

**DRAFT EXECUTIVE SUMMARY**  
***Curriculum Consultation***  
***College of Arts and Sciences***

**DEPARTMENT/PROGRAM**  
**ADVERTISING**

**EXTERNAL CONSULTANTS**

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**CAMPUS VISIT:**

February 25-26, 2016

The consultants read the *Self Study* written by the faculty in the program; reviewed the curriculum, course syllabi and evaluations; interviewed faculty, students and staff; and met with the Dean, Associate Deans and other relevant members of the campus community. Prior to their visit, the consultants were also provided with a variety of materials about the College and the University.

**1. How did the external review committee rate the quality of the program – excellent, very good, good, adequate, or poor? How does the program compare with benchmark top-tier programs nationally? Please provide a brief rationale for the external review committee’s rating.**

The consultants did not provide a rating on the quality of the program. According to the reviewers, “the program’s proximity to both world-renowned advertising agencies and other marketing organizations in the Bay Area and across the state of California represent its greatest strength and greatest opportunity” (p.1). The “caring administrators and faculty” and “bright, enthusiastic students” represent “some of the best qualities of the program” (p.1).

**2. What are the most important general issues that emerged from the external review process?**

- The reviewers concluded that the Advertising program is “worth a stronger investment”, despite “frustrations expressed about strained resources, faculty vetting and course availability” (p. 11).
- In order to advance the program, the reviewers suggest advertising constituent groups should put “the past aside and agree to move forward” (p.9).

### 3. What specific recommendations for improving the program's quality has the external review committee made to the Dean?

- a. *Clarify the mission:* The review team suggests making “the mission more visible and accessible”; the Advertising Program mission should focus on “preparing students to be men and women for others” with “skills that meet industry standards so that they are competitive with graduates of other programs” (p.3).
- b. *Align the program curriculum to highlight skills applicable to the advertising profession:*
  - The Advertising Major should “establish” a set of “required advertising courses” (p.4). At minimum, the major should include the following: Principles of Advertising, Strategic Thinking, Creative Strategy/Copywriting, Media Planning, Research and a Capstone.
  - Consider tracks of “Advertising Planning”, “Audience Analytics”, and “Creative Track” rather than the current ART and CS tracks.
  - The review team suggests the creation of a “true capstone class with foundational courses a prerequisites” (p.6).
  - In the interest of preparing students for the workforce, “consider allowing students to receive elective credit for a second internship” (p.5).
  - *ADVT 341 Controversies in Advertising* should become a “regular standing course since it tends to promote learning outcomes associated with professional ethics, social responsibility and the ways in which service and character is applied in advertising” (p.6).
  - The bulletin descriptions should be rewritten to “clearly and accurately describe the courses” (p.6).
  - Courses should be renumbered to “build upon each other” in a “sequence” (p.6).
  - Update the requirements of the minor to allow students “greater flexibility” (p.6).
- c. *Strengthen the Advertising curriculum by integrating other courses into the majors that support the goals of the discipline (p. 7):*
  - Add “new partnerships in the future” (p.7)
  - Marketing courses and content should be integrated into the Advertising Major.
  - As a means of helping students to understand strategic marketing communications through the audience perspective, “analytics” should be added to the curriculum.
  - *RHET 216 Writing for Advertising* should be eliminated or rewritten so “it is more applicable to skills appropriate for industry professionals” (p.7).

- d. *Create an Advisory Board for the Advertising Program*
  - While the structure of board should not be “pre-set”, the review “strongly recommends” that the following people be considered: the new director of the Advertising Program, at least one Communication Studies faculty member, a faculty member from any outside discipline represented in the major, one to two alumni with successful careers, and a current student in the Advertising major (p.8).
  
- e. *Invest in the Advertising Program’s social capital within the USF Community:*
  - The Advertising faculty should “work toward changing views held by faculty” who believe that the Advertising major “conflicts with the Jesuit mission of the university” (p.9).
  - The review team suggests that the faculty address “the heavy reliance on part-time faculty and the resulting turnover” by “monitoring more closely the work of part-time faculty”(p.9).
  - The review team also suggests reinstating “the advertising classes for credit in the COMS major” to remove a barrier between the Communication Studies and Advertising (p.10).
  - In order to build a strong camaraderie among Advertising students and faculty, there should be an “increase in community building opportunities” (p.10).
  
- f. *Other opportunities to protect the program and grow its mission*
  - Bolster support for the new Program Director “as she takes on the challenge of making the Advertising Program innovative”, while she transitions into her new role. (p.10).
  - “Nurture” relationships with “Advertising Program alumni” (p.11).

**4. In the opinion of the external review committee is the program following the University’s strategic initiative in that it is;**

The report submitted by the Curriculum Consultants offers a set of recommendations designed to help the Advertising Program take advantage of its “greatest opportunity” – its proximity to “world renowned advertising agencies” in the San Francisco Bay Area. The following strategic initiatives are aligned with the Advertising Program, when it realizes its full potential.

- a. *Offers students the knowledge, skills, sensitivities, and motivation to succeed as persons and as professionals contributing to the common good of all, especially the most vulnerable.*

The mission of the Advertising Program is to graduate students who are “thought leaders, critical thinkers, and persuasive communicators with strong professional skills” (p. 3). Students trained in the Advertising program should “be able to provide a moral compass when ethical dilemmas arise” and should be able to demonstrate mastery of “skills that meet industry standards” (p.3).

b. *Fosters the development of curricula that reflect the most recent advances within and between the disciplines*

The Advertising Program should continue to develop strategic partnerships beyond Art and Computer Science to help prepare students for their post-graduation jobs.

**5. In what way is the program contributing to the goal of making the University of San Francisco a premier Jesuit, Catholic urban university with a global perspective that educates leaders who will fashion a more humane and just world?**

The University of San Francisco's Advertising Program is the only one of "its kind within a 50-mile radius"(p.2). The program is "well-situated to educate students and facilitate opportunities for industry employment" because of its "proximity to world renowned advertising agencies"(p.2). The review team suggests that the Advertising program utilize the National Student Advertising Competition (NSAC) as if capstone course. This would provide opportunities for students to work with local clients like "non-profit organizations" and "for profit companies that lack the resources to pay a professional ad agency", both of which "would provide a service to the community" (p.5).

**6. What is the timetable for the response to the external review committee's recommendations for program improvement? What can the Office of the Provost do to appropriately respond to the review?**

The next step is for the Dean and Associate Deans to meet with the Advertising program to create an Action Plan based upon the recommendations of the review team and discussions between the administration and faculty. The Office of the Provost can assist the program by supporting the agreed upon steps in the Action Plan.

**7. What general comments or issues, if any, are crucial to understanding the reviewers report?**

None.