

# SWOT ANALYSIS OF COMMUNICATION PROGRAM AT KENNESAW STATE UNIVERSITY

## Enterprise Information Management and Institutional Research

October 2014

### Strengths

During the academic years of 2009-10 through the beginning of 2014-15, the Communication major has experienced a number of important increases that have contributed to the overall success of Kennesaw State University (KSU). The following highlight the significant contributions of the program:

- **SIGNIFICANT ENROLLMENT GROWTH IN THE PAST.** As shown in Appendix A, the Communication program has experienced double-digit Fall increases from 2009 to 2014 (57%) with FTE increasing 58% during that same period. Between Spring 2009 and Spring 2014, five-year enrollment increases and FTE were slightly higher at 63% each. This double-digit growth is not restricted to a particular student classification (i.e., freshmen, sophomore, etc.), but occurs across all classifications and provides the Communication program with a strong, solid educational pipeline for graduating students.
- **CONSISTENT PART-TIME ENROLLMENT.** Given the significant increases in Fall and Spring enrollments in the last five years, part-time enrollment has remained consistent at just over 12% on average for Fall, and nearly 20% on average for Spring. This indicates a strong commitment on the part of self-declared Communication students to reach their educational attainment goals sooner rather than later, graduating in six years or less.
- **GAINS IN DEGREE COMPLETION RANKINGS.** As enrollment gains occurred, the number of students graduating has also followed an increasing trajectory. Communication degrees awarded increased by 74% between academic years 2007 and 2012 (see Appendix B). This moved KSU from the fourth largest institution in the state of Georgia in 2007 awarding Communication-related degrees, to the second largest amongst public and private institutions in 2012. Since enrollment lags completions by five years on average, continued increases in the number of degrees conferred are likely to occur in the foreseeable future.
- **INCREASES IN DEGREES AWARDED.** Solid increases in Communication degrees awarded are also backed by strong annual changes in growth. Appendix C shows that Communication became both the largest program conferring degrees at KSU in FY13 (289 students graduating) as well as ranked number one with the largest increase (90 students) in the last five years. This indicates that Communication's educational pipeline is well established with long-term goals in mind. It also reflects that the appropriate number of sections exist in key courses at convenient times and days.

- **HIGH INSTRUCTIONAL PRODUCTIVITY.** As enrollment increased between AYs 2009-10 and 2014-15, so did the number of sections and credit hours proportionately (see Appendix D). Between Fall 2009 and Fall 2014, the number of sections had risen substantially (44%), with overall credit hours growing by 53%. The credit hour growth was nearly uniform between lower and upper division courses, 50% and 56% respectively. When considering the instructional productivity of the program as measured by credit hours generated per FTE, Communication is at 10.2, which is in line with the KSU average of 13.4. This indicates that the Communication program is generating credit hours efficiently through higher teaching loads and larger class sizes (see Appendix F).
- **COMPETITIVE PART-TIME FACULTY PAY.** Part-time faculty compensation per credit hour has been higher (130%) than other private and public master's intensive comparator colleges and universities (see Appendix I). This has allowed the Communication program to retain qualified part-time faculty and maintain a low turnover rate. In addition, it demonstrates the commitment of part-time faculty to their profession regardless of full-time employment opportunities as well as enables the department to sustain high quality educational outcomes at a contained cost.

### Weaknesses

As the Communication program has experienced significant enrollment and completions growth between AYs 2009-10 and 2013-14, not surprisingly, weaknesses have emerged as resources have failed to keep up with the past expansion as well as support future growth. Highlights of the weaknesses are as follows:

- **SLOWING ENROLLMENT GROWTH.** Despite the 57% increase in enrollment between Fall 2009 and Fall 2014, the annual percentage increases in enrollment have slowed significantly to 2% in Fall 2014. This is well below the 10% average annual enrollment growth experienced in the prior four years (i.e., between Fall 2009 and Fall 2013) as shown in Appendix A. This indicates that future expansion and sustainability of the Communication program is highly dependent on hiring of additional full and part-time faculty as well as physical classroom and laboratory space constraints. Given that Communication continued to be the largest degree-granting program in FY14 at KSU (see Appendix K), this further reinforces that the lack of additional faculty and space will drive the future viability of the program and not necessarily just the matching of course offerings to the changing student demand.
- **INCREASING STUDENT-TO-FACULTY RATIOS.** Slowly increasing student-to-faculty ratios (see Appendix F) are eroding the viability of the Communication program. Between Fall 2009 and Fall 2014 the ratio has increased from 26:1 to 33:1. Since no additional faculty lines were created for Fall 2014 (see Appendix E), enrollment growth experienced only a modest 2% increase as shown in Appendix A, and the student-to-faculty ratio increased to 33:1, well above the KSU average of 21:1. Continued rises in the ratio most likely will result in erosion of the program's quality, translate into a flat trend line for completions in the future, and constrain the program from keeping up with anticipated job growth (see Appendix G).

- **COMPETITIVE FULL-TIME FACULTY PAY.** Although the compensation of faculty in the Assistant, Associate, and Professor ranks are extremely close to the median and average for master's intensive public and private comparator colleges and universities, the salaries are in the range of 8%-to-20% below doctoral comparators. This could be problematic under the consolidated institution as the Communication program competes with both industry and Georgia research sector universities for highly credentialed and experienced full-time faculty. In addition, lower paying full-time teaching and research track faculty positions could indirectly affect future growth and quality of the graduate Communication program.
- **POST CONSOLIDATION PART-TIME FACULTY PAY.** As KSU emerges into a doctoral and research university (i.e., a Carnegie DRU classification) stemming from rapid expansion due to consolidation, the compensation per credit hour taught for part-time faculty will decrease to 97% on average (see Appendix I). Although the KSU Communication part-time faculty will remain within the average of public and private doctoral comparators, if the need for qualified teaching faculty increases due to anticipated future growth in Communication and Public Relations-related jobs (see Appendix J), the decrease could negatively affect the low turnover rate among the part-time faculty.

### Threats

The long-term productivity of the Communication program was severely weakened during AY 2009-10 and the beginning of AY 2014-15. This was due to the overutilization of current human resources as well as the lack of capital resources flowing back into the program. The following highlights a few threats that will need to be addressed in order to sustain existing enrollment levels as well as support any increases in the future:

- **OVERUSE OF PART-TIME FACULTY.** As shown in Appendix E, use of cheaper adjunct and part-time faculty increased by 153% to meet increasing teaching commitments from the enrollment growth. This has reduced the percentage of full-time faculty from 40% in Fall 2009 to 31% in Fall 2014, a 9% decrease (see Appendix F). The implication for the Communication program is that three times as many part-time faculty will be needed to maintain the existing student-to-faculty ratio of 33:1 and meet upper division course demand as these students progress through the educational pipeline.
- **LACK OF HIRING FULL-TIME FACULTY.** The Communication program has not experienced a significant increase in the hiring of full-time faculty on the teaching or research tracks since Fall 2009 (see Appendix E). This has resulted in a 12% decrease over the last five years in the number of courses being taught by full-time faculty. The threat to the Communication program is that it will not meet the minimum standards needed for obtaining accreditation under the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC). Specifically, Accrediting Standard #2 (Curriculum and Instruction) is already in jeopardy as it calls for the student-to-faculty ratio not to exceed 20:1. In addition, a lack of full-time faculty on the teaching or research track reduces the likelihood that enough scholarly activity will occur to meet Accrediting Standard #4 (Full and Part-time Faculty). Indirectly, aspirations to obtain accreditation for the graduate Communication program will also be negatively impacted without additional terminally qualified full-time teaching and research faculty. In order to achieve a significant

reduction in the student-to-faculty ratio from 33:1 to 26:1, at least seven (7) full-time faculty would need to be hired as compared to 26 additional part-time faculty. The hiring of additional full-time faculty would need to occur in future years as well. It will take seven (7) additional positions to reduce the student-to-faculty ratio to 20:1 in order to meet Accrediting Standard #2, catch up with the rapid enrollment expansion that occurred in the past, and accommodate continued enrollment growth.

- **DECREASING PERCENTAGE OF TUITION INFLOWS**. As shown in Appendix G, enrollment gains in the Communication program along with annual tuition increases brought in a hefty 195% increase in tuition revenue for KSU over the last five years. Unfortunately, the amount of tuition revenue flowing back into the Communication program has decreased by 40% as measured by the ratio of the tuition generated by students enrolled as self-declared Communication majors and the amended departmental budget. The implication of starving the program in this manner is far-reaching and responsible for introducing the threats already highlighted. Further exacerbating the problem, in FY 2014, the amended budget for the program decreased by \$200k compared to FY 2013 despite the fact that self-declared Communication majors generated nearly \$1 million dollars in additional tuition revenue for the university. If this continues, ACEJMC Accreditation Standard #7 (Resources, Facilities, and Equipment) will be difficult to achieve as the resource allocations generated by the program are not being fairly reinvested back into the program. Generated tuition revenue trickling down to the Communication program should be restored to provide at least 60% of the budget in order to adequately resource the program and keep pace with growing enrollments.

#### Opportunities

Long-term enrollment and completion growth prospects appear to be favorable for the Communication program. Highlights of the opportunities are as follows:

- **ANTICIPATED FUTURE JOB GROWTH**. As indicated in Appendix G, The Bureau of Labor Statistics Employment Projections show that 65,000 job openings due to growth and replacement needs will occur from 2012-2022 in communication, journalism, and related occupations. In addition, 80,100 job openings due to growth and replacement needs will also occur in the same period for public relations-related occupations. Since the Communication program offers four concentrations, it is uniquely positioned to provide graduates to fill the entry-level positions for both occupational categories.
- **ADDITIONAL TUITION REVENUE**. Given the solid enrollment pipeline of self-declared Communication majors, any BOR-approved increases in tuition will translate into additional tuition revenue for KSU. If permitted to trickle down to the Communication program, the additional funds could be utilized to address the program's weaknesses and threats.
- **COMPLETION GROWTH FROM CONSOLIDATION**. Consolidation with Southern Polytechnic State University (SPSU) will contribute to both enrollment and completion numbers. Given past degrees awarded trends (see Appendix B), SPSU will add approximately 20-30 graduates per academic year to the discipline of communication and media studies. The implication of the increased degrees awarded is

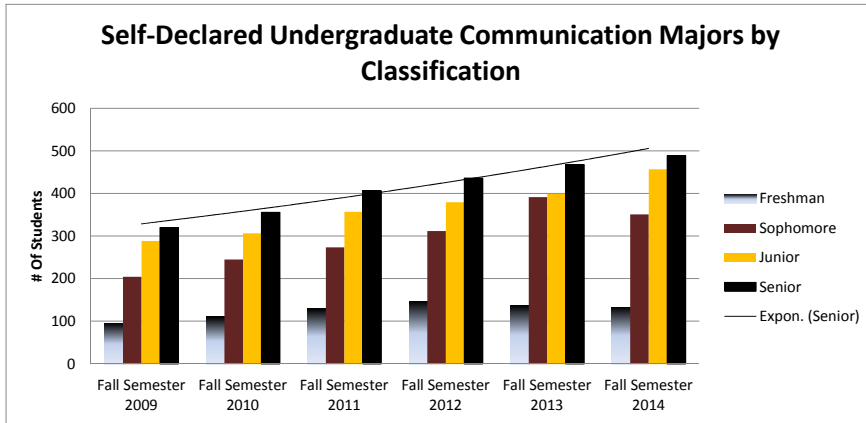
that it will solidify KSU as the second largest producer of Communication-related graduates in the state of Georgia by widening the gap between KSU and the third largest producer.

- **REDIRECTION OF FUNDING FROM CONSOLIDATION**. Funds from the four million dollars (\$4,000,000) earmarked for redirection to instruction stemming from consolidation could be used to hire additional full-time faculty in teaching and research tracks in the Communication program.

### Conclusion

There are opportunities for sustaining and exceeding current performance levels as well as increasing program quality in the Communication program. This analysis has suggested that the current utilization of human and capital resources be prudently reviewed in order to ensure the program will remain viable in the future, which is quintessential to meeting the program's mission, goals, and accreditation needs. While the Communication program continues to be viable at KSU, contributing significantly to creating a more educated Georgia, long-term sustainability is questionable. Additional funding should be redirected to facilitate: (1) the hiring of at least seven additional full-time teaching and research track faculty; (2) increase funding for the hiring of additional part-time faculty; and (3) increase the overall operating budget. This will enable the Communication program to catch up with the rapid expansion experienced in the past, continue growing enrollment in the future, and adequately prepare for accreditation. If additional resources are not funneled into the program, it may be necessary to scale back course offerings and limit enrollment in response to managing already constrained resources. Any such curtailing of the program will most likely affect KSU's enrollment, completion, and revenue growth number negatively as students pursue Communication degrees at other institutions.

Appendix A



**Self-Declared Undergraduate Communication Majors by Classification for Fall Semester 2009 through Fall Semester 2014**

Classification	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014	5-Year # Change	5-Year % Change
Freshman	96	111	130	147	138	133	37	39%
Sophomore	205	245	274	312	392	351	146	71%
Junior	289	307	357	380	399	457	168	58%
Senior	320	356	406	436	468	489	169	53%
Other (DEHP/Transient)	1		1				n/a	n/a
<b>Grand Total</b>	<b>911</b>	<b>1,019</b>	<b>1,168</b>	<b>1,275</b>	<b>1,397</b>	<b>1,430</b>	<b>519</b>	<b>57%</b>
Full-time	730	830	952	1,014	1,140	1,149	419	57%
Part-time	181	189	216	261	257	281	100	1298%
Part-time Equivalent	113	117	137	165	162	181	68	60%
<b>Grand Total</b>	<b>911</b>	<b>1,019</b>	<b>1,168</b>	<b>1,275</b>	<b>1,397</b>	<b>1,430</b>	<b>519</b>	<b>57%</b>
Annual % Change	7%	12%	15%	9%	10%	2%	n/a	n/a
FTE	843	947	1,089	1,179	1,302	1,330	487	58%

**Self Declared Undergraduate Communication Majors by Classification for Spring Semester 2009 through Spring Semester 2014**

Classification	Spring Semester 2009	Spring Semester 2010	Spring Semester 2011	Spring Semester 2012	Spring Semester 2013	Spring Semester 2014	5-Year # Change	5-Year % Change
Freshman	83	100	110	110	127	103	20	24%
Sophomore	190	191	238	267	281	350	160	84%
Junior	306	313	320	388	402	465	159	52%
Senior	294	344	409	427	473	501	207	70%
Other (DEHP/Transient)			1				n/a	n/a
<b>Grand Total</b>	<b>873</b>	<b>948</b>	<b>1,078</b>	<b>1,192</b>	<b>1,283</b>	<b>1,419</b>	<b>546</b>	<b>63%</b>
Full-time	701	780	870	959	1,044	1,136	435	62%
Part-time	172	168	208	233	239	283	111	65%
Part-time Equivalent	97	113	117	137	165	162	65	67%
<b>Grand Total</b>	<b>873</b>	<b>948</b>	<b>1,078</b>	<b>1,192</b>	<b>1,283</b>	<b>1,419</b>	<b>546</b>	<b>63%</b>
Annual % Change	6%	9%	14%	11%	8%	11%	n/a	n/a
FTE	798	893	987	1,096	1,209	1,298	500	63%

**Self-Declared Undergraduate Communication Majors by Concentration for Fall Semester 2014**

Self-Declared Major and Concentration	Fall Semester 2014
Communication (Interest)	210
Communication	1,220
Public Relations	508
Media Studies	349
Org Communication	177
Journalism & Citizen Media	186
<b>Grand Total</b>	<b>1,430</b>

SOURCE: University System of Georgia Data Warehouse (USG123).

Appendix B

Communication and Media Studies Degrees Awarded in Georgia for Academic Years 2007 through 2012						
Institution	2007	2008	2009	2010	2011	2012
University of Georgia	359	413	399	571	607	685
Kennesaw State University	156	199	210	226	259	269
Georgia State University	175	172	197	234	235	257
Georgia Southern University	137	129	94	114	113	141
Clark Atlanta University	160	125	130	109	142	127
Valdosta State University	57	51	43	41	67	65
Georgia Institute of Technology	16	25	28	48	86	63
Georgia College & State University	45	53	56	42	53	57
Savannah College of Art and Design	38	33	40	46	53	54
Augusta State University	42	30	57	54	52	53
University of West Georgia	40	47	40	48	46	53
Savannah State University	38	29	36	41	43	40
Southern Polytechnic State University	21	24	18	18	22	36
Berry College	31	39	37	36	30	32
Mercer University	22	45	47	25	32	26
Clayton State University	14	12	19	17	9	19
Albany State University	10	12	12	24	19	15
Fort Valley State University	22	7	12	15	10	15
Macon State College	15	4	13	7	10	15
Reinhardt University	15	11	10	25	7	15
Paine College	9	13	8	12	16	14
The Art Institute of Atlanta	21	20	13	43	16	14
Brenau University	6	4	10	7	10	9
Piedmont College	14	4	9	11	4	9
Wesleyan College	9	13	10	10	8	9
Young Harris College						7
Emmanuel College	4	9	7	6	5	5
Shorter University	6	12	6	6	9	5
Toccoa Falls College	11	7	13	11	11	5
Brewton-Parker College	5	5	7	4	3	1
<b>Grand Total</b>	<b>1,498</b>	<b>1,547</b>	<b>1,581</b>	<b>1,851</b>	<b>1,977</b>	<b>2,115</b>
<b>Annual % Change</b>	<b>12.3%</b>	<b>3.3%</b>	<b>2.2%</b>	<b>17.1%</b>	<b>6.8%</b>	<b>7.0%</b>

SOURCE: Integrated Postsecondary Education Data System (IPEDS) Completions Survey.

NOTE(S):

- The [09.01] Communication and Media Studies CIP (classification of instructional programs) code was utilized .

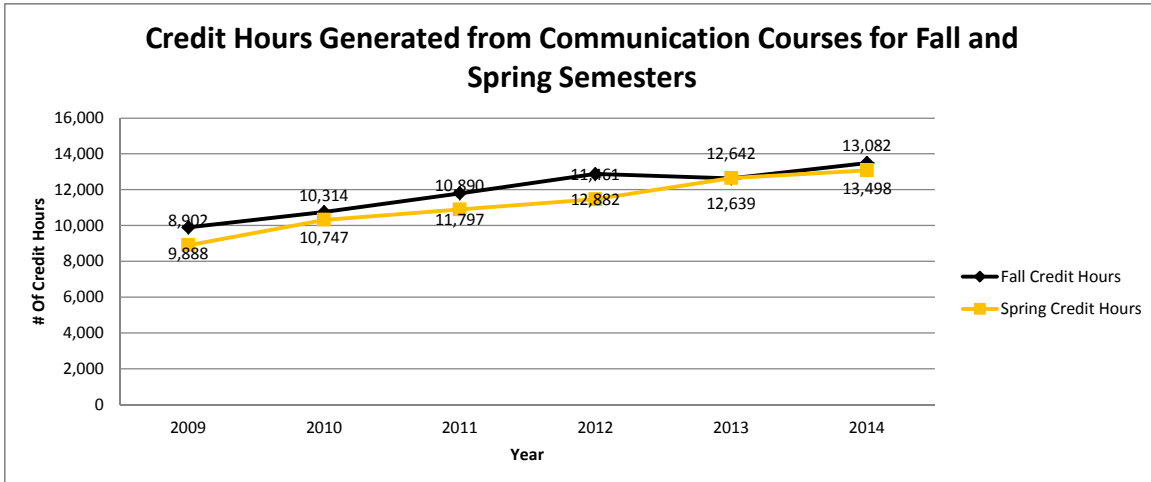
## Appendix C: Rank Order of KSU's Undergraduate Degree Completions

Programs Ordered by Number of Graduates FY2013	
Bachelor's Program	Graduates
Communication	289
Early Childhood Education (P-5)	287
Management	245
Psychology	209
Accounting	200
Nursing (Traditional)	174
Finance	153
Criminal Justice	135
Exercise & Health Science	123
Biology	117
Marketing	116
Human Services	115
English	99
Information Systems	93
Political Science	85
Sociology	70
History	69
Middle Grades Education (4-8)	68
Art	65
Integrative Studies	54
International Affairs	54
International Business	53
Sport Management	52
Computer Science	46
Mathematics	46
History Education (Secondary)	45
Information Security and Assurance	42
English Education (Secondary)	37
Professional Sales	33
Anthropology	31
Modern Language and Culture <sup>1</sup>	28
Mathematics Education (Secondary)	25
Theatre and Performance Studies	25
Chemistry	24
Health & Physical Education (P-12)	21
Biochemistry	20
Economics	18
Geography	18
Music Performance	18
Biotechnology	15
Dance	13
Geographic Information Science	13
Music Education (P-12)	13
Art History	8
Biology Education (Secondary)	8
Early Childhood Education (Birth to Age Five)	6
Music	6
Art Education (P-12)	3
Philosophy	3
African and African Diaspora Studies	1
Operations and Purchasing	0

Programs Ordered by 5-Year Change in Number of Graduates From FY 2008 to FY 2013	
Bachelor's Program	Change
Communication	90
Criminal Justice	68
International Business	53
Exercise & Health Science	49
Integrative Studies	48
Psychology	48
Human Services	34
Information Systems	29
Anthropology	27
Information Security and Assurance	27
Art	26
Sociology	24
Biology	23
Political Science	21
Geography	18
Accounting	17
Finance	16
Professional Sales	14
Dance	13
Mathematics	13
Health & Physical Education (P-12)	12
Music Performance	11
Computer Science	10
History	10
Art History	8
Nursing (Traditional)	7
Theatre and Performance Studies	7
Early Childhood Education (Birth to Age Five)	6
English	6
International Affairs	5
Early Childhood Education (P-5)	4
Geographic Information Science	4
Modern Language and Culture	4
Economics	3
Philosophy	3
Middle Grades Education (4-8)	2
Sport Management	1
African and African Diaspora Studies	0
Biology Education (Secondary)	0
Mathematics Education (Secondary)	0
Music	0
Operations and Purchasing	-1
History Education (Secondary)	-2
Music Education (P-12)	-4
Biotechnology	-6
Biochemistry	-7
Chemistry	-8
Art Education (P-12)	-10
Management	-15
English Education (Secondary)	-17
Marketing	-53



Appendix D



#### Credit Hours Generated from Communication Courses for Fall Semester 2009 through Fall Semester 2014

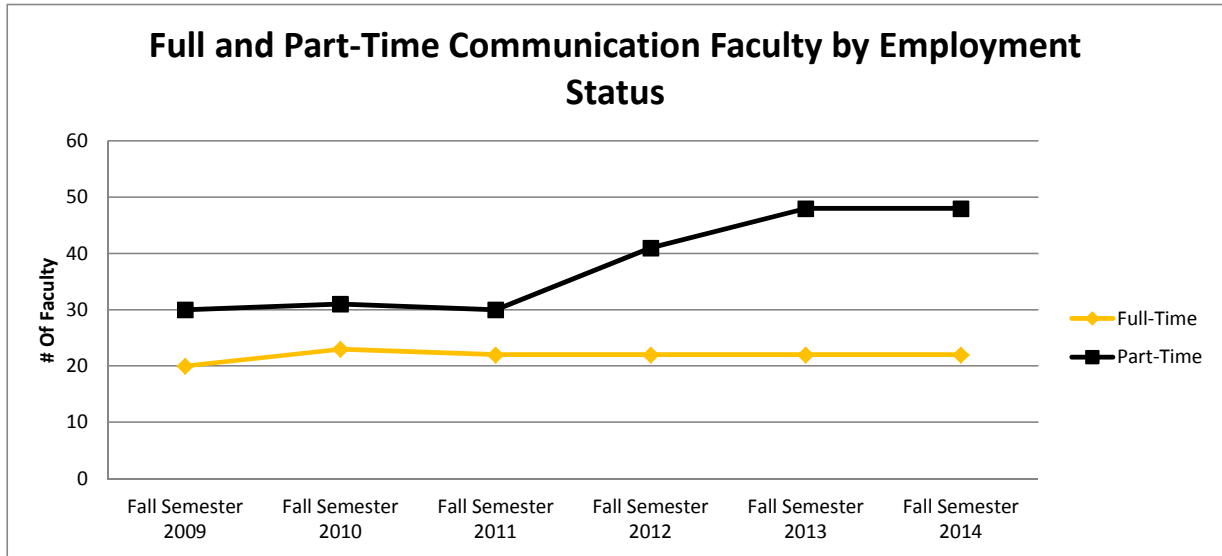
Category	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014	5-Year # Change	5-Year % Change
<b>Courses</b>								
Lower Division	52	51	54	56	55	56	9	19%
<i>COM 1109</i>	19	19	19	19	17	16	-3	-16%
<i>All Other 1000 and 2000</i>	33	32	35	37	38	40	12	43%
Upper Division	56	60	69	76	79	75	31	70%
<b>Grand Total</b>	<b>108</b>	<b>111</b>	<b>123</b>	<b>132</b>	<b>134</b>	<b>131</b>	<b>40</b>	<b>44%</b>
% Lower Division Courses Taught by FT Faculty	54%	61%	30%	38%	25%	25%		
% Upper Division Courses Taught by FT Faculty	57%	57%	65%	51%	57%	60%		
<b>Credit Hours</b>								
Lower Division	5,670	6,312	6,564	7,014	6,843	7,293	2,436	50%
<i>COM 1109</i>	3,177	3,645	3,669	3,822	3,621	3,462	600	21%
<i>All Other 1000 and 2000</i>	2,493	2,667	2,895	3,192	3,222	3,831	1,836	92%
Upper Division	4,218	4,435	5,233	5,868	5,796	6,205	2,227	56%
<b>Grand Total</b>	<b>9,888</b>	<b>10,747</b>	<b>11,797</b>	<b>12,882</b>	<b>12,639</b>	<b>13,498</b>	<b>4,663</b>	<b>53%</b>

#### Credit Hours Generated from Communication Courses for Spring Semester 2009 through Spring Semester 2014

Category	Spring Semester 2009	Spring Semester 2010	Spring Semester 2011	Spring Semester 2012	Spring Semester 2013	Spring Semester 2014	5-Year # Change	5-Year % Change
<b>Courses</b>								
Lower Division	39	41	43	49	52	52	13	33%
<i>COM 1109</i>	12	15	12	16	17	14	2	17%
<i>All Other 1000 and 2000</i>	27	26	31	33	35	38	11	41%
Upper Division	50	66	67	71	77	75	25	50%
<b>Grand Total</b>	<b>89</b>	<b>107</b>	<b>110</b>	<b>120</b>	<b>129</b>	<b>127</b>	<b>38</b>	<b>43%</b>
% Lower Division Courses Taught by FT Faculty	54%	54%	74%	43%	38%	33%		
% Upper Division Courses Taught by FT Faculty	44%	53%	43%	54%	52%	57%		
<b>Credit Hours</b>								
Lower Division	4,608	5,859	5,820	6,300	6,660	7,032	2,424	53%
<i>COM 1109</i>	2,451	3,579	3,078	3,564	3,378	3,552	1,101	45%
<i>All Other 1000 and 2000</i>	2,157	2,280	2,742	2,736	3,282	3,480	1,323	61%
Upper Division	4,294	4,455	5,070	5,161	5,982	6,050	1,756	41%
<b>Grand Total</b>	<b>8,902</b>	<b>10,314</b>	<b>10,890</b>	<b>11,461</b>	<b>12,642</b>	<b>13,082</b>	<b>4,180</b>	<b>47%</b>

SOURCE: University System of Georgia Data Warehouse (USG123).

## Appendix E

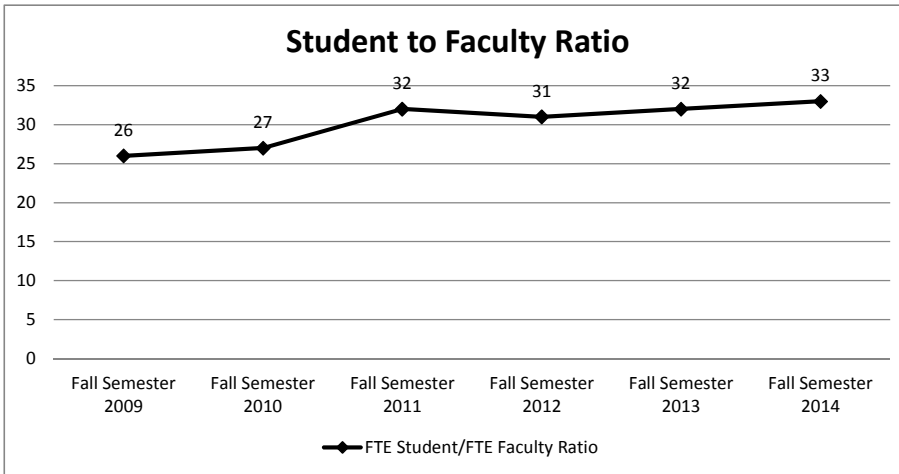


### Full and Part-Time Communication Faculty by Employment Status and Category for Fall Semester 2009 through Fall Semester 2014

Faculty Employment Status/Category	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014	5-Year # Change	5-Year % Change
<b>Full-Time</b>	<b>20</b>	<b>23</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>6</b>	<b>38%</b>
Administrator	1	3	2	2	2	2		
Department Chair	1	1	1	1	1	1		
Faculty Member	18	19	19	19	19	19		
<b>Part-Time</b>	<b>30</b>	<b>31</b>	<b>30</b>	<b>41</b>	<b>48</b>	<b>48</b>	<b>29</b>	<b>153%</b>
<b>Grand Total</b>	<b>50</b>	<b>54</b>	<b>52</b>	<b>63</b>	<b>70</b>	<b>70</b>	<b>35</b>	<b>100%</b>
<b>FTE</b>	<b>30</b>	<b>33</b>	<b>32</b>	<b>36</b>	<b>38</b>	<b>38</b>	<b>16</b>	<b>70%</b>
<b>% Courses Taught by FT Faculty</b>	<b>56%</b>	<b>59%</b>	<b>48%</b>	<b>44%</b>	<b>42%</b>	<b>41%</b>		
<b>% Courses Taught by PT Faculty</b>	<b>44%</b>	<b>41%</b>	<b>52%</b>	<b>56%</b>	<b>58%</b>	<b>59%</b>		

**SOURCE:** KSU Faculty Data Mart.

## Appendix F



<b>Student-to-Faculty Ratios of Self-Declared Undergraduate Communication Majors for Fall Semester 2009 through Fall Semester 2014</b>						
Category	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014
<b>FTE Student/FTE Faculty Ratio</b>	26	27	32	31	32	33
Category	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014
<b>Full-Time Students</b>	730	830	952	1,014	1,140	1,149
<b>Part-Time Students</b>	181	189	216	261	257	281
<b>Headcount</b>	911	1,019	1,168	1,275	1,397	1,430
<b>FTE Students</b>	790	893	1,024	1,101	1,226	1,243
Category	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014
<b>Full-Time Faculty</b>	20	23	22	22	22	22
<b>Part-Time Faculty</b>	30	31	30	41	48	48
<b>FTE Faculty</b>	30	33	32	36	38	38
<b>% Full-Time Faculty</b>	40%	43%	42%	35%	31%	31%
<b>% Part-Time Faculty</b>	60%	57%	58%	65%	69%	69%
Category	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014
<b>FT Student Increase</b>	44	100	122	62	126	9
<b>PT Student Increase/Decrease</b>	17	8	27	45	-4	24
<b>Student Increase</b>	61	108	149	107	122	33
<b>PT Student (FTE)</b>	5.67	2.67	9.00	15.00	-1.33	8.00
<b>FTE Student Increase</b>	50	103	131	77	125	17
<b>FTE Faculty Increase</b>	8	3	-1	4	2	0
<b>FT Faculty Increase</b>	4	3	-1	0	0	0
<b>PT Faculty Increase</b>	11	1	-1	11	7	0
<b>PT Faculty (FTE) Increase</b>	4	0	0	4	2	0

**SOURCE:** University System of Georgia Data Warehouse (USG123) and Common Data Set (CDS)

**NOTE(S):**

The Common Data Set definition reports the Fall ratio as the full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). The ratio calculations exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate level students. The definition does not count undergraduate or graduate student teaching assistants as faculty.

**Appendix G**

<b>Revenue and Fees for Self-Declared Undergraduate Communication Majors for Fiscal Years 2009 through 2014</b>								
<b>Revenue</b>	<b>Fiscal Year 2009</b>	<b>Fiscal Year 2010</b>	<b>Fiscal Year 2011</b>	<b>Fiscal Year 2012</b>	<b>Fiscal Year 2013</b>	<b>Fiscal Year 2014</b>	<b>5-Year # Change</b>	<b>5-Year % Change</b>
<b>Revenue</b>	<b>\$3,234,403.91</b>	<b>\$4,759,098.22</b>	<b>\$6,134,404.70</b>	<b>\$7,372,735.19</b>	<b>\$8,539,040.91</b>	<b>\$10,083,576.99</b>	<b>\$6,849,173.08</b>	<b>212%</b>
Tuition	\$2,348,641.03	\$3,381,198.16	\$4,425,212.51	\$5,254,110.76	\$5,962,940.99	\$6,929,214.59	\$4,580,573.56	195%
Required Fees	\$885,762.88	\$1,377,900.06	\$1,709,192.19	\$2,118,624.43	\$2,576,099.92	\$3,154,362.40	\$2,268,599.52	256%
<b>Enrollment</b>	<b>6,705</b>	<b>7,631</b>	<b>8,202</b>	<b>8,928</b>	<b>9,713</b>	<b>9,813</b>	<b>\$3,108.00</b>	<b>46%</b>
<b>Revenue per Student</b>	<b>\$482.39</b>	<b>\$623.65</b>	<b>\$747.92</b>	<b>\$825.80</b>	<b>\$879.14</b>	<b>\$1,027.57</b>	<b>\$545.19</b>	<b>113%</b>
Tuition	\$350.28	\$443.09	\$539.53	\$588.50	\$613.91	\$706.13	\$355.84	102%
<b>Amended Budget</b>	<b>\$1,774,164</b>	<b>\$1,638,766</b>	<b>\$2,227,787</b>	<b>\$2,790,401</b>	<b>\$2,714,175</b>	<b>\$2,507,562</b>	<b>\$733,398.00</b>	<b>41%</b>
<b>Amended Budget to Tuition Ratio</b>	<b>76%</b>	<b>48%</b>	<b>50%</b>	<b>53%</b>	<b>46%</b>	<b>36%</b>		
<b>FY Credit Hours</b>								
<b>Lower Division</b>	<b>10,422</b>	<b>12,612</b>	<b>13,392</b>	<b>14,262</b>	<b>14,952</b>	<b>15,069</b>	<b>\$4,647.00</b>	<b>45%</b>
<i>COM 1109</i>	5,847	7,413	7,197	7,770	7,665	7,554	\$1,707.00	29%
<i>All Other 1000 and 2000</i>	4,575	5,199	6,195	6,492	7,287	7,515	\$2,940.00	64%
<b>Upper Division</b>	<b>9,850</b>	<b>10,434</b>	<b>11,356</b>	<b>12,431</b>	<b>13,938</b>	<b>14,084</b>	<b>\$4,234.00</b>	<b>43%</b>
<b>FY Credit Hours Grand Total</b>	<b>20,272</b>	<b>23,046</b>	<b>24,748</b>	<b>26,693</b>	<b>28,890</b>	<b>29,153</b>	<b>\$8,881.00</b>	<b>44%</b>

**SOURCE:** Enterprise Information Management and Institutional Research.

Appendix H

**Revenue and Fees for Self-Declared Undergraduate Communication Majors for  
Fall Semester 2009 through Fall Semester 2014**

Revenue	Fall Semester 2009	Fall Semester 2010	Fall Semester 2011	Fall Semester 2012	Fall Semester 2013	Fall Semester 2014	5-Year # Change	5-Year % Change
<b>Tuition</b>	\$1,395,025.98	\$1,853,863.14	\$2,313,005.33	\$2,748,974.45	\$3,142,875.23	\$3,330,669.69	\$1,935,643.71	139%
<b>Required Fees</b>	\$512,985.77	\$673,617.62	\$897,336.22	\$1,108,555.67	\$1,365,218.82	\$1,384,636.60	\$871,650.83	170%
<b>Grand Total</b>	<b>\$1,908,011.75</b>	<b>\$2,527,480.76</b>	<b>\$3,210,341.55</b>	<b>\$3,857,530.12</b>	<b>\$4,508,094.05</b>	<b>\$4,715,306.29</b>	<b>\$2,807,294.54</b>	<b>147%</b>

**Revenue and Fees for Self-Declared Undergraduate Communication Majors for  
Spring Semester 2009 through Spring Semester 2014**

Revenue	Spring Semester 2009	Spring Semester 2010	Spring Semester 2011	Spring Semester 2012	Spring Semester 2013	Spring Semester 2014	5-Year # Change	5-Year % Change
<b>Tuition</b>	\$1,190,831.16	\$1,506,658.43	\$1,944,987.37	\$2,365,436.17	\$2,738,497.69	\$3,164,807.96	\$1,973,976.80	166%
<b>Required Fees</b>	\$491,533.48	\$624,303.85	\$714,522.33	\$910,128.33	\$1,112,093.37	\$1,407,856.42	\$916,322.94	186%
<b>Grand Total</b>	<b>\$1,682,364.64</b>	<b>\$2,130,962.28</b>	<b>\$2,659,509.70</b>	<b>\$3,275,564.50</b>	<b>\$3,850,591.06</b>	<b>\$4,572,664.38</b>	<b>\$2,890,299.74</b>	<b>172%</b>

SOURCE: University System of Georgia Data Warehouse (USG123) and Ellucian Banner Accounts Receivable Module.

**Department of Communication Amended Budget and Revenue for Fiscal Years 2010 through 2015**

Account	Fiscal Year 2010	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015 (Original)	5-Year # Change	5-Year % Change
<b>5-Personal</b>	\$1,582,446	\$2,149,173	\$2,721,618	\$2,628,397	\$2,439,319	\$2,546,607	\$964,161.00	61%
Full-time Faculty	\$764,581	\$1,157,075	\$1,042,472	\$1,121,385	\$1,061,112	\$1,167,303	\$402,722.00	53%
Part-time Faculty	\$243,700	\$272,000	\$364,100	\$418,800	\$430,000	\$420,000	\$176,300.00	72%
Summer Faculty	\$153,879	\$181,336	\$385,845	\$225,027	\$222,000	\$225,000	\$71,121.00	46%
<b>6-Travel</b>	\$18,750	\$24,704	\$30,249	\$16,778	\$26,236	\$17,904	-\$846.00	-5%
<b>7-Operating</b>	\$34,978	\$50,910	\$36,422	\$63,150	\$38,557	\$29,695	-\$5,283.00	-15%
7-Operating (Course Fees)	\$2,592	\$3,000	\$2,112	\$5,850	\$3,450	\$3,450	\$858.00	33%
<b>8-Equipment</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	0%
<b>Amended Budget Grand Total</b>	<b>\$1,638,766.00</b>	<b>\$2,227,787.00</b>	<b>\$2,790,401.00</b>	<b>\$2,714,175.00</b>	<b>\$2,507,562.00</b>	<b>\$2,597,656.00</b>	<b>\$958,890.00</b>	<b>59%</b>
<b>Tuition</b>	\$3,381,198	\$4,425,213	\$5,254,111	\$5,962,941	\$6,929,215	n/a	n/a	n/a
<b>Required Fees</b>	\$1,377,900	\$1,709,192	\$2,118,624	\$2,576,100	\$3,154,362	n/a	n/a	n/a
<b>Revenue Grand Total</b>	<b>\$4,759,098.22</b>	<b>\$6,134,404.70</b>	<b>\$7,372,735.19</b>	<b>\$8,539,040.91</b>	<b>\$10,083,576.99</b>	n/a	n/a	n/a

SOURCE: Oracle/PeopleSoft Financials General Ledger Module and Ellucian Banner Accounts Receivable Module.

**Appendix I**

<b>Average Salaries of Part-time Faculty Teaching in the Undergraduate Communication and Media Studies Discipline at Kennesaw State University as well as Masters and Doctoral Comparators for Fall 2013</b>									
<b>A. Kennesaw State University</b>			<b>B. Comparison Group Statistics</b>						
<b>Code/Title</b>	<b>Number of Per Course (PC) Faculty</b>	<b>Avg Number of Credit Hours Taught per PC Faculty</b>	<b>Avg Compensation Per Credit Hour Taught</b>	<b>Avg Number of Per Course Faculty</b>	<b>Avg Number of Credit Hours Taught per PC Faculty</b>	<b>Avg Compensation Per Credit Hour Taught</b>	<b>NP</b>	<b>NI</b>	<b>A's Avg Sal per C-H as % of B's Avg Sal per C-H</b>
<b>Masters Comparators</b>	40	5.2	\$1,123	11	5.2	\$859	233	21	130.70%
<b>Doctoral Comparators</b>	40	5.2	\$1,123	11	5.3	\$1,157	128	12	97.00%

**SOURCE:** CUPA-HR Salary Survey for Fall 2013.

**NOTE(S):**

- The [09.01] Communication and Media Studies CIP (classification of instructional programs) code was utilized for comparison purposes. All other [09.] Communication, Journalism, and Related Programs 2-digit CIP codes were ignored.

<b>Average Salaries of Full-time Faculty Teaching in the Undergraduate Communication and Media Studies Discipline at Kennesaw State University as well as Masters and Doctoral Comparators for Fall 2013</b>											
<b>Code/Title</b>	<b>A. Kennesaw State University Salary</b>		<b>B. Comparison Group Statistics (Based on Reported Average Salaries*)</b>							<b>A's Avg. as % of B's</b>	
	<b>NP</b>	<b>Average</b>	<b>Average</b>	<b>Std. Dev.</b>	<b>Median</b>	<b>Minimum</b>	<b>Maximum</b>	<b>NP</b>	<b>NI</b>	<b>Average</b>	<b>Median</b>
<b>Masters Comparators</b>											
<b>Professor</b>	3	75,919	81,905	14,637	78,817	57,165	129,044	343	106	92.7	96.3
<b>Associate Professor</b>	6	60,310	64,784	10,279	63,744	46,551	97,730	420	121	93.1	94.6
<b>Assistant Professor</b>	6	52,666	54,040	7,736	52,714	33,340	80,387	454	124	97.5	99.9
<b>Instructor</b>	6	46,976	44,061	6,831	43,223	30,907	62,768	332	88	106.6	108.7
<b>Doctoral Comparators</b>											
<b>Professor</b>	3	75,919	98,548	25,716	94,761	43,500	178,720	272	71	77	80.1
<b>Associate Professor</b>	6	60,310	70,556	11,265	69,559	37,350	101,794	381	77	85.5	86.7
<b>Assistant Professor</b>	6	52,666	57,699	9,477	57,000	22,191	88,534	324	77	91.3	92.4
<b>Instructor</b>	6	46,976	44,678	8,671	43,895	23,279	65,968	268	53	105.1	107

**SOURCE:** CUPA-HR Salary Survey for Fall 2013.

**NOTE(S):**

- The [09.01] Communication and Media Studies CIP (classification of instructional programs) code was utilized for comparison purposes. All other [09.] Communication, Journalism, and Related Programs 2-digit CIP codes were ignored.

## Appendix J

<b>Employment Projections for Communication, Journalism, and Related Occupations from 2012 to 2022</b>		
Typical Entry Level Education and Occupation Title	Job Openings due to Growth and Replacement Needs (2012-2022)	2012 Median Annual Wage
<b>Bachelor's degree</b>	<b>35,500</b>	<b>\$53,340</b>
Broadcast news analysts	2,000	\$55,380
Film and video editors	2,300	\$51,300
Radio and television announcers	8,600	\$28,020
Technical writers	22,600	\$65,500
<b>High school diploma or equivalent</b>	<b>29,500</b>	<b>\$34,620</b>
Community health workers	20,800	\$34,620
Media and communication workers, all other	5,700	\$45,160
Public address system and other announcers	3,000	\$26,230
<b>Grand Total</b>	<b>65,000</b>	<b>\$43,980</b>

<b>Employment Projections for Public Relations Occupations from 2012 to 2022</b>		
Typical Entry Level Education and Occupation Title	Job Openings due to Growth and Replacement Needs (2012-2022)	2012 Median Annual Wage
<b>Bachelor's degree</b>		
Public relations specialists	21,300	\$95,450
Public relations and fundraising managers	58,800	\$54,170
<b>Grand Total</b>	<b>80,100</b>	<b>\$74,810</b>

**SOURCE:** National Center for Education Statistics (NCES) and Bureau of Labor Statistics (BLS) Employment Projections for 2012-2022.

### Appendix K: Rank Order of KSU's Undergraduate Degree Completions

Programs Ordered by Number of Graduates FY 2014		Program Order by 5-Year Change in Number of Graduates From FY 2009 to FY 2014	
Bachelor's Program	Graduates	Bachelor's Program	Change
Communication	336	Communication	126
Early Childhood Education	239	Integrative Studies	70
Management	235	Exercise Science	55
Psychology	225	Criminal Justice	48
Nursing (Traditional)	222	Sport Management	46
Accounting	206	Psychology	45
Criminal Justice	152	Leadership Studies	35
Finance	152	Mathematics	33
Biology	142	Human Services	32
Marketing	124	International Business	31
English	95	Accounting	30
Human Services	94	Information Security and Assurance	30
Sport Management	78	Computer Science	25
Information Systems	76	Dance	25
History	75	Biology	24
Sociology	75	Sociology	23
Political Science	72	History	22
Exercise & Health Science	70	Anthropology	18
Integrative Studies	70	English	17
International Affairs	63	Art	14
Middle Grades Education	58	Music Performance	14
Mathematics	56	Nursing (Traditional)	14
Exercise Science	55	Middle Grades Education (4-8)	13
Computer Science	54	Finance	12
Art	52	Geography	12
Inform Security & Assurance	46	Early Childhood Birth to Kindergarten	10
History Education	39	Art History	9
Modern Language & Culture	38	Economics	9
International Business	37	Information Systems	9
Leadership Studies	35	Political Science	8
Chemistry	34	Geographic Information Science	6
Anthropology	32	Philosophy	5
Professional Sales	27	Biology Education (Secondary)	4
Biochemistry	26	International Affairs	4
Economics	26	Chemistry	3
Dance	25	African and African Diaspora Studies	-1
English Education	22	Biochemistry	-1
Geographic Information Science	21	Art Education (P-12)	-2
Music Performance	20	Music Education (P-12)	-2
Theatre and Performance Studies	19	Theatre and Performance Studies	-3
Health & Physical Education	18	Music	-4
Geography	17	Professional Sales	-4
Music Education	12	Modern Language and Culture	-5
Mathematics Education	11	Health & Physical Education (P-12)	-6
Early Childhood Birth to Kindergarten	10	History Education (Secondary)	-9
Art History	9	Biotechnology	-12
Biology Education	8	Mathematics Education (Secondary)	-13
Biotechnology	7	Exercise & Health Science	-19
Art Education	6	English Education (Secondary)	-21
Philosophy	5	Management	-44
Music	3	Marketing	-53
African and African Diaspora Studies	0	Early Childhood Education (P-5)	-69

**SOURCE:** University System of Georgia Data Warehouse (USG123).