Welcome to Rutgers MCM Program

You are about to begin your graduate journey in the Rutgers MCM Program in the School of Communication and Information (SC&I). I congratulate you on this undertaking and promise that the journey will be an interesting, challenging and rewarding one.

Inside this student handbook, you will find a great deal of information about the MCM program as well as how to navigate and settle in here at Rutgers University. This handbook should be read over in detail at the outset of your time in the program and then kept handy for reference as you move through the program. Issues and opportunities that do not seem as pertinent to you today may be more relevant later.

Please also keep an eye out for MCM listserv emails from program representatives that provide updated information. As new opportunities or improvements to procedures are made, we will circulate them through email. You should keep those emails with your student handbook for later reference.

Welcome to MCM at Rutgers!

Dr. Richard Dool
MCM Director
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About the MCM Program

The MCM program is offered by School of Communication and Information (SC&I). The Program is offered in collaboration between the Department of Communication and the Department of Journalism and Media Studies.

Adapting to audiences, designing effective communication strategies, collaborating and resolving conflict effectively, and leveraging social media are a few of the complexities of communication that MCM students learn to understand.

Founded in 1987, The MCM program is designed to provide its students with opportunities to execute a course of study that enables them to leverage theoretical understanding of critical communication and information processes into practice or advanced doctoral studies. Our seven specialized tracks in Communication and Media Studies, Strategic Organizational Communication, Digital Media, Health Communication, Communication and Media Research, Public Relations or Leadership Communication enable students to either focus study in one area or combine areas of study to tailor a program for students’ career goals.

Our students join us from a variety of backgrounds and disciplines. Approximately two thirds of our students come to us with significant working experience and the other third come directly from undergraduate programs. Some of our students come with strong communication backgrounds in study as well as experience, although many come from a variety of other related backgrounds such as business, sociology, public health, social work, English, IT, and the humanities.

Our faculty are cutting-edge researchers and practitioners who understand the importance of leveraging general knowledge and theory into practice. Students in the program will learn how understanding underlying dynamics and essential processes of communication, interaction, and knowledge creation can enable high-level skill execution in practice.

The program draws diverse groups of students with a variety of employment, educational, cultural, and national backgrounds with a wide variety of goals: Recent graduates of bachelor programs seeking advanced knowledge; experienced professionals seeking career advancement or career change; students bound for Ph.D. programs in Communication or Media Studies.

About the Program Leadership

The MCM degree is offered and administered by the Department of Communication led by the MCM Director (Dr. Richard Dool), who is also a faculty member. The MCM Executive Committee includes representatives from the Program faculty who work with the Director on all issues related to the program’s administration. Teaching faculty includes the full-time, tenure-track members of each of the three departments in the School as well as part-time lecturers (PTLs) with outstanding and relevant educational and professional backgrounds.
Overview of the Program Requirements

MCM students complete 36 credits to earn their degree. The program is self-paced (3-12 credits per semester). Students can choose between six specific specializations and one general specialization. Students are admitted to the general program and may stay within a specialized track or may combine tracks to focus on multiple areas of interest.

Students must complete 15 credits of core requirements; and 21 credits of electives. Up to 6 credits of graduate work can be transferred in from another University or from other graduate programs at Rutgers.

Specializations

Communication and Media Studies

In this general specialization students will take a self-designed course of study drawing across any of the specialized MCM specializations as well as courses in other areas of the School. Courses in organizational communication, mediated communication, health communication, social interaction, knowledge management, and media studies are offered throughout the year. Many of these courses are cross-listed with the doctoral program in the School.

Strategic Organizational Communication

In the Strategic Organizational Communication specialization students are able to emphasize theory-based study of organizational process, structure, and interaction as well as use of new communication technologies in organizational and societal contexts. Courses examine organizations in a variety of contexts including businesses, nonprofits, civil society, and government. This specialization may be especially appealing for those who have goals for careers in organizational leadership, corporate communication, advocacy, administration and/or management, training and development, consulting, change management, stakeholder relationship management, and social media management.

Electives in this specialization include courses dealing with organizational leadership, organizational decision-making, inter-organizational relationships, organizational change, organizational training & development, persuasion & advocacy, networks, collaboration & conflict, global organizations, virtual organizing, work & technology, knowledge management, information policy, competitive intelligence and social media.
**Digital Media (Available Fully Online)**

This specialization is intended for journalists and other communication specialists who wish to retool and gain understanding of 21st century media. This includes study of grassroots reporting and advocacy. The specialization will ensure students are conversant in digital video capture, editing, and production as well as social media management. This specialization is completely online (although face-to-face or online electives in other specializations are available to these students as well).

Electives in this specialization include new media law and policy, critiquing marketing communications, digital journalism, digital advocacy and persuasion, globalization, media and social change, and digital media production, and interface design, among others.

**Health Communication**

This specialization is intended for students who wish to specialize in various contexts related to community wellness and health interaction such as public health communication; facilitated provider-patient communication; health campaigns and advocacy; and community health and wellness.

Electives in this specialization include persuasion & advocacy, e-public health, community-based organizing, interpersonal health, health campaigns, mediated health communication, health informatics, social informatics, and records management. Students who have interests in health organizations may wish to combine study in this specialization with study in the Strategic Organizational Communication specialization.

**Communication and Media Research**

The Communication and Media Research specialization is intended for students who wish to take a more research-oriented course of study. It is also designed for those students who may wish to pursue a Ph.D. program after completing the MCM degree. These students have somewhat different requirements (9 credits of core; 3 credits of research practicum; 3 credits of teaching internship; 21 credits of electives and also a zero-credit Colloquium requirement). In addition to coursework, these students will be involved in empirical research with a faculty member; assist in teaching a course; and focus their study and capstone project with a research orientation.

**Leadership Communication**

The MCM program also offers a specialization in Leadership Communication. Leadership communication is ranked in the top leadership competencies in a study of more than 330,000 leaders. Leaders today must be adept in all main communication modalities – one to one, one to many, and in the various ‘e’ forms and it must be done at the speed of now. Our program is where leaders come to learn to communicate even more effectively.
The MCM Leadership Communication specialization will help students enhance their strategic communication perspective while improving skills in speaking, listening, observing, questioning, reflecting, and writing. The program blends theory-informed, research-based study of the communication demands on leaders, with practical skills to effectively lead in this fast paced, complex organizational environment.

Public Relations

One of the new programs is the MCM Public Relations specialization. Public Relations is one of the 10 fastest growing professions in the U.S. and government economists expect jobs for PR specialists to grow faster than average for all careers through 2020. Public Relations is a dynamic and growing profession and our program is positioned to offer a unique blend of theory and practice. Our faculty of world class researchers and senior PR professionals will give our students the PR perspectives and skills to differentiate their professional credentials.”

This MCM concentration is designed for public relations professionals to enhance their professional credentials and for those who wish to enter this fast growing and dynamic profession. The specialization explores the competencies needed to be an effective public relations practitioner in the dynamic, complex, and social media driven PR environment. Additionally, Rutgers is located conveniently in the public relations epicenter between New York City and Philadelphia.

Policies About Specializations

1. Students use a specialization to organize their studies and to focus on an area of interest. Students are required to officially declare a specialization and to complete their degree within a given specialization. However, students can change specializations as they choose.

2. There is no requirement that students declare that they are switching specialization if they decide their interests change over the course of their degree. They should discuss this with the MCM Director to ensure they stay on track for graduation.

3. The program strives to plan course offerings such that at least two electives per specialization are offered each spring and fall term. Core courses will be offered at least once annually, but most are offered each semester or in the Summer sessions.
Specific Degree Requirements

Core Courses (15 credits) – See Degree Audit Forms at the end of the Handbook

- **Communication and Society Overview Course** (each student must take at least one Communication and Society course to satisfy this requirement)
  - Communication and Society -- for the Communication and Media Studies and Strategic Organization specializations
  - Digital Media and Innovation -- for Digital Media specialization
  - Health Communication -- for Health Communication specialization

- **Communication Research**--focuses on literacy in reading original research

- **Organizational Communication**

- **Mediated Communication** (Digital Media students take Media Studies Theory & Practice)

- **Capstone or E-Portfolio (choose one)**
  1) Capstone is a 3-credit faculty supervised project completed by all MCM students in or near the last semester of study. Capstone requires students to integrate what they have learned in the MCM program through the completion of a clearly focused case study, literature review, or empirical project. The projects can be of an applied or scholarly nature. All projects are informed with literature and scholarly knowledge gained through the program. Projects are supervised by the course instructor as well as through faculty mentors.

  2) E-Portfolio is a 3-credit online course in which students develop a professional e-portfolio that showcases a resume; academic work, professional development courses, certifications and/or military service; social media and other digital assets; relevant audio/video material; professional, community and school activities; and writing samples. The class will leverage theory, research, best practices, and current thinking to help each individual determine the most effective approach to reach relevant stakeholder groups and to identify critical steps to reaching career goals. Assignments will help students prepare their e-portfolios, which they will be able to use in their career searches. Feedback from the instructor and peers will provide an “outside” perspective of e-portfolios.

**Elective Courses (21 Credits)**

In addition to the electives made available in the MCM specializations, students may apply up to six credits of coursework from outside of the School of Communication and Information. Students may wish to supplement their MCM program with courses in Business, Social Sciences, or other professional schools.
Experiential Learning

All MCM students can take up to six credits of experiential learning as part of their electives. In these supervised experiences, students will engage with practitioners to learn skills and perspectives. Grades are assigned based on a self-evaluation by the student and a supervisor-evaluation by the practitioner or faculty member. Online students may complete this requirement in an online opportunity or in their local area. Students may satisfy this requirement through:

- **Internships** (150 hours for 3 credits) in businesses, nonprofits, government agencies, and/or Rutgers units/departments. Students may not intern where they are employed. Students may take two internships (150 hours/3 credits) or one internship (300 hours/6 credits).

- **Research Practicum** - Students work with faculty in executing cutting-edge research projects. Students may take two practicums (3 credits each) if they wish.

- **Teaching Internships** -- Students work as assistants to a professor in a course related to their study. Teaching Assistantships must be approved by the course instructor, the MCM Director, and the Communication Department Chair. To apply for a teaching internship, start with an email to the MCM Director prior to the term you wish to assist.

- **Fellowship** -- Students apply and are selected as Fellows in the Johnson & Johnson Fellowship program. Six of the credits earned in this program may be applied to degree requirements. Fellows have tuition paid and receive a stipend. They spend 20 hours per week onsite at J & J.

**International Students and Experiential Learning** — Special rules apply to international students regarding internships and fellowships. Students are responsible to know what their visa status permits in the way of CPT (Curricular Practical Training) and other opportunities of this nature. International students should check with the International Services Office on campus for advice and detailed orientation. The MCM program will maintain a list of internship opportunities (as well as practicum and teaching internships) in the program and on campus that will permit international students to meet their experiential learning requirement.
Policies Related to Satisfying Degree Requirements

1. Students are required to successfully complete 36 credits to earn the MCM degree including the core and elective requirements.

2. 9 credits are considered a full-time load. 12 credits per term is the maximum course load and requires approval by the Director. Study may also be pursued part-time.

3. Students are required to satisfy degree requirements with at least 30 credits in coursework aside from individualized experiences such as independent studies, practicums, internships and the like.

4. Fellows may apply no more than 6 credits of Fellowship credit towards satisfying the degree requirements. They will register for and participate in up to 6 credits of Fellowship work as an enhancement to their program experience.

5. Students may apply up to a total to 6 credits from other graduate programs (both inside/outside of Rutgers) to their degree requirement upon approval of the course by the program director.
   
   a. **Transfer from a Rutgers Program**—a request to count a course from a Rutgers graduate program should be made prior to enrollment. The program director will determine the appropriateness of applying the course to the MCM degree. Grades of such courses are treated the same as courses within the MCM program.
   
   b. **Transfer from another University’s Program**—a request to count a course from another university’s graduate program can be made at any time during the student’s program of study. Such a request should include the syllabus of the course taken; a transcript showing the grade earned by the student in the course; and a brief explanation of why the student believes the course is applicable to the MCM degree. Such transfers will be made only if the Director finds the course relevant to the MCM program; the student earned a grade of B or better; and the course was taken within five years of entry into the MCM program. The student is responsible to ensure all the steps of this transfer process are completed and that an appropriate form for transfer of credit is signed and on file in the Student Services Office of SC & I.

6. Students are expected to earn grades of B or better in their coursework. No more than six credits bearing a grade of C or C+ and no credits bearing a grade of F or IN may be used in meeting the requirements for the MCM degree.

7. Students may take a maximum of 42 credits to meet degree requirements for the MCM degree including credits bearing the grade of IN.
International Students

International students should pay attention to the special procedures required by the Graduate Admissions office. Once in the country you should participate in the programs sponsored by the Office of Rutgers Global (https://global.rutgers.edu/).

In particular, we strongly encourage all international MCM students to participate in a Rutgers Global orientation session. There are many specific rules and much information that apply to international students. Please make sure you make use of the Rutgers Global programs, advisers and information.
Special Opportunities

MCM Fellowships

**Johnson and Johnson Fellows** (who are funded through the Johnson & Johnson Fellowship Program) will take 3 credits of Fellowship (Fellows I, II, III, IV) each semester of their fellowship and may count 6 of these credits toward the MCM electives requirement. This is a very competitive offering and usually attracts many highly qualified applicants.

These students are selected by Johnson and Johnson to be Fellows and spend 20 hours per week at J & J as part of their learning experience. They are given a stipend plus tuition and gain valuable experience. All MCM applicants are considered for J & J Fellowships as part of our admissions process. Nominated students are asked to supply a professional resume for further consideration. Typical Fellow placements are for four semesters – although are on a semester-by-semester basis, depending on the student's performance in the Fellowship and in the program and the continuing availability of support from the sponsor. Students may apply and be considered for Fellowships in subsequent semesters after they begin the MCM Program.

- MCM Fellow Internship I, II, III, IV are required of students awarded MCM Fellowships each term of their fellowship for up to four terms or 12 credits. **Six of those credits may be counted toward the MCM degree requirements.**

To apply to be a Johnson and Johnson Fellow after initially joining the MCM Program:

- Send a professional resume to the MCM Director
- Send an email stating your interest in being considered for a Fellowship

Any student who is selected for a 2-year Fellowship after starting in the program, would still be expected to complete ANOTHER four semesters of study and fellowship. 1-year Fellowships are also available from time to time.

**Registering for Classes**

The course schedule for the upcoming semester will soon be posted online at [http://www.acs.rutgers.edu/soc](http://www.acs.rutgers.edu/soc). Once there, select "New Brunswick" as the campus location; "graduate" as the level of study; and select the term of study. Then, hit "submit." On the next page, select "college avenue," "all grad courses," and select in the drop down menu for subject area "communication and information studies."

When you click on "Get Course Schedule" it will bring up all the on campus course offerings. **Scroll down to the courses for MCM students (indicated by the "17" in the far left column).** You’ll then see the list of offerings for the upcoming semester. Please **DO NOT** register for courses that begin with a “16” (16:194:6XX). These are the doctoral courses
and unless cross-listed with an MCM number, are not available to you. **MCM courses are 17:194:5XX.**

Also, please check the “**New Brunswick Online**” as the campus location and follow the same procedure to see our online listings for the program.

In this venue, you can see which classes are open and which are closed. The courses with a red flag mean they are closed. You may still be able to add those courses, but need instructor permission to do so. You should email the instructor and ask if he/she would be willing to add you. Green flags mean the course is open. (If a cross-listed course has the MCM section closed and the Ph.D. section open, **YOU MAY NOT SIMPLY REGISTER UNDER THE PH.D. NUMBER.** You must ask for permission of the instructor to add to the MCM side of the course).

If you have selected your courses from the schedule, note the five-digit index number. You will need that five-digit number to register for your class.

Double-check to be sure you don’t need a special permission number. If the course has a prerequisite, or indicates that instructor permission is necessary, you will need a special permission number. You get these by emailing the MCM Director. If permission is given, you’ll then get the actual number from the Graduate Student Counselor (Allison Machiaverna a.machiaverna@rutgers.edu).

- To get into the course registration website you will need your nine digit Rutgers ID number (we can provide it to you if you need it) and the first four digits of your birthday. For instance, if your birthday is September 16th, you would type in 0916.
- The course registration website may not accept your social security number. You will need to know your new nine-digit Rutgers ID number. Do not mistake this for your Net ID (email & password).
- Once you are into the registration website, there will be a number of boxes where you can type in the index numbers of the courses you want to take.
- Type in the index numbers and press “submit.”

**Academic Performance and Poor Performance**

**Progress Towards Degree**

Candidates for the MCM degree are expected to make steady progress toward the degree. It is expected that a **student will achieve the degree within 4 years from the semester in which s/he enters.** If the student has not achieved the degree within that 4-year period, and wishes to continue in the program, s/he will need to file a request for an extension that must be reviewed and approved by the Director. That extension, if granted, will specify the additional time the student will be granted to complete the degree.
**Leave of Absence from Program**

Students who must interrupt their studies may, with the approval of a program director, register for Matriculation Continued (leave of absence). There is no tuition fee for this registration, although a student fee is charged. Students who do not register for Matriculation Continued will be charged a reactivation fee upon their return to the program. (Students on temporary visas who interrupt their studies must in most cases leave the United States during such periods.) Matriculation Continued is available only to students not enrolled in any coursework and not using faculty time and university facilities, except to complete previous coursework from classes with incomplete or temporary grades. MCM students may enroll in Matriculation Continued for a maximum of two consecutive semesters.

**Scholastic Standing**

Candidates for School of Communication and Information Master’s degrees are expected to earn grades of B or better in their coursework and maintain a 3.0 GPA. Within each program, no more than 6 credits bearing a grade of C or C+ may be used in meeting requirements for the master’s degree.

A total of no more than 42 credits may be taken to meet degree requirements for the Master of Communication and Media (MCM) degree, including credits bearing the grade of IN. All grades will count in the cumulative GPA for a student, including repeated classes. Throughout a student’s matriculation in the program, he or she may repeat only one failed course one time.

**Poor Academic Performance**

Each academic program has a Scholastic Standing Committee that includes the program director and at least two other faculty members, and the assistant dean for student services as an ex-officio member. This committee will review cases of students who have received grades below a B, which are defined as the following grades: C, C+, F, IN, TC, TC+, TF.

**Warning.** A student is warned in writing when he or she has received one grade below a B in any class, or at any time the Scholastic Standing Committee feel that the student’s academic performance is such that he or she may be in difficulty unless the work improves.

**Probation.** The Scholastic Standing Committee will review for probation any student who has received two grades below a B. A student receives written notification of being placed on probation if the committee determines that probation is appropriate. When placing a student on probation, the Scholastic Standing Committee may impose conditions on the student in order to continue in the program, such as limiting the number of credits to be attempted in the following semester or requiring completion of previous incompletes before additional credits may be attempted. Being on probation means that the student is
continuing in the program with the understanding that he or she must improve the level of work and meet the conditions of probation set by the Scholastic Standing Committee. A student who is within two semesters of the time limit for the MCM degree who, based on outstanding credits, has no possibility of completing the degree on time should consider themselves in academic jeopardy and must make an appointment with the program director in order to register for the penultimate semester, regardless of whether that student is notified in writing about their academic jeopardy.

**Dismissal.** The Scholastic Standing Committee will review for dismissal any student who has received three or more grades below a B. A Student receives written notification of academic dismissal if the committee determines that dismissal is appropriate. Students who are dismissed from the program will not be permitted to take courses for credit unless they formally are readmitted to SC&I. The minimum dismissal time before readmission is one full semester, not including the summer.

Scholastic Standing Committees will notify students of probation or dismissal in the weeks following a fall, spring, and summer semester before the following semester begins. Due to the scheduling of Winter Session, grades from that term will be considered with spring grades.

**Appeal.** Students who wish to appeal a decision of probation or dismissal by the Scholastic Standing Committee should follow the appeal procedure carefully.

1. Applicants must appeal in writing to the program director within 30 days of the decision date. The appeal request should explain why the student believes the original decision should be overturned, including any additional information the student believes was not considered by the Scholastic Standing Committee when they made their original decision.
2. The program director will acknowledge receipt of the appeal request within five work days.
3. Upon receipt of the written appeal, the program director will review the student’s file to ensure that the scholastic standing review was handled according to established policies and procedures. After this procedural review, the file will be returned to the members of the Scholastic Standing Committee that made the original decision, with the request that the decision be reconsidered.
4. The Scholastic Standing Committee will reconsider the case using any additional information submitted in the appeal. The Committee may either render a new decision or confirm the original decision. The student will be notified in writing within 30 days of the submission of the appeal.
5. Should the student be dissatisfied with the disposition of the first appeal, a subsequent appeal may be made in writing directly to the dean of the school within 30 days of the receipt of the Scholastic Standing Committee’s decision. The dean will review the file and consult as necessary with the Scholastic Standing Committee. The dean’s decision is made in writing to the student, with copies of the decision to the Scholastic Standing Committee and to the Office of Student Services. The dean’s decision is final.

**Readmission.** Students who have been dismissed for academic reasons cannot be considered for readmission until they can provide evidence that they can successfully
complete the program. Such students must reapply to the program. The faculty may stipulate one or more of the following:

1. A minimum period of time following the dismissal (at least one semester not including Summer Session) before an application for readmission will be considered. If reapplication will be within one year of the dismissal, the student need not provide new transcripts or recommendation letters as part of that process.
2. Any other evidence (e.g., medical report) or requirement that might be deemed appropriate for a particular student.

Students usually are not readmitted after a second dismissal action.

**MCM Policy on Academic Integrity**

*For the comprehensive version of the Rutgers Policy on Academic integrity go to:*
http://teachx.rutgers.edu/integrity/policy.html

Rutgers University is an academic community of scholars. Academic dishonesty is a very serious offense against the integrity of this community that will not be tolerated. All academic work submitted by you is assumed to be your own original work and to contain your own thought, research, and self-expression. Work that borrows the ideas, organization, or wording from others must be properly acknowledged. Similarly, work that was conducted for one class should not be used in another class. Students should be very careful to cite their sources properly when downloading materials, images, and text from the Internet.

It is the policy of the MCM Program to pursue plagiarism vigorously, to fail students who plagiarize, and to report cases of plagiarism to the university administration. Students are responsible for knowing what the standards are and for adhering to them.

**Violations of Academic Integrity**

Any involvement with cheating, the fabrication or invention of information used in an academic exercise, plagiarism, facilitating academic dishonesty, or denying others access to information or material may result in disciplinary action being taken at either the college or university level. Breaches of academic integrity can result in serious consequences.

Examples: Improper footnoting or unauthorized assistance on academic work; Quoting directly or paraphrasing without proper acknowledgement on a moderate portion of the assignment, failure to acknowledge all sources of information and contributors who helped with an assignment, submission of the same work for more than one course without permission of the instructor; Copying from or giving others assistance on an hourly or final examination, plagiarizing major portions of an assignment, using forbidden material on an
hourly or final, using a purchased term paper, presenting the work of another as one's own, altering a graded examination for the purposes of re-grading;

Violations of academic integrity are classified into four categories based on the level of seriousness of the behaviors.

**Level Four violations represent the most serious breaches of intellectual honesty and apply to all graduate level work.**

Such cases are heard under the University Code of Student Conduct. Examples of Level Four violations include:

1. All academic infractions committed after return from suspension for a previous academic honesty violation.
2. Infractions of academic honesty in ways similar to criminal activity (such as forging a grade form, stealing an examination from a professor or from a university office; buying an examination; or falsifying a transcript to secure entry into the University or change the record of work done at the University).
3. Having a substitute take an examination or taking an examination for someone else.
4. Fabrication of evidence, **falsification of data, quoting directly or paraphrasing without acknowledging the source, and/or presenting the ideas of another as one's own in** a senior thesis, within a master's thesis or doctoral dissertation, in scholarly articles submitted to refereed journals, or in other **work represented as one's own as a graduate student**.
5. Sabotaging another student's work through actions designed to prevent the student from successfully completing an assignment.
6. Willful violation of a canon of the ethical code of the profession for which a graduate student is preparing.

**The typical sanction for all Level Four violations and a repeat infraction at level three is permanent expulsion from the University.** Such cases are heard under the University Code of Student Conduct. Notation of "academic disciplinary separation" will be placed on a student’s transcript and remain permanently.

**About Computing Services, Email and Facilities**

**Getting help and Resources**

**SC&I IT Help Desk**
Room 120 (first floor of the main building)
848-932-5555
help@SC&I.rutgers.edu
Guide to Student Computing which can be found at http://oit.rutgers.edu/OITStudentGuideFinal.pdf

Rutgers New Brunswick/Piscataway Computing Services
http://www.nbcs.rutgers.edu/index.php

When you are not on campus but have online access, you can utilize our Citrix servers to access software resident on our servers that you may not have at home. This includes Dreamweaver, Abby Fine Reader and many others. You are eligible to receive an account on Citrix (http://citrix.SC&Inet.rutgers.edu). Contact the SC&I IT helpdesk for more information.

Establish your student Net ID and email account

A Net ID is required for accessing all online services at Rutgers. You can establish your Net ID and your student email account once you are registered for your first semester of classes by going to https://www.eden.rutgers.edu/rats/rats.cgi and following the directions. Select that you want a “Student (This Semester)” account.

Remember that the username you select will be your username for your Rutgers email address, which will be @scarletmail.rutgers.edu. (For example, if you select your username as susan567 then your Rutgers email address will be <susan567@scarletmail.rutgers.edu>)

You can access your Rutgers email either through https://my.rutgers.edu (more on this under Personalized Service, below) or https://webmail.eden.rutgers.edu/

Subscribing to email lists

MCM listserv (You will automatically be enrolled)
To post to the MCM listserv, send an email to: nb_mcm_students@rams.rutgers.edu
nb_mcm_students@rams.rutgers.edu

MCM Students
The moderator will approve your message to be sent to others.

YOU SHOULD BE CERTAIN TO CLOSELY MONITOR YOUR OFFICIAL RU EMAIL ACCOUNT. ALL OFFICIAL RUTGERS, SC & I, AND MCM EMAILS SENT TO THAT ADDRESS ARE IMPORTANT. YOU NEED TO MAKE SURE YOU ARE MONITORING THAT ACCOUNT.

Desktop support

Rutgers Microcomputer Support Services Group offers many free downloads and other useful information: http://software.rutgers.edu
You can download anti-virus protection and purchase many software
packages at significantly reduced prices. These include Microsoft Office, Adobe Acrobat and many others.

**Wireless service**

Throughout all four SC&I buildings and in most Rutgers buildings you can get wireless Internet. When you open a web browser you will get a screen that requires you to log in with your Net ID and password.

**Computer labs and printing service at SC&I**

Room 119 (used heavily for classes but open for use at other times)

Room 335 (Doctoral Student Computer Lab)
This room is available for the exclusive use of doctoral students. It has several desktop computers and printers. Doctoral students may also use the scanner to scan to PDF.

Software on SC&I computers includes MS Office Applications (Word, PowerPoint, Excel, Access), web browsers (Internet Explorer, Firefox), Macromedia studio 8 (Dreamweaver, Flash, etc.), SPSS, and many other applications.

**Technology-enhanced classes**

Canvas (used for most fully online courses)
[https://onlinelearning.rutgers.edu/canvas](https://onlinelearning.rutgers.edu/canvas)

**Personalized service**

My Rutgers (tabbed by category – may be set up to your preferences)
[https://my.rutgers.edu/](https://my.rutgers.edu/)

**Other Notes from IT:**

**GENERAL UNIVERSITY COLLABORATIVE WORK SPACE – THE ALCOVE**

The College Avenue Computing Center has just recently expanded into the Alcove, a new space in Records Hall. This facility moves New Brunswick Computing Facilities (NBCF) in an exciting new direction - one in which students can access computers in comfort and collaborate together on projects.

The Alcove is designed to be a comfortable, computer-enhanced group learning space for students, staff and faculty. It features:
- A conference room equipped with an interactive white board
- Round tables with plenty of workspace
iMac computers at each table fully equipped with over 30 software programs
Projection capabilities from in-house computers or from your laptop
46” Flatscreen TV’s for presentations
RU-tv
Plenty of plugs and RU-Wireless connectivity for your laptop
Couches and lounge chairs

(This information copied from http://alcove.rutgers.edu/)

WEB SURVEYS - SELECT SURVEY

The ITS office hosts a survey tool - https://surveys.scilsnet.rutgers.edu/ - that can be used to create web surveys and analyze the data collected.

To obtain an account to access this program please contact the IT staff at help@comminfo.rutgers.edu or (848) 932-5555 with your full name and NetID. Once you log into the program you can access the help section that explains what the program does and how to use its features. The IT staff is also available to assist with account issues or other technical problems.

MICROSOFT DEVELOPER NETWORK ACADEMIC ALLIANCE (MSDNAA)

MSDNAA is designed to provide the latest Microsoft software to the faculty and students of its academic partners. SC&I has a subscription with MSDNAA, which allows all faculty, staff, and students of the School to access Microsoft software for free from http://elms.scilsnet.rutgers.edu for installation on University-owned equipment (faculty/staff) or personal equipment being used for specific courses that require MSDNAA software (students). Additional information about MSDNAA is available in the FAQ located at http://msdn03.e-academy.com/elms/StorefrontSupport/MsdnaaFaq.aspx?campus=rutgers_scils&np1=17, and technical support can be requested by emailing netadmin@comminfo.rutgers.edu.

UNIVERSITY SOFTWARE PORTAL

The University Software Portal provides central access to free, site-licensed, and individually licensed software available to Rutgers University faculty, staff, and students. Through this site, you can purchase and download software for personal or departmental use. For assistance with the University Software portal website please refer to https://software.rutgers.edu/help.
Communication Associations

The New Jersey Communication Association  
http://njca.rutgers.edu/

The National Communication Association  
http://www.natcom.org/

The International Communication Association  
http://www_icahdq.org

Women in Communication  
http://www.womcom.org/

International Association of Business Communicators  
http://www.iabc.com/
**MCM FAQs**

**Getting ready for the new semester**

**Q:** Where do I get basic information about Rutgers?
**A:** Two survival guides for them in accessing all services at the university are [http://nbweb.rutgers.edu/current-students.shtml](http://nbweb.rutgers.edu/current-students.shtml) and [http://my.rutgers.edu](http://my.rutgers.edu)

**Q:** When does the semester begin and end?
**A:** Class schedules can be found at: [http://scheduling.rutgers.edu/academic.htm](http://scheduling.rutgers.edu/academic.htm).

**Q:** Where do I go to buy my textbooks?
**A:** The Barnes & Noble Bookstore at the end of College Ave in New Brunswick or Use Rutgers’ Online Bookstore and navigate through the process by following the instructions. Enter the term, department, course number, and section where prompted to do so. The course number consists of a school, department, course, and section code that are each separated by a semicolon (ex."aa:bb:cc:dd”).

**Q:** How do I go about getting a Rutgers Net ID, and what is it used for? What is the difference between a Net ID and a RU ID#?
**A:** You can get a Rutgers Net ID online, and it will gain you access to many portals within the Rutgers University online system, including email and library services. An RUID# is the nine digit number that is assigned to you instead of a social security number that identifies you in sensitive parts of the system.

**Q:** Where do I go to get my parking credentials?
**A:** Once you have a Net ID, you can order your parking credentials online: [http://parktran.rutgers.edu](http://parktran.rutgers.edu) and they will be mailed directly to you. Apply for this ASAP—they do disappear and the lines get long when it is nearer to the start of the semester.

**Registering Classes, Program Requirements**

**Q:** When can I register for next semester’s classes?
**A:** The spring schedule is open for registration in November, the summer schedule is ready in February, and the fall schedule is available in April.

**Q:** What is the difference between 16:194 and 17:194 when registering classes?
**A:** The prefix “17” indicates that the course is a MCM course. “16” is a Ph.D. level class. Even if you are registering for a class that is cross-listed with a Ph.D. level course, you must register it under it’s “17” index number.
Q. Why would I need a special permission number and how do I get one if I need one?
A. You will need a special permission number if the course has a prerequisite, or if permission of the instructor is indicated. If you need a special permission number, contact the Program Director.

Q. Is it possible for classes to be held in other buildings besides SC&I?
A. Yes, it is. Generally, most classes are held in the SC&I buildings, but some are held in other parts of campus due to room availability and space needs.

Q. May I take any classes outside of the MCM curriculum that will count toward my degree?
A. You may take up to six credits of graduate coursework outside the program. The coursework must be complimentary to your career goals, a graduate level course, and you must get permission from the Director before registering for the course. Any course taken without permission may not be counted toward your degree requirements.

Q. Which classes are most likely to be used as prerequisites to other classes?
A. Most frequently you will see 510 and 514 listed as prerequisites. It is best to take these courses in your first semester or as early as they are offered.

Q. Is it wise to take electives before core courses?
A. In the core courses, you will learn the underpinnings of the disciplines. You also are being introduced to basics of writing for graduate level work. So, it is ideal to take the core courses first. It is possible though to succeed by delaying some cores for later while you work on interesting elective courses. Core courses are typically offered once per year, either in the fall or spring. Elective courses may not be offered more than once every two years or less often, so if you see an interesting elective you should take it when it is offered.
Is there a time limit to how long I can take to get through the MCM program?
A. You are expected to finish the program within four years. If you need additional time, you will need to request that time in writing from the Director. Most students take a minimum of two classes per semester.

Q. Is it possible for a core course to be waived due to a previous course in another graduate program?
A. Yes, the Director can waive a core course if you have taken something very similar in another graduate program. Written permission must be kept in your file that the coursework was waived. You still need to take 36 credits in order to graduate.

Schedules and Office/Campus Closings

Q. What is a Change in Designation Day?
A. The university will sometimes change class schedule days due to holidays. You can learn what the schedule will be during holiday weeks on the Rutgers Schedule page: http://scheduling.rutgers.edu/calendar.shtml

Q. If classes are cancelled due to inclement weather, how will I find out? How do I find information about weather related closings?
A. Go to the Campus Status Information website at http://campusstatus.rutgers.edu. You will also hear announcements regarding Rutgers University on radio stations. It is extremely rare for Rutgers to completely close for weather, but delays and closings can happen.

Q. What time does the MCM office open and close, and where is it located?
A. The Office of Graduate Student Services is set up exclusively to serve all SC&I graduate students, including MCM students. The office is located on the second floor in room 214...almost directly opposite the SC&I lounge. Office hours are 8:30-4:30, and most of the administrative assistants go to lunch from 12:00-1:00. Dr. Dool is in Room 206 and is generally on Campus Monday - Thursday each week. You can reach him at 908-627-2600. You can also contact the Program Coordinator, Margo Weber, at 848-932-7121 or margo.weber@Rutgers.edu.

Q. Is the Student Services Office open between Christmas and New Years?
A. No.

Grades and Graduation

Q. How do I find out my grades?
A. The student services office is not able to provide you with your grades, either verbally, by email, or by mail. The only way to check your grades is to go to your MyRutgers portal. Go to https://my.rutgers.edu/portal/ just as if you were going to check your email. Log into the site and click on the “academics” tab. In the upper left hand corner your current classes will be listed. If grades have been entered into
the system, they will appear next to the class. You can also print out an unofficial copy of your transcript from this screen.

If the digital transmission of your grades is not fast enough for you, make prior arrangements with your instructor. Provide him/her with a self-addressed, stamped envelope, and your instructor can jot your grade onto an index card and mail it directly to you.

Q. What do I need to do in order to graduate?
A. When you are close to the end of the semester in which you will graduate, you should reply to the MCM listerv email from the Student Services Office asking for students at that point to their complete paperwork. Please contact Student Services to ensure timely completion of your application to graduate.

Q. When will I get my diploma?
A. Your diploma will be mailed to you from the graduate registrar.

Q. What happens if I don’t get my diploma application in on time?
A. You can still attend convocation, but there may be a delay in receiving your diploma.

Q. What is the difference between SC&I Convocation and University Commencement?
A. SC&I Convocation is a more intimate ceremony held at the Rutgers Athletic Center on Livingston Campus. This ceremony is limited to students graduating with SC&I majors. University Commencement is for all students graduating within that particular college’s system.

Miscellaneous

Q. What types of funding or scholarships are available to MCM Students?
A. Full funding, including tuition and stipend are available through the competitive fellowships with Johnson & Johnson. There are also some smaller scholarships you can apply for based on both merit and financial need; application for these scholarships occurs during the spring.

Q. Is there a communication association I can join as a student?
A. Yes, there are several. The New Jersey Communication Association is a good one to join on the local level. There are many conferences and associations attended by our faculty in each of the departments. The best way to learn about them is to ask faculty who share your interests, which ones they recommend.

Q. Is there funding for students to attend conferences?
A. Yes, there is some funding available. If you find a conference you wish to attend, you should inquire with the Program Director if there is available support at that time.
MCM Specialization Requirements

Strategic Organizational Communication

Core Requirements (15 credits)

__ 510: Communication and Society
__ 511: Organizational Communication
__ 512: Mediated Communication
__ 513: MCM Graduate Experience (0 Credit Course)
__ 514: Communication Research
__ 519: Capstone or 508: E-portfolio

Electives (21 Credits)

Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC&I (including those transferred in and approved by the Director from other Universities).

Electives can include up to 6 credits of Experiential Learning

Can be fulfilled with a combination of internship, fellowships, research practicum, and teaching internships

NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work)

Recommended Courses and Sequence:

MCM students have the flexibility to select elective courses from the MCM portfolio of classes. There are no prerequisite requirements in the MCM Program, each course stands alone.

From a sequencing standpoint, it is recommended that students take these core courses in the first year of the MCM program: 508, 510, 511 & 512. 513 must be taken in the first
semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

**Recommended Courses** (these are recommended, but not mandatory):

516 Advanced Communication Studies  
517 Media Studies  
518: Persuasion and Advocacy  
525...Internships  
532 Dynamics of Global Organizations  
534 Organizational Communication Networks  
540 Organizational Leadership  
541 Organizational Decision Making  
542 Interorganizational Relationships and Stakeholder Communication  
544 Organizational Cultures and Diversity  
546 Social Media  
549 Organizational Assessment  
592 Digital Advocacy and Persuasion  
593 Globalization, Media and Social Change

**Cross listed PhD/MCM Courses (as offered by semester)**

**Special Topics Courses (as offered by semester):**

XXX Organizational Change  
XXX Communication Ethics  
XXX Effective Presentations  
XXX Crisis Communication  
XXX Multiculturalism and Leadership: Communication Perspectives  
XXX Small Group Communication  
XXX Non-Profit Organizations  
XXX Redefining the Role of Business in Society
MCM Specialization Requirements

Communication and Media Studies

Core Requirements (15 credits)

__ 510: Communication and Society
__ 511: Organizational Communication
__ 512: Mediated Communication
__ 513: MCM Graduate Experience (0 Credit Course)
__ 514: Communication Research
__ 519: Capstone or 508: E-portfolio

Electives (21 Credits)

Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC&I (including those transferred in and approved by the Director from other Universities).

Electives can include up to 6 credits of Experiential Learning

Can be fulfilled with a combination of internship, fellowships, research practicum, and teaching internships

NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work)

Recommended Courses and Sequence:

MCM students have the flexibility to select elective courses from the MCM portfolio of classes. There are no prerequisite requirements in the MCM Program, each course stands alone.
From a sequencing standpoint, it is recommended that students take these core courses in the first year of the MCM program: 508, 510, 511 & 512. 513 must be taken in the first semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

Recommended Courses (these are recommended but not mandatory):

Students in this Specialization can select electives from below or from all listed MCM Courses.

517 Media Studies
525...Internships
546 Social Media

Cross listed PhD/MCM Courses (as offered by semester)

Special Topics Courses (as offered by semester):

XXX Communication Ethics
XXX Effective Presentations
Communication and Media Research

FOR STUDENTS INTENDING TO CONTINUE TO PhD Studies or who desire a more research oriented focus

Core Requirements (21 credits):

___ One of these three courses:
    510: Communication and Society
    509: Digital Media Innovation
    560: Health Communication

___ 511: Organizational Communication

___ 513: MCM Graduate Experience (0 Credit Course)

___ 514: Communication Research

___ Mediated Course
    512: Mediated Communication (Strategic Org Com Track / General Track/Health Com Track) or
    517: Media Studies: Theory and Practice (Digital Media Track)

___ 519: Capstone

___ 535-539: Research Practicum (3 credits)

___ 523-524: Teaching Internship (3 credits)

Electives (15 credits)
Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC&I (including those transferred in and approved by the Director from other Universities).

Colloquium (0 credits)
Every fall and spring semester students must satisfy the colloquium attendance requirement (6 hours per semester).
NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work).

Recommended Courses and Sequence:

MCM students have the flexibility to select elective courses from the MCM portfolio of classes. There are no prerequisite requirements in the MCM Program, each course stands alone.

*From a sequencing standpoint*, it is recommended that students take these core courses in the first year of the MCM program: 510, 511 & 512. 513 must be taken in the first semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

*Recommended Courses* (these are recommended but not mandatory):

*Communication and Media Research students can take any course related to their research interests.*

These are also recommended...

515 Knowledge Management  
517 Media Studies  
525...Internships  
530 Independent Study  
543 Organizational Communication Research

*Cross listed PhD/MCM Courses (as offered by semester)*

*Special Topics Courses (as offered by semester):*

XXX Effective Presentations
MCM Degree Audit Form

Health Communication Specialization

Core Requirements (15 credits)

__ 511: Organizational Communication

__ 512: Mediated Communication

__ 513: MCM Graduate Experience (0 Credit Course)

__ 514: Communication Research

__ 560: Health Communication

__ 519: Capstone or 508: E-portfolio

Electives (21 Credits)

Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC & I (including those transferred in and approved by the Director from other Universities).

Electives can include up to 6 credits of Experiential Learning

  Can be fulfilled with a combination of internship, fellowships, research practicum, and teaching internships

NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work)
MCM students have the flexibility to select elective courses from the MCM portfolio of classes. There are no prerequisite requirements in the MCM Program, each course stands alone.

**From a sequencing standpoint**, it is recommended that students take these core courses in the first year of the MCM program: 508, 511, 512 or 560. 513 must be taken in the first semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

**Recommended Courses** (these are recommended but not mandatory):

516 Advanced Communication Studies  
518: Persuasion and Advocacy  
525...Internships  
540 Organizational Leadership  
541 Organizational Decision Making  
544 Organizational Cultures and Diversity  
546 Social Media  
561 Patient Provider Communication  
563 Applied Interactive Research in Health and Wellness  
566 Social Marketing and Public Health  
575 Communication and Normative Influence

**Cross listed PhD/MCM Courses (as offered by semester)**

**Special Topics Courses (as offered by semester):**

XXX Communication Ethics  
XXX Effective Presentations  
XXX Crisis Communication  
XXX Small Group Communication  
XXX Non-Profit Organizations  
XXX Mental Health  
XXX Communities and Health  
XXX Communicating Emotion  
XXX Health Risk Communication  
XXX Leadership and Healthcare Teams  
XXX Health Literacy  
XXX Interpersonal Health Communication
MCM Degree Audit Form

Digital Media Track

Core Requirements (15 credits)

___ 509: Digital Media Innovation

___ 511: Organizational Communication

___ 513: MCM Graduate Experience (0 Credit Course)

___ 514: Communication Research

___ 517: Media Studies: Theory and Practice

___ 519: Capstone or 508 E-portfolio

Electives (21 Credits)

Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC&I (including those transferred in and approved by the Director from other Universities).

Electives can include up to 6 credits of Experiential Learning

  Can be fulfilled with a combination of internship, fellowships, research practicum, and teaching internships

NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work)

From a sequencing standpoint, it is recommended that students take these core courses in the first year of the MCM program: 508, 509 & 511 & 517. 513 must be taken in the first
semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

**Recommended Courses** (these are recommended but not mandatory):

- 507: Digital Media Production
- 512 Mediated Communication
- 515 Knowledge Management
- 525...Internships
- 540 Organizational Leadership
- 546 Social Media
- 549 Organizational Assessment
- 551 Children and Media
- 590 Digital Journalism
- 591 Critiquing Marketing Communication
- 592 Digital Advocacy and Persuasion
- 593 Globalization, Media and Social Change
- 597 Newer Media Law and Policy

**Cross listed PhD/MCM Courses (as offered by semester)**

**Special Topics Courses (as offered by semester):**

- XXX Digital Media Ethics
- XXX Effective Presentations
- XXX Crisis Communication
- XXX Small Group Communication
- XXX Transmedia Storytelling
- XXX Creative Engagement
MCM Degree Audit Form

Leadership Communication

Core Requirements (15 credits)

__ 510: Communication and Society
__ 511: Organizational Communication
__ 512: Mediated Communication
__ 513: MCM Graduate Experience (0 Credit Course)
__ 514: Communication Research
__ 519: Capstone or 508: E-portfolio

Electives (21 Credits)

Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC&I (including those transferred in and approved by the Director from other Universities).

Electives can include up to 6 credits of Experiential Learning

    Can be fulfilled with a combination of internship, fellowships, research practicum, and teaching internships

NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work)
Recommended Courses and Sequence:

MCM students have the flexibility to select elective courses from the MCM portfolio of classes. There are no prerequisite requirements in the MCM Program, each course stands alone.

*From a sequencing standpoint,* it is recommended that students take these core courses in the first year of the MCM program: 508, 510, 511 & 512. 513 must be taken in the first semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

*Recommended Courses* (these are recommended but not mandatory):

518: Persuasion and Advocacy  
525...Internships  
532 Dynamics of Global Organizations  
534 Organizational Communication Networks  
540 Organizational Leadership  
541 Organizational Decision Making  
542 Interorganizational Relationships and Stakeholder Communication  
544 Organizational Cultures and Diversity  
549 Organizational Assessment  
593 Globalization, Media and Social Change

*Cross listed PhD/MCM Courses (as offered by semester)*

*Special Topics Courses (as offered by semester):*

XXX Organizational Change  
XXX Communication Ethics  
XXX Effective Presentations  
XXX Crisis Communication  
XXX Multiculturalism and Leadership: Communication Perspectives  
XXX Small Group Communication  
XXX Non-Profit Organizations  
XXX Redefining the Role of Business in Society  
XXX Leadership Communication  
XXX Leading at the Speed of Now
MCM Degree Audit Form

Public Relations

Core Requirements (15 credits)

__ 510: Communication and Society

__ 511: Organizational Communication

__ 512: Mediated Communication

__ 513: MCM Graduate Experience (0 Credit Course)

__ 514: Communication Research

___ 519: Capstone or 508: E-portfolio

Electives (21 Credits)

Any combination of courses can count toward electives. Students need not stay within a track for fulfillment of electives. Students may apply up to six credits from outside of SC&I (including those transferred in and approved by the Director from other Universities).

Electives can include up to 6 credits of Experiential Learning

Can be fulfilled with a combination of internship, fellowships, research practicum, and teaching internships

NOTES: Students must have at least 27 credits of actual coursework (not independent/practicum work)
Recommended Courses and Sequence:

MCM students have the flexibility to select elective courses from the MCM portfolio of classes. There are no prerequisite requirements in the MCM Program, each course stands alone.

*From a sequencing standpoint*, it is recommended that students take these core courses in the first year of the MCM program: 508, 510, 511 & 512. 513 must be taken in the first semester. 514 is best taken in the second year in the program, 519 is best taken in the last semester in the program before the expected graduation date.

*Recommended Courses* (these are recommended but not mandatory):

- 518: Persuasion and Advocacy
- 525: Internships
- 542: Interorganizational Relationships and Stakeholder Communication
- 546: Social Media

*Cross listed PhD/MCM Courses (as offered by semester)*

*Special Topics Courses (as offered by semester):*

- XXX Communication Ethics
- XXX Effective Presentations
- XXX Crisis Communication
- XXX Small Group Communication
- XXX Non-Profit Organizations
- XXX Redefining the Role of Business in Society
- XXX Public Relations Management
- XXX Public Relations Strategy
- XXX Public Relations Effectiveness: The Use of Analytics