIGITAL MEDIA GRADUATES		
<ul style="list-style-type: none"> • Apple • Bell South • Cartoon Network • CNN • Coca Cola • Direct TV • Disney Imagineering 	<ul style="list-style-type: none"> • Electronic Arts • EZ Gov • General Electric • Georgia Public Broadcasting • Google • IBM 	<ul style="list-style-type: none"> • IQTV • Microsoft • Neilson Norman Group • Schematic • SGI • Showtime • Turner

Table 7: Employers of recent graduates from the Ph.D. in Human-Computer Interaction, Iowa State University

ORGANIZATIONS THAT HAVE HIRED HUMAN-COMPUTER INTERACTION GRADUATES		
<ul style="list-style-type: none"> • Microsoft • Lockheed Martin • Boeing • Rockwell 	<ul style="list-style-type: none"> • Collins • Garmin • Saint Jude Medical Center • Raytheon 	<ul style="list-style-type: none"> • John Deere • Hazen & Sawyer • Electronic Arts

In addition, the graduate programs in the constituent departments at UNC Charlotte have been successful placing their graduates in a range of academic and non-academic positions.

UNC Charlotte’s 2016 survey of alumni who had had received their M.A. or Ph.D. from one of the three participating programs the year below evidence the societal demand for graduate alumni in these fields.

In Computer Science, 90.32% of respondents indicated that that they were employed full-time with a median yearly salary of \$80,000. The top five areas of employment were industries: Technology (44.7%), Finance/Banking (10.5%), Healthcare, 9.6%; and Retail/Merchandising (6.1%). For graduates who had received the M.A. in English, 50% were employed full time, and 30% were employed part-time, participating in volunteer service, or pursuing

additional graduate education. The median yearly salary of graduates was \$48,000. The top five areas of employment were education/academia; finance/banking, communications/media, retail merchandising, and supply chain. For alumni who had earned the M.A. in Communication, 86% were employed full-time and 14% were pursuing additional graduate education. Median salary was not reported. The top occupations were communications, media, health care, nonprofit organizations, and government.

For Doctoral Programs Only:

Describe the following (maximum length 2,000 words):

- The research and scholarly infrastructure in place (including faculty) to support the proposed program.
- Method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required.
- State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program.

Research and Scholarly Infrastructure

The proposed Ph.D. in Digital Cultures and Communication program would be staffed by thirty-two graduate faculty from the four programs participating structurally in the proposed doctoral program, as well as associated faculty from the School of Architecture who research and teach in the areas of visual/digital design and urban planning. Because the participating programs have robust enrollments at undergraduate and graduate levels, two tenure-track positions would be requested through enrollment increase monies at the start of the program: (1) a tenure track position in Software and Information Systems in the area of HCI to provide needed additional staffing in that field of study; and (2) a tenure track position in Digital Cultures and Communication that would intentionally be an interdisciplinary hire who would bridge the three participating programs in the College of Liberal Arts and Sciences.

The programs that will participate in the proposed program have robust and well-established cultures of research that include structures that will support the program.

The Department of Software and Information Systems has a strong and well-established culture of research. Faculty in the department participate as teachers and scholars in the Ph.D. in Computer Science program. Research teams are often collaborative, and its human-computer interaction (HCI) research has included cooperative projects with faculty from engineering as well as the arts, such as Dance. Since 2012, faculty in HCI have published 14 journal articles, 29 full length, peer-reviewed conference publications, served as co-editor of a professional journal, received two Best Paper Awards, and delivered two keynote addresses at scholarly conferences and delivered one Distinguished Scholar Lecture. HCI faculty have obtained over \$8 million in external grants since 2012, and one faculty member received the Tee Sasada Award, a national award recognizing outstanding contribution to academics and future researchers in the field of computer aided design.

The Department of English faculty in rhetoric, composition and linguistics have a well-established culture of research. Since 2012, the faculty in these areas have published two monographs, edited one academic anthology, published seventeen chapters and journal articles, served as guest editor of scholarly journal, and obtained sixteen external grants. Faculty in these areas of research have also been invited to deliver two plenary lectures and delivered two keynote addresses at scholarly conferences. One faculty member serves as a co-editor of a professional journal.

The Department of Communication Studies also has a strong culture of scholarship. Faculty in the department already participate as teachers and scholars in two interdisciplinary Ph.D. Programs: the Organizational Science and the Health Psychology doctoral programs. The department supports collaborative research that includes scholars from other

academic programs as well as with researchers from non-academic programs, such as hospitals and industry. Since 2012, department faculty have published 17 books and over 100 journal articles and chapters. Faculty have received national and regional awards for scholarly articles and research. Four faculty on staff have received the Southern States Communication Association's Janice Hocker Rushing Early Career Research Award. Only two other Communication programs in the region have as many as two award winners on staff.

The University Writing Program, responsible for teaching first-year writing, was created as a standalone program in 2012 with the intention of developing into a department. Faculty are committed to the scholarship of teaching and learning as it impacts student writing across the curriculum and beyond graduation. To that end they present research papers on theories and teaching of writing for the Center for Teaching and Learning, Communication across the Curriculum and serve on university committees that impact disciplinary writing curricula and pedagogy. Despite their strong teacher mission, faculty are active scholars producing since 2012 internal and external grants totaling over \$230,000; two digital installations; an international data base of writing research; two books on theory and pedagogy as well as 24 articles or chapters and over 100 regional, national and international conference presentations in the field. The unit is currently developing an undergraduate major and minor in Rhetoric and Writing Technologies.

UNC Charlotte has two interdisciplinary initiatives in place that will directly support the research and scholarly work of the program:

The Data Science Initiative (DSI) at UNC Charlotte is an industry-university-state partnership that supports research and educational programs in data and data analytics. The DSI is led by the College of Computing and Informatics, the Belk College of Business, the College of Health and Human Services, the College of Liberal Arts and Sciences, and Executive Education, and includes collaborative partners in other academic departments.

Project Mosaic is a research incubator funded through the divisions of Academic Affairs and Research & Economic Development and housed in the College of Liberal Arts and Sciences. Project Mosaic supports collaborative, social science research on campus, helps researchers secure external funding, and serves as a liaison between social science faculty and the university's Data Science Initiative. Over fifty faculty from across campus are currently affiliates of Project Mosaic.

Primary Faculty

Dr. JuliAnna Ávila, Associate Professor of English, Digital Literacies

Dr. Balaka Basu, Assistant Professor of English, Children's Digital Narratives and Games

Dr. Christopher Beorkrem, Associate Professor of Architecture and Co-Director of Digital Arts Center, Digital Fabrication and Construction.

Dr. Jason Black, Professor and Chair of Communication Studies, Digital Media and Society

Dr. Heather Blain Vorhies, Assistant Professor of English and Director of the Writing Resources Center, History of Technology

Dr. Pilar Garces-Conejos Blitvich, Professor of English, Linguistics, Pragmatics and Social Media.

Dr. Jonathan Crane, Associate Professor of Communication Studies, Communication and Network Society

Dr. Boyd Davis, Professor of English, Linguistics, Online Discourse and Digital Corpus Development, E-Mobile and Tablet Applications.

Dr. Min Jiang, Associate Professor of Communication Studies, Global Internet Communication

Dr. Tiffany Gallicano, Assistant Professor of Communication Studies, Social Media Campaigns

Dr. Daniel Grano, Associate Professor of Communication Studies, Digital Media and Society

Dr. Tony Jackson, Professor of English, Narrative Theory

Dr. Celine Latulipe, Professor of Software and Information Systems, Collaborative Systems and Rapid Prototyping.

Dr. Heather Lipford, Professor of Software and Information Systems, Human-Computer Interaction and Social

Computing.

Dr. Richard Leeman, Professor, Communication Studies, Politics and Digital Media
Dr. Shawn Long, Professor of Communication Studies and Senior Associate Dean, Virtual Teams
Dr. Ron Lunsford, Professor of English, Digital Rhetoric and Composition.
Dr. Mary Lou Maher, Professor and Chair of Software and Information Systems, Human-Computer Interaction and Social Computing.
Dr. Kirk Melnikoff, Associate Professor of English, History of the Book and Print Technologies
Dr. Juan Meneses, Assistant Professor of English, Digital Media, Critical Internet Studies, Global Studies
Dr. Elizabeth Miller, Associate Professor of English, Applied Linguistics
Dr. Joan Mullin, Professor of English and Director of University Writing Program, Digital Rhetoric and Composition.
Dr. Jennifer Munroe, Associate Professor of English and Director of Undergraduate Programs, History of Manuscript, Science Studies, Digital Humanities
Dr. Dimitris Papanikolaou, Assistant Professor of Architecture, Ubiquitous Computing and Data/Design Visualization.
Dr. Manuel Perez Quinones, Professor of Software and Information Systems and Associate Dean, Human-Computer Interaction and User Interface Software.
Dr. Alan Rauch, Professor of English, History of the Book and Print Technologies, Science Studies
Dr. Bianca Reisdorf, Assistant Professor of Communication Studies, Social Computing and Social Change.
Dr. Rebecca Roeder, Associate Professor of English, Linguistics
Dr. Consuelo Salos, Assistant Professor of English, Digital Humanities, Rhetoric and Composition.
Dr. Eric Sauda, Professor of Architecture, Digital and Computational Technologies and Urban Visualization.
Dr. Ashli Stokes, Associate Professor of Communication Studies, Mediated Health Campaigns.
Dr. Ralf Thiede, Associate Professor of English, Applied Linguistics.
Dr. Aaron Toscano, Associate Professor of English, Digital Rhetoric and Humanities.
Dr. Lara Vetter, Associate Professor of English, Digital Humanities, Textual Theory
Dr. Gregory Wickliff, Associate Professor of English, History of Technical Writing.

Financing and Graduate Student Funding Support

The proposed program calls for the addition of the two tenure-track lines outlined above, one half-time SHRA administrative assistant, and stipend support for the Program Director. The staffing requests are:

Tenure-track, Assistant Professor, Software and Information Systems, in the area of Human-Computer Interaction

Tenure Track, Assistant Professor, interdisciplinary CLAS position, Digital Cultures and Communication line

One half-time SHRA office administrative position to support the program

Stipend, Program Director

The proposed program also calls for the five year phase in of thirty graduate assistantships, sixteen institutionally funded and fourteen funded through extramural monies. In support of these assistantships, both internally and externally funded, the program would request residential tuition support for twenty-six assistantships and differential tuition support for four. The institutional assistantships, four per participating program, would be teaching assistantships that would support the instructional missions of the participating programs.

The sixteen institutionally funded assistantships, tuition support, and additional staff support would be funded through enrollment increase monies. The stipends for the fourteen non-institutionally funded assistantships would be supported through grants and contracts acquired by participating faculty and programs. These would be research assistantships that would support the participating faculty and programs.

Graduate Assistantships

	New T.A.s Institutional Funding	New R.A.s Extramural Funding	Total T.A.s	Total R.As	Total Graduate Assistants
Year 1	6	0	6	0	6
Year 2	4	2	10	2	12
Year 3	3	3	13	5	18
Year 4	3	3	16	8	24
Year 5	0	6	16	14	30

Contact: (List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.)

Position Title	Name	E-mail Address	Telephone

This Letter of Intent to Plan a New Program has been reviewed and approved by the appropriate campus authorities.

Position Title	Signature	Date
Provost		

Provost (Joint Partner Campus)		
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