



The John Knoblock
Faculty Senate Office
Ashe Administration Building, #325
1252 Memorial Drive
Coral Gables, FL 33146

facsen@miami.edu
web site: www.miami.edu/fs
P: 305-284-3721
F: 305-284-5515

MEMORANDUM

To: Julio Frenk
University President

From: Tomás A. Salerno
Chair, Faculty Senate

A handwritten signature in black ink, appearing to read 'Tomás A. Salerno'.

Date: October 31, 2016

Subject: Faculty Senate Legislation #2016-18(B) –Establish a Master of Science in Media Management, Department of Journalism and Media Management, School of Communication

The Faculty Senate, at its October 26, 2016 meeting, voted unanimously to approve the proposal to establish a Master of Science in Media Management in the Department of Journalism and Media Management in the School of Communication. The program is in collaboration with the School of Business Administration and will prepare students with or without professional media experience for careers in the business side of the media industry. The program will cover both the fundamentals of business administration and key aspects of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment.

The program will be comprised of existing and new courses in the School of Communication (18 credits) and existing courses in the School of Business Administration (16 credits). Two new required courses will need to be developed in the School of Communication: Issue in Media Management and Content Development, Distribution and Scheduling. No new faculty hires are anticipated.

This legislation is now forwarded to you for your action.

TAS/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
Guillermo Prado, Dean, Graduate School
Gregory Shepherd, Dean, School of Communication
Samuel Terilli, Chair, Department of Journalism and Media Management

CAPSULE: Faculty Senate Legislation #2016-18(B) –Establish a Master of Science in Media Management, Department of Journalism and Media Management, School of Communication

PRESIDENT'S RESPONSE

APPROVED:  DATE: 11/18/16
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean Gregory Shepherd

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

**DEPARTMENT OF JOURNALISM & MEDIA MANAGEMENT,
SCHOOL OF COMMUNICATION**

Proposed M.S. in Media Management

**Contacts: Samuel Terilli, Chair
(305) 284-8451**

**PROPOSAL FOR A MASTER OF SCIENCE IN MEDIA MANAGEMENT
DEPARTMENT OF JOURNALISM AND MEDIA MANAGEMENT
SCHOOL OF COMMUNICATION
UNIVERSITY OF MIAMI**

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1. Rationale: Give a summary of the intellectual and academic need for each proposed degree/certificate program.

a. Give the exact title of the degree/certificate.

Master of Science in Media Management

b. Discuss the purpose and goals of the degree/certificate.

In cooperation with the School of Business Administration, the Department of Journalism and Media Management in the School of Communication proposes to offer a 34-credit master of science degree in Media Management. This specialized master's program will prepare students with or without professional media experience for careers on the business side of the media industry, such as operations, marketing, sales, and research. Ideally, this graduate degree will advance careers of young or established media professionals.

Possible employment opportunities for students who complete the program include:

- Media industry analyst
- Talent manager
- Media account executive
- Audience researcher
- Media marketing director
- Production manager
- Program sales representative
- Media sales manager
- News media director
- Distribution Manager

The program will cover both the fundamentals of business administration and key aspects of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment. In particular, it will emphasize how media content is developed, distributed, monetized, and evaluated across various delivery platforms. Students will gain strategic and analytical skills through media case studies and applications and will be able to cultivate their own topical interests in required media management courses and electives.

The graduate media management program is expected to begin in Fall 2016 and admit students every fall thereafter. Initially, it will begin as a face-to-face program. In subsequent years, the program is intended to become a hybrid or online program. We anticipate developing up to two online courses per year.

This program will be available to both full-time and part-time students. Full-time students could complete the degree within one year; part-time students could do so within two years.

Five main goals guide the implementation of this program. Our graduates should be able to:

1. Master business fundamentals: Students will learn or review the basic aspects of business administration by completing the four courses of the graduate business certificate. This requirement cannot be waived. Students will be exposed to principles and applications of economics, accounting, finance, marketing, management, business analytics, and entrepreneurship. It is important for graduate media management students to understand the broad context of business operations that are common to all industries.
 2. Understand the dynamics of the media ecosystem from technological, economic, and regulatory perspectives: The Internet, social media and mobile have profoundly affected how different segments of the media industry (e.g., newspapers, magazines, radio, television, music, books) operate, creating a more complex and more technologically-oriented industry in search of new revenue streams. Students will examine how the evolution of media technology has impacted the organizational structure and revenue models of both traditional and emergent media businesses. It is important that graduate media management students have a strong understanding of this changing media landscape.
 3. Learn the role of content in the media ecosystem and its relationship to audience measurement: Regardless of transformations in delivery systems, content remains the core ingredient of the media industry; without content, the media industry would not exist. Because a significant portion of the media business is advertising-supported, content development, distribution, and programming goes hand in hand with audience research. Students will learn about content creation, distribution, scheduling, and monetization practices across platforms as well as audience metrics used in the media industry. It is important for graduate media management students to appreciate the full economic dimension of content through its value/supply chain.
 4. Develop problem-solving skills to address media industry issues and challenges through case studies and applications: Knowledge acquisition is a vital part of graduate studies, but applying concepts learned in the classroom to real-life or hypothetical situations is an even more critical skill for students to acquire, especially in fast-moving industries such as media. Among other things, students will analyze changes in the media industry, interpret and use research methods and metrics to measure audiences, complete projects of an economic nature, and apply legal reasoning to management situations. In a data-driven world, it is important for graduate media management students to think critically, operationally, and quantitatively about issues faced by managers in a constantly changing media landscape.
 5. Acquire expertise in one or more areas that are consistent with their personal interests: The program will also offer students opportunities to develop and hone in their professional interests in both required and elective courses in the School of Communication. These electives can consist of regular courses, independent studies, or supervised internships. It is important for graduate media management students to take advantage of this built-in flexibility to maximize their experience in the School of Communication.
- c. **Describe the level of demand for the program, and what the local, regional, national and international job market outlook is for students who have obtained the proposed**

degree. Include existing programs at other universities, if there are any, that are similar to the one being proposed and briefly clarify how the proposed program is different. You will be asked to provide greater detail regarding other institution's programs in item #8 of these guidelines.

For the first three years, we expect to recruit an average of 3-to-5 students per year.

It is difficult to classify media management neatly because this profession often covers careers in marketing and sales; therefore, determining the demand for media management jobs is not an easy task. In fact, the Bureau of Labor Statistics (BLS) does not use a specific occupation code for media management based on the Office of Management and Budget's Standard Occupational Classification (SOC) system. Nor is there a North American Industry Classification System (NAICS) sector dedicated to media management positions, although Sector 51 covers a variety of media industries.¹ Perhaps the best proxy approach would be to use the BLS's Marketing and Sales Managers category (11-2020) under the main Management Occupations branch, which accounted for 8.0% (608,470) of all management positions in May 2013,² compared to 7.6% in November 2003.³ In May 2013, the annual mean wage for marketing and sales managers was \$126,640.

Second, despite transformational changes and growing pains in some sectors, several reports have indicated a positive outlook for the media industry. For instance, according to global consulting firm Ernst & Young (EY), the average EBITDA (earnings before interest, tax, depreciation, and amortization) margin of media and entertainment companies reached 28% in 2014 and outperformed the margins of leading stock market indices, such as the S&P 500, from 2010 to 2014.⁴ The media sector that maintained the highest EBITDA margins from 2010 to 2014 was interactive media, followed by cable operators and cable networks.

In the same vein, SNL Kagan reported that the operating revenue of the Media and Entertainment Index jumped by 8% from 2012 to 2013, with television stations posting the largest growth (19%), followed by the movie (9%) and cable network (7%) segments of the media business.⁵

¹ Bureau of Labor Statistics. (2015). *May 2013 national industry-specific occupational employment and wage estimates*. Retrieved from <http://www.bls.gov/oes/current/oesrci.htm>

² Bureau of Labor Statistics. (2015). *May 2013 national occupational employment and wage estimates United States*. Retrieved from http://www.bls.gov/oes/current/oes_nat.htm

³ Bureau of Labor Statistics. (2015). *November 2003 national occupational employment and wage estimates management occupations*. Retrieved from http://www.bls.gov/oes/2003/november/oes_11ma.htm

⁴ Lafayette, J. (2014, September 9). Report: Media business is among the most profitable. *Broadcasting & Cable*. Retrieved from <http://www.broadcastingcable.com>

⁵ SNL Kagan. (2015, February 17). *Industry trends & statistics*. Retrieved from www.snk.com

Third, as the gateway to the Americas, Miami is becoming a global media center that attracts domestic and international companies, conventions and festivals. South Florida houses tens of English-speaking and Spanish-speaking newspaper, magazine, radio, television, advertising agency, and film/video production and distribution outlets. For instance, in October 2013, Disney/ABC and Univision launched Fusion, an English-speaking network/channel, to serve "a young, diverse, and inclusive millennial generation across its television and digital platforms" with a blend of news, pop culture, and comedy programming.⁶

In recent years, Miami Beach has hosted the annual National Association of Television Program Executives (NATPE) conference, the premier trade event for "video content development, creations, production, financing and distribution across all platforms"⁷ in the United States. Every November since 1984, the Miami Book International Fair, one of the prominent yearly cultural events in South Florida, attracts hundreds of authors and publishers worldwide.

Furthermore, two new and extensive full-service production studios are being considered in Miami to supplement Greenwich Studios and M3 Studios Miami. The first one, called Miami Entertainment Complex, will offer 70,000 square feet of space, including two sound stages and editing facilities.⁸ The more preliminary project, called Miami Ocean Studios, would offer 900,000 square feet of space, including 10 sound stages and four water-tank stages.⁹

All in all, the prospects of the local media industry appear bright and can stimulate demand for qualified media professionals with an interest in media management. Thus, this propitious environment can favor both the recruitment of interested applicants for the program and the job opportunities for graduates.

The two major Hispanic networks have a major presence in Miami. Telemundo is headquartered in Hialeah, where it houses its studios, production facilities and operations. Univision is headquartered in New York, but its key operations take place in Doral. Other Hispanic and Spanish-language media groups also have office in South Florida.

Few graduate programs in media management are available in the United States, although other programs focus on the same content but are labeled differently. To our knowledge, none of the major universities in Florida offers such a degree. Based on a national search, we identified 10 schools that offer a master's program in media management or in a similar area. This list does not include Master of Business Administration degrees with a concentration in media management

⁶ Fusion. (2015, February 17). *About us*. Retrieved from <http://fusion.net/about-us>

⁷ NATPE. (2015, February 17). *About*. Retrieved from <https://www.natpe.com/market>

⁸ Block, A. B. (2014, March 5). Miami to spend \$11.5 million for new Movie and TV studio complex. *The Hollywood Reporter*. Retrieved from <http://www.hollywoodreporter.com>

⁹ Dinkova, L. (2014, December 10). 14-soundstage film studio planned. *Miami Today*. Retrieved from <http://www.miamitodaynews.com>

because the purpose and length of that degree is quite different from that of a specialized master of science degree.

The 10 institutions include:

- The New School For Public Engagement
- Fordham University
- Syracuse University
- Temple University
- University of Southern California
- Kent State University
- American University
- Boston University
- Northwestern University
- Drexel University

Although these programs will be described in more detail in Section 8, a few common characteristics should be noted. First, most of these programs grant a master of science degree. Second, almost all of these programs are housed in a School of Communication/Mass Communication. Third, most of these programs require between 30 and 36 credits of graduate coursework.

As we will explain below, our proposed 34-credit M.S. program will operate in conjunction with the School of Business Administration, even though it will reside in the School of Communication administratively. This inter-school collaboration, which few of the programs listed above promote, is a curricular feature that will enhance the benefits of this graduate media management program. A good understanding of business principles is vital for these graduate students. Our program will also contain a certain degree of flexibility by allowing students to select two electives in the School of Communication. Therefore, this specialized program would be relatively unique in the country by requiring students to take four business fundamentals courses, four core media management courses, and two elective courses.

d. Discuss the relationship of the proposed program to other cognate fields. Are there potential interactions with other programs/departments?

The Department of Journalism and Media Management (JMM) offers a master of arts in communication with tracks in journalism, public relations and communication studies. Graduate students in journalism or one of the other tracks could take one or more core media management courses among their electives. Conversely, graduate students in media management with an interest in news management could choose their electives among courses with a connection to the business of news.

The Department of Cinema and Interactive Media (CIM) teaches a number of courses that could interest graduate media management students—Technology Trends, Legal Aspects of Motion Pictures, and Production Management.

The Department of Strategic Communication (STC) could also contribute valuable electives in advertising and public relations.

Of course, the most important partner for the successful implementation of this specialized master will be the School of Business Administration. All graduate students in media management will be required to complete the 16-credit graduate business certificate. Effective coordination between the two schools will be critical.

e. Discuss the relationship of the proposed program to undergraduate and professional programs.

The Department of Journalism and Media Management offers a bachelor of science in communication with a major in media management. A minor in media management is also available. The major in media management has been revised since its inception in 2000 to provide a more complete picture of the changing media environment to our students. The four required graduate media management courses are inspired by our undergraduate curriculum in media law, programming, distribution, economics, technology, management, and research, but they will be new constructed courses with different outcomes.

As of this writing, the Department of Journalism and Media Management and Department of Cinema and Interactive Media are planning together a semester program in Los Angeles (UMLA) that would serve the curricular needs of undergraduate motion pictures and media management students who are oriented toward the movie and television business. This program is scheduled to start in Spring 2016. Depending on the demand, the two departments could consider a similar graduate program in the years to come.

2. Resources: List and evaluate all of the resources currently available to the program and describe what will be needed in addition to implement the proposed program. Include:

a. Library: A survey that assesses all pertinent library print and electronic resources, collections, documents, major sets, data, and tools in all formats, should be part of the proposal. List any special or unique resources the UM libraries currently have and describe additional library resources that will be needed and their estimated cost. Provide an estimate of incremental library needs per year. Demonstrate that library resources are adequate not only for instruction, but for the research of faculty recruited as part of the program. This survey should be conducted jointly with appropriate staff from Richter Library. Contact Yolanda Cooper, Deputy University Librarian, (305) 284-3551, for assistance.

Graduate students in media management will have access to appropriate collections and other learning resources through the Richter Library to support their educational and research endeavors. In early 2014, the Richer Library began subscribing to the SNL Kagan and Media & Communications service, which contains a wealth of data about media companies, markets, and

news. In the Spring 2015, the Richter Library added the SNL Technology module to the subscription. At the end of 2014, the Richter Library released a comprehensive research guide to help students in various media management classes to complete their class projects (see Appendix A).

Discussions are ongoing to explore the possibility of subscribing to the Nielsen television ratings service through the Richter Library. If this service becomes available, it would benefit several departments in the School of Communication and the School of Business Administration. While this resource would be welcome, it is not essential to offering the degree.

In addition, the School of Business Administration houses the Judi Prokop Newman Business Information Resources Center that provides access to numerous business research databases, including Bloomberg.

b. Laboratory Facilities, Equipment, and Space: Describe existing laboratory facilities and equipment. Discuss laboratory equipment and laboratory facilities of all types that will be needed. Estimate incremental laboratory equipment needs for succeeding years and provide estimated cost for same. Evaluate the adequacy of existing laboratory space and provide estimated cost of the incremental need for space for any proposed work.

No additional facilities, equipment, and space will be needed for the new program. The School of Communication houses five main computer labs, two digital television studios, one sound stage, editing suites, research facilities, and smart classrooms. Excel and SPSS are available on all computers in the School of Communication's labs.

c. Other Resources: List any other resources, such office equipment and student support services, that are necessary to the proposal. Estimate the cost of the addition of such resources.

This new program will not create any additional burden on the resources of the School of Communication.

3. Curriculum:

a. List the major division or divisions of the discipline in which the proposed graduate work will be offered.

1. Media management
2. Business administration

Courses in the M.S. program in media management are divided into three categories: required business fundamentals courses, required media management courses, and elective courses.

First, every student will be required to take and complete successfully the four new core certificate courses in the School of Business Administration, which cover the basics of the

business discipline. Collectively, these courses are referred to the 16-credit graduate Certificate in Business Administration (CBA). Below is the list of these four courses with their official codes and titles:

- BUS 630 Fundamentals of Economics, Accounting and Finance (4 credits)
- BUS 631 Business Analytics and Operational Excellence (4 credits)
- BUS 632 Introduction to Strategy, Markets and Management (4 credits)
- BUS 633 Business Plan Fundamentals and Communications (4 credits)

Second, every student is required to complete successfully four courses in the Department of Journalism and Media Management that cover key concepts and applications. Two are existing courses at the graduate level (Com 605 is a methods and research class used by the Journalism and Media Management Department and its syllabus will be adjusted accordingly; JMM 614 is the existing graduate level law class and it is already suited for these purposes). The other two courses are new; one will be offered in the fall and one in the spring. In addition, there are existing 400-level courses that may be co-listed with separate syllabi and additional assignments for graduate students – these may be available as electives. The courses may change as the industry changes and as the curriculum is further developed. Below is the list of the four courses with their expected titles:

- JMM 6XX Current Trends in Media Management (3 credits) [NEW]
- JMM 6XX Content Development, Distribution, and Scheduling (3 credits) [NEW]
- COM 605 Theories and Methods for Mass Communication Research (3 credits)
- JMM 614 Media Law (3 credits)

Finally, students will be able to choose two elective or specialty courses that cater to their personal aspirations in media management. This component of the program will provide students with an opportunity to deepen their knowledge and skills in one or more areas of interest. Suggested electives might include, but are not limited to:

- JMM 609 Internship in Journalism and Media Management (1-3 credits)
- JMM 633 Social Media for Journalists (3 credits)
- JMM 637 Business of Journalism (3 credits)
- JMM 647 Magazine Planning (3 credits)
- JMM 692 Special Topics in Journalism and Media Management (3 credits)
- JMM 699 Advanced Projects and Directed Research in Journalism and Media Management (1-6 credits)
- CIM 609 Legal Aspects of Motion Pictures (3 credits)
- CIM 641 Technology Trends (3 credits)
- CIM 705 Production Management (3 credits)
- COM 672 Seminar in Persuasive Communication (3 credits)
- STC 623 Crisis Communication and Management (3 credits)
- STC 628 Public Relations Management (3 credits)

During the initial years of the program, the department anticipates offering certain of the JMM courses (e.g., various electives) as combined undergraduate and graduate sections with separate syllabi and assignments for the graduate students, reflecting the increased expectations for the graduate students. Given current undergraduate enrollment numbers, at least one section of each of these classes typically can accommodate an average of an additional 6 students. IN the event of increased demand, additional sections would be added and cost justified in terms of instructional costs (e.g., additional part-time or other positions). To launch the two new courses incorporated among the four required JMM core courses, the department will either eliminate under-enrolled undergraduate sections (if any) or retain part-time, adjunct faculty to cover an additional course per semester to make available the necessary faculty time to teach to two new courses. The proposal and financial projections below are based on the assumption these costs are incurred (approximately \$3,000 per semester) to provide a conservative projection in terms of finances.

b. Evaluate the adequacy of your present undergraduate and graduate curricular structure for the proposed program.

The undergraduate media management program is a small but growing major in the School of Communication that explores the different facets of the media industry. We hope that enrollment of this undergraduate major would continue to rise in the years to come. Thus, we expect that the greater visibility of the undergraduate media management program would positively impact the development and enrollment of the graduate program and create valuable synergies.

Students in the graduate programs in journalism and interactive media might express an interest in taking some of the core media management courses as electives.

c. List any anticipated additions, deletions, and changes in your current curricular structure resulting from the new program. For each item, list the faculty involved.

None during the initial years. As demand grows and the curriculum moves online, new courses may be proposed. This degree is structured to launch with little or no additional costs or curricular changes to provide time to build demand.

d. List any current, anticipated, or agreed upon cooperative or interdisciplinary work with other components of the University or with any extramural agency as pertinent to the proposed program.

In Summer 2014, administrators for the Department of Journalism and Media Management and the School of Business Administration met to discuss the creation of a collaborative M.S. degree in media management. Communication will continue between the two schools to ensure the successful launch of the graduate media management program in Fall 2016.

e. Provide a detailed description of the proposed program including

- Program requirements written in a manner consistent with a graduate bulletin masthead.
- Anticipated program mission and learning outcomes.

- **Assessment methods (i.e., qualitative and quantitative) intended to measure student attainment of learning outcomes.**
- **Describe track(s) for the degree or certificate.**
- **Course descriptions, including a syllabus, if possible, for each new course.**
- **The proposed schedule of course offerings for the first three years. For each course, list the faculty who will be teaching the course. Estimate the total teaching load for each member of the faculty who will be involved in the program when it is in place.**

Bulletin-like Description of the Program:

MEDIA MANAGEMENT (M.S.)

Created in partnership with the School of Business Administration, the Master of Science in Media Management is designed to prepare students for careers on the business side of the media industry, such as operations, marketing and sales, and research. Students will acquire a solid background to understand and operate in the different segments of the media industry by being exposed to both business principles and key aspects of media management, technology, economics, programming, distribution, measurement, and law as they pertain to the changing media environment. The program allows students to cultivate their own topical interests in required media management courses and electives.

Graduate media management students must complete a minimum of 34 credit hours at the graduate level with the approval of the Chair of the Department of Journalism and Media Management. Of the 34 credit hours, all must be at or above the 600 level. All students must take the four required business fundamentals courses and the four required media management courses.

REQUIRED BUSINESS FUNDAMENTALS COURSES: 16 CREDITS

- BUS 630 Fundamentals of Economics, Accounting and Finance (4 credits)
- BUS 631 Business Analytics and Operational Excellence (4 credits)
- BUS 632 Introduction to Strategy, Markets and Management (4 credits)
- BUS 633 Business Plan Fundamentals and Communications (4 credits)

REQUIRED MEDIA MANAGEMENT COURSES: 12 CREDITS

- JMM 6XX Current Trends in Media Management (3 credits)
- JMM 6XX Content Development, Distribution, and Scheduling (3 credits)
- COM 605 Research / Methods (3 credits)
- JMM 641 Media Law (3 credits)

ELECTIVES: 6 CREDITS

Students must also complete two additional elective courses, chosen with the approval of a faculty advisor. These courses may come from any department in the School of Communication. It is recommended that students consider pursuing a professional internship for one of these electives if they have little or no prior experience in the media industry. Suggested electives might include, but are not limited to:

- JMM 609 Internship in Journalism and Media Management (1-3 credits)
- JMM 633 Social Media for Journalists (3 credits)
- JMM 637 Business of Journalism (3 credits)
- JMM 647 Magazine Planning (3 credits)
- JMM 692 Special Topics in Journalism and Media Management (3 credits)
- JMM 699 Advanced Projects and Directed Research in Journalism and Media Management (1-6 credits)
- CIM 609 Legal Aspects of Motion Pictures (3 credits)
- CIM 641 Technology Trends (3 credits)
- CIM 705 Production Management (3 credits)
- COM 672 Seminar in Persuasive Communication (3 credits)
- STC 623 Crisis Communication and Management (3 credits)
- STC 628 Public Relations Management (3 credits)

TOTAL CREDITS = 34 CREDITS

This program will not offer individual tracks for the time being.

New Courses: None at this time.

Proposed, Sample Schedule of Courses for Full-Time Study (one year):

Fall Semester (14 credits)

- BUS 630 Fundamentals of Economics, Accounting and Finance (4 credits)
- BUS 631 Business Analytics and Operational Excellence (4 credits)
- JMM 6XX Current Trends in Media Management (3 credits)
- Media management elective (3 credits)

Spring Semester (14 credits)

- BUS 632 Introduction to Strategy, Markets and Management (4 credits)
- BUS 633 Business Plan Fundamentals and Communications (4 credits)
- JMM 6XX Content Development, Distribution, and Scheduling (3 credits)
- Media management elective (3 credits)

Summer 1 (6 credits)

- JMM 614 Media Law (3 credits)
- COM 605 Research/Methods (3 credits)

Proposed, Sample Schedule of Courses for Part-Time Study:

Fall Semester 1 (7 credits)

- BUS 630 Fundamentals of Economics, Accounting and Finance (4 credits)
- JMM 6XX Issues in Media Management (3 credits)

Spring Semester 1 (7 credits)

- BUS 632 Introduction to Strategy, Markets and Management (4 credits)
- JMM 6XX Content Development, Distribution, and Scheduling (3 credits)

Summer 1 (6 credits)

- JMM 614 Media Law (3 credits)

COM 605 Research/Methods (3 credits)

Fall Semester 2 (7 credits)

BUS 631 Business Analytics and Operational Excellence (4 credits)

Media management elective (3 credits)

Spring Semester 2 (7 credits)

BUS 633 Business Plan Fundamentals and Communications (4 credits)

Media management elective (3 credits)

f. Teaching: What kinds of teaching will prevail in the program, i.e., clinical, classroom, independent research, seminars, online, etc., and in what proportion?

Initially, the courses in the program will be largely lecture-based face-to-face courses with individual or group assignments, although independent studies and internships could be selected by students as electives.

g. Describe the expected distribution of graduate students among advisors.

One existing full-time media management faculty will advise graduate students.

h. Describe any colloquia series, special seminars, or conferences that will be held.

N/A

i. Include Learning Outcomes Assessment Plan.

Mission Statement and Program Objectives

The M.S. program in Media Management will prepare students for careers on the business side of the media industry, such as operations, marketing, sales, and research. The program will cover both business principles and key aspects of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment. Students will gain strategic and analytical skills through media case studies and applications.

Tentative Definition and Assessment of Intended Outcomes

The proposed measures will be expanded upon and adjusted as the program proceeds.

Student Learning Outcome 1: Students will demonstrate knowledge of how technological change has influenced the economic transformation of the media ecosystem and the content delivery process across various platforms.

Assessment Measure 1: In JMM 6XX Current Trends in Media Management students will complete case studies, which will require them to understand the competitive environment of the media industry and trends in new communication technologies. Their work will be evaluated using a standardized rating grid.

Assessment Measure 2: In JMM 6XX Content Development, Distribution, and Scheduling, students will complete projects, which will involve developing, marketing, and/or scheduling media content across diverse platforms. Their work will be evaluated using a standardized rating grid.

Student Learning Outcome 2: Students will demonstrate the ability to analyze business plans and audiences using a variety of media industry metrics and research techniques.

Assessment Measure 1: In COM 605 Research Methods, students will complete media research and planning assignments. Their work will be evaluated using a standardized rating grid.

Assessment Measure 2: In JMM 6XX Content Development, Distribution, and Scheduling, students will complete media industry metrics assignments to determine audience exposure across various platforms. Their work will be evaluated using a standardized rating grid.

Student Learning Outcome 3: Students will demonstrate the ability to address technological, economic, financial, and legal challenges facing media companies and present cogent and effective solutions.

Assessment Measure 1: In JMM 6XX Content Development, Distribution, and Scheduling, students will present case studies, which will require them to analyze and synthesize industry data to offer practical recommendations. Their work will be evaluated using a standardized rating grid.

Assessment Measure 2: In JMM 614 Media Law, students will consider a variety of employment, contract, speech, and intellectual property issues in media settings and apply legal analysis from court rulings, regulations, and statutory law. Their work will be evaluated using a standardized rating grid.

4. Faculty:

a. Include the complete C.V. of each faculty member who will participate in the program. The graduate teaching experience and grants received of the person concerned should be included in each C.V.

Current Media Management Faculty:

Paul Driscoll, School Vice Dean and Associate Professor (partial teaching load)

Michel Dupagne, Professor

Ana François, Lecturer

Mitchell Shapiro, Professor

Samuel Terilli, Department Chair and Associate Professor (partial teaching load)

See Appendix 3 for these faculty's curriculum vitae. These documents are available upon request.

b. Estimate the need for additional faculty, including in each instance

- **Specialization desired.**
- **Degree of experience desired.**
- **Salary anticipated.**

No additional full-time, regular faculty will be required. If the program grows and is so successful that existing faculty cannot handle the load, a budget-neutral or budget-positive proposal will be made at that time, but the foreseeable future no additional faculty resources will be required beyond the possible need for two part-time adjunct faculty at the cost of \$3,000 per semester, if enrollment reaches the required minimum.

c. Describe the interaction of the proposed program with other graduate programs, e.g., thesis and dissertation committees.

The proposed program will be an inter-school partnership between the Department of Journalism and Media Management and the School of Business Administration because students will take 16 of the 34 credits in the School of Business Administration.

5. Students:

a. Estimate the number of students in the program and the pool from which they will be selected.

It is difficult to predict the number of students that will enter the first class. However, in the early years we anticipate that we will be able to attract 3-5 qualified students (1 full-time = 2 part-time) and we expect this number to grow as courses become available online. Some prospective enrollees may be graduating seniors in or outside the School of Communication with little or no professional experience. But we expect that most graduate students in media management would be local media professionals who seek to advance their careers by pursuing a graduate degree full-time or part-time. Effective marketing of the program to local media companies will be emphasized.

b. Describe requirements for admission to and expected retention of students in the proposed program.

Bulletin-like Admission Requirements:

- A baccalaureate degree from an accredited institution.
- The School of Communication's official application.
- A \$65.00 non-refundable application fee.
- Three letters of recommendation.
- 500 word typed statement of academic and professional goals.

- Official transcripts of all college work, both undergraduate and graduate.
 - Note: In addition, international applicants must send an official copy of their diploma for all degrees earned, and all documentation that confers your degree, with English translation for all degrees earned.
 - Note: All transcripts must be the original document, forwarded directly from the university; Xerox copies, true copies, notarized copies and other types of copies are not acceptable.
- Official TOEFL or IELTS scores.
 - Note: Only for international applicants.
- Copy of current passport.
 - Note: Only for international applicants. The name entered on the graduate application must exactly match what appears on your passport.
- Official Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores.
- Specific Requirements: We will require a minimum GRE of 297 (combined verbal and quantitative) and a minimum undergraduate GPA of 3.0 from an accredited university or college. The GRE may be waived if the applicant has received another master's degree in a related area of study or if the applicant has produced a portfolio of relevant experience.

c. Describe the anticipated need for and specific use of teaching assistants and research assistants in the program. Include the number and estimated stipends for each assistant (indicate stipend level and whether 9-month or 12-month).

N/A

6. Administration:

a. Estimate the anticipated administrative increments imposed by addition of this program, i.e.,

- Need for additional secretarial help.
- Need for additional office equipment and supplies.
- Need for additional travel, publication costs, and other funds.

No additional secretarial assistance or office equipment and supplies are needed, but the M.S. program will incur some publication and marketing costs, an estimated \$5,000 - 10,000 annual expense, to promote the new program locally, nationally, and internationally.

b. Describe the arrangements for administration and for academic direction of the program as it pertains to

- The day-to-day administration of the program.

- **The academic policy-making mechanisms used to implement the program, including criteria for membership in the faculty of the program.**

This program will be administered by the Office of Graduate Studies in the School of Communication.

7. Budget (three-year): Provide a three-year projected budget commencing with the year the program gets under way. Each year's budget should include all anticipated income (use current-year tuition credit costs and projected overhead) and all anticipated incremental costs, e.g., new faculty with fringe, library additions, teaching assistantships, laboratory equipment, staff, travel funds, etc.

[Budget Redacted for Website]

¹⁰ The possible adjunct costs would be incurred only if enrollments justified the costs.

8. Comparisons: Compare the proposed program at the University of Miami with five high-quality, established programs at comparable universities. In the comparisons, include only the sections and subsections from items #1 through #7 above that are appropriate.

1. The New School For Public Engagement (successor of The New School)
 School of Media Studies
 M.S. in Media Management
 36 credits
<http://www.newschool.edu/public-engagement/ms-media-management>

2. Fordham University
 Schools of Business
 M.S. in Media Management
 36 credits
http://www.fordham.edu/info/20488/ms_programs/3406/media_management

3. Syracuse University
 S.I. Newhouse School Of Public Communications (with the Martin J. Whitman School of Management)
 M.S. in New Media Management
 36-42 credits
<http://newhouse.syr.edu/academics/degrees/masters/new-media-management>

4. Temple University
 School of Media and Communication
 M.S. in Communication Management
 36 credits
<http://smc.temple.edu/strc/graduate-program/ms-in-communication-management-program-overvie>

5. University of Southern California
 Annenberg School for Communication and Journalism
 Master of Communication Management (face-to-face and online)
 32 credits
<http://annenberg.usc.edu/Prospective/Masters/CMGT.aspx>

6. Kent State University
 School of Journalism & Mass Communication
 M.A. in Journalism and Mass Communication with a concentration in Media Management
 36 credits
<http://www.kent.edu/jmc/academics/graduate/media-management/index.cfm>

7. American University
 School of Communication (with the Kogod School of Business)
 M.A. in Media Entrepreneurship

30 credits
<http://www.american.edu/soc/journalism/degrees/MA-ME.cfm>

8. Boston University
College of Communication
M.S. in Media Ventures
48 credits
http://www.bu.edu/com/academics/film*tv/graduate/media-ventures

9. Northwestern University
School of Communication
M.S. in Leadership for Creative Enterprises
Equivalent to 36 credits
<http://www.communication.northwestern.edu/programs/mslce>

10. Drexel University
College of Media Arts and Design
M.S. in Television Management (face-to-face and online)
49 (quarter) credits
<http://www.drexel.edu/westphal/graduate/TVMN>

JMM 6XX
Issues in Media Management
Section TBA
Fall 2016
Class Location: TBA
Class Time: TBA

Instructor: Paul Driscoll
Office Location: Wolfson Communication Building (WCB) 2038
Office Hours: TBA
Phone: 305-284-6753
E-mail: pdriscoll@miami.edu

PRELIMINARY SYLLABUS

COURSE DESCRIPTION AND PURPOSE:

This course addresses current economic, financial, technological, and policy developments pertaining to the media industry. Case studies are discussed. [DRAFT BULLETIN DESCRIPTION]

Students will learn about how technological change, specifically online innovations, has influenced the organizational and economic structures of the print and electronic media industries. More than ever, the pace of this transformation requires media managers to think strategically about the future of the business and be cognizant of trends that will affect the existence and management of media operations. Guest speakers will contribute further insights on specific topics.

The objectives of this course are:

- (1) To understand the key economic, financial, technological, and policy challenges faced by today's media managers.
- (2) To explore the impact of technological change on the media ecosystem.
- (3) To understand pricing and revenue models for both conventional and emergent media.
- (4) To evaluate the current state of competition in the media industry.
- (5) To develop strategic and analytical skills to discuss media management issues and make appropriate recommendations.

COURSE PREREQUISITES:

Graduate student standing.

MATERIAL FEES:

There are no material fees for this course.

ASSIGNMENTS/COURSEWORK:

Exams

There will be two exams consisting of short-answer and essay questions. Tests will cover materials from the readings, lectures, and handouts. A study guide will be available on the JMM 6XX Blackboard web site (<http://www.courses.miami.edu>) before each test. The final exam is non-cumulative. Please note that no make-up exam will be given except for documented, exceptional circumstances (e.g., hospitalization).

Cases

Students will analyze and present an assigned Harvard Business School case related to a media company, as broadly defined. Instructions will be posted on BlackBoard. These oral presentations will take place on TBA. Late work, including oral presentations, will not be accepted and will receive a failing grade (F).

TEXTS AND RESOURCES REQUIRED:

(1) Kueng, L. (2008). *Strategic management in the media: Theory to practice*. London: Sage. ISBN-13: 978-1412903134, \$73.00 (listed price)

(2) Harvard Business Publishing coursepack with the cases (\$TBA). To purchase these course materials, you will first need to click the TBA link on the Harvard Business Publishing for Educators web site. Second, you will need to register on the site and create a username. After registration, you can purchase the coursepack by (1) visiting <http://hbsp.harvard.edu> and log in; and (2) clicking My Coursepacks and then clicking Issues in Media Management, Fall 2016. All cases are in PDF format and are required readings.

(3) Electronic reserve materials available through the JMM 6XX Blackboard web site (under Course Reserves).

(4) Handouts and PowerPoint presentations distributed in class.

GRADING/EVALUATION:

The examinations and assignments will count toward your final course grade as follows:

Case study	30%
Mid-term exam	25%
Final exam	25%
Participation	20%

COURSE TOPICS OUTLINE

Week	Topic
1	How to manage media organizations in the future and how to predict new media technologies. Future media technologies (e.g., The Internet of Things).
2	Organization of the media ecosystem
3	Evolution of technology in the media industry.
4	Social media.
5	Media predictions and diffusion. Forecasting.
6	Innovation practices. Search for talent.
7	Media revenue models. Pricing strategies.
8	Impact of over-the-top services. Cord-cutting. Bundling versus a la carte.
9	Overview of media economic theories (e.g., long tail, freemium, relative constancy).
10	Media market structure.
11	Media mergers and acquisitions (consolidation).
12	Media strategies.
13	Cost of media content. Sports.
14	Presentations.
15	Preparation for final exam.



DEPARTMENT OF JOURNALISM & MEDIA MANAGEMENT

March 11, 2016

M.S. IN MEDIA MANAGEMENT

In cooperation with the School of Business Administration, the Department of Journalism and Media Management in the School of Communication will offer a 34-credit M.S. degree in Media Management that will prepare students with or without professional media experience for careers on the business side of the media industry, such as operations, marketing, sales, and research. Ideally, this graduate degree will advance careers of young or established media professionals. The program will cover both the fundamentals of business administration and key aspects of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment. In particular, it will emphasize how media content is developed, distributed, monetized, and evaluated across various delivery platforms. Students will gain strategic and analytical skills through media case studies and applications and will be able to cultivate their own topical interests in required media management courses and electives. Students will be advised by faculty regarding course selection and they will be required to maintain at least an overall minimum GPA of 3.0.

REQUIRED COURSES (28 Credits):

School of Business (16 Credits):

- BUS 630 Fundamentals of Economics, Accounting and Finance (4 credits)
- BUS 631 Business Analytics and Operational Excellence (4 credits)
- BUS 632 Introduction to Strategy, Markets and Management (4 credits)
- BUS 633 Business Plan Fundamentals and Communications (4 credits)

School of Communication (12 Credits):

- JMM 6XX Current Trends in Media Management (3 credits) [NEW]
- JMM 6XX Content Development, Distribution, and Scheduling (3 credits) [NEW]
- COM 605 Theories and Methods for Mass Communication Research (3 credits)
- JMM 614 Media Law (3 credits)

SUGGESTED ELECTIVES (6 Credits):

- JMM 609 Internship in Journalism and Media Management (1-3 credits)
- JMM 633 Social Media for Journalists (3 credits)
- JMM 637 Business of Journalism (3 credits)
- JMM 647 Magazine Planning (3 credits)
- JMM 692 Special Topics in Journalism and Media Management (3 credits)

JMM 699 Advanced Projects and Directed Research in Journalism and Media Management (1-6 credits)
CIM 609 Legal Aspects of Motion Pictures (3 credits)
CIM 641 Technology Trends (3 credits)
CIM 705 Production Management (3 credits)
COM 672 Seminar in Persuasive Communication (3 credits)
STC 623 Crisis Communication and Management (3 credits)
STC 628 Public Relations Management (3 credits)

Total Credits: 34

COURSE DESCRIPTIONS:

BUS 630. Fundamentals Of Economics, Accounting And Finance.

This course provides an overview of business economics, accounting, and finance. Economic themes primarily focus on microeconomic topics such as demand, supply, elasticity, and forms of competition. Accounting concepts include corporate financial statements, cost-volume-profit analysis, and traditional and activity-based cost accounting. Finance topics include time value of money, capital budgeting basics, foreign exchange, risk and return, modern portfolio theory, and financial markets. The course includes an integration of many of these concepts through an exposure to business plan development.

BUS 631. Business Analytics And Operational Excellence.

This course combines three disciplines that form the basis of a modern analytical approach to business management: statistics, optimization, and operations management. Many of the concepts covered are cross-disciplinary and can be applied to a variety of business functions and situations. Although specific examples will be used during the course to illustrate each concept, instruction will focus on the general applicability of the material. Topics to be covered include: numerical and categorical data, population/sample, parameter/statistic, introduction to excel, frequency distributions, histograms, pie charts, measures of variability, pivot tables, measures of association, random variables and distributions, sampling, types of hypothesis and of statistical errors, linear programming, network models, sensitivity analysis, integer and goal programming, forecasting, inventory management and location analysis.

BUS 632. Introduction To Strategy, Market And Management.

This integrated course focuses on the external environment in which business firms operate and on the management techniques through which managers organize and motivate human resources to support strategic initiatives. It emphasizes in particular three critical sets of actors: customers, competitors, and employees. The purpose of the course is to introduce the student to basic conceptual frameworks and analytic models that managers use to a) identify and understand the customer segments that make up a marketplace, b) formulate strategies that achieve a competitive advantage within that marketplace, and c) lead and motivate employees in the execution of competitive strategies.

BUS 633. Business Plan Fundamentals And Communications.

This course provides students with the fundamentals in the development and preparation of a business plan, as well as of oral and written business communications. Students, after exploring new venture opportunities, will develop a comprehensive business plan, including its functional components (marketing, finance, operational, human and intellectual capital plans), the support with which to secure the needed financial and human resources, and the organization to manage the new venture. Students will also enhance their communication skills with which to identify critical issues, develop reasoned positions, display data, use visual aids effectively, state persuasive and compelling arguments for written documents as well as prepared and impromptu speeches, and deal with the media.

JMM 6XX. Current Trends in Media Management.

This course addresses current economic, financial, technological, and policy developments pertaining to the media industry. Case studies are discussed. Students will learn about how technological change, specifically online innovations, has influenced the organizational and economic structures of the print and electronic media industries.

JMM 6XX. Content Development, Distribution, and Scheduling.

This course examines the practices used in the media industry to produce, distribute, and schedule audio and video content across platforms.

JMM 609. Internship In Journalism And Media Management.

Prescribed study and supervised work with professionals in newspapers, magazines, web sites or related news media.

JMM 614. Media Law and Ethics Seminar.

A survey of legal and ethical issues concerning First Amendment theories and practices regarding defamation, privacy, freedom of information, free press vs. fair trial, reporter privilege, access to media, intellectual property, obscenity, broadcasting, and new media.

JMM 633. Social Media.

Examination of best practices for use of social media for gathering, disseminating and promoting news.

JMM 637. The Business of Journalism.

Examination of current trends in the business of journalism, business models and challenges faced by legacy as well as new media organizations.

JMM 647. Magazine Planning.

Students create a 32-page print/digital cross-platform niche publication from scratch and based on a business model with a design and content for a specific audience. The course offers guidance on the process and developmental stages of selecting editorial and advertising content, the organizational process, bidding, editing, printing and development of web content.

CIM 609. Legal Aspects of Motion Pictures.

The law, contracts, and negotiating techniques of the business affairs aspects of the production of motion pictures.

CIM 641. Technology Trends.

Trends is a foundation course intended to promote a dialogue about the current state of business, art, health, culture, and innovation.

CIM 705. Production Management.

A comprehensive examination of the skills and techniques employed by line producers and production managers in the preproduction, production, and post-production of motion pictures.

COM 605. Theories and Methods for Mass Communication Research.

A comprehensive survey of communication research methods. Qualitative and quantitative approaches will be explained and practiced.

COM 672. Seminar in Persuasive Communication.

This course is designed to provide students with a basic understanding of the role of communication in the persuasion process. This will be achieved by exploring historical and contemporary theories of persuasion as well as examining research that has focused on persuasion.

STC 623. Crisis Communication And Management.

This course introduces the student to crisis communication and management from a strategies, theory-based approach steeped in case research from historical cases and business case studies

STC 628. Public Relations Management.


Principles and practice of public relations management in a variety of contexts including agency, consultancy, corporate, and nonprofit.



Office of the Dean
5100 Brunson Drive
Coral Gables, FL 33146-2105

Phone: 305-284-3420
Fax: 305-284-2454
www.com.miami.edu

MEMORANDUM

TO: FACULTY SENATE
FROM: GREGORY SHEPHERD, DEAN OF THE SCHOOL OF COMMUNICATION 
SUBJECT: M.S. IN MEDIA MANAGEMENT; AND CERTIFICATE IN MEDIA MANAGEMENT IN THE
DEPARTMENT OF JOURNALISM & MEDIA MANAGEMENT
DATE: MARCH 15, 2016

I am writing to confirm my support and the support of the faculty of the School of Communication for the proposed M.S. in Media Management and proposed Certificate in Media Management in the Department of Journalism & Media Management. At a meeting of the Faculty of the School of Communication on October 30, 2015, we discussed the proposed M.S. and Certificate, and the faculty voted unanimously in favor of both proposals.

Terilli, Samuel Anthony Jr.

From: Harrison, Tyler
Sent: Thursday, October 29, 2015 8:14 AM
To: Ramaprasad, Jyotika; Terilli, Samuel Anthony Jr.
Cc: Driscoll, Paul D
Subject: JMM proposals

Good Morning Sam,

We have unanimous support from the graduate committee for the MS program. The certificate program was also supported, but with one abstention.

Best,
Tyler

Sent from my iPhone



MEMORANDUM

TO: Sam Terilli, Chair, Department of Journalism and Media Management, School of Communication

FROM: Anuj Mehrotra, Vice Dean, Graduate Business Programs & Exec. Education

CC: Eugene Anderson, Dean, School of Business Administration

Subject: MS in Media Management

Date: October 28, 2015

A handwritten signature in black ink, appearing to read "Anuj Mehrotra", with a large stylized "A" and a checkmark-like flourish.

I am writing in support of the proposal for the Master of Science in Media Management Program, as approved by the School of Communication.

The School of Business Administration will be able to accommodate the students in the required courses offered by SBA as listed in the proposal.

It will be my pleasure to provide any additional information in this regard.



Journalism and Media Management
P.O. Box 248127
Coral Gables, FL 33124-2105

Phone: 305-284-5350
Fax: 305-284-5205
<http://com.miami.edu>

March 11, 2016

To: Faculty Senate

From: Samuel Terilli, Chair, Department of Journalism & Media Management

A handwritten signature in black ink, appearing to read 'S.T.', is written over the end of the 'From:' line.

Subject: M.S. in Media Management and Certificate in Media Management

I am writing to confirm my support and the support of the faculty of the department for the proposed M.S. in Media Management and proposed Certificate in Media Management in the Department of Journalism & Media Management. At a meeting of the Faculty of the department on September 25, 2015, we discussed the proposed M.S. and certificate and the faculty voted unanimously to support both proposals.



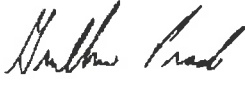
Graduate School
P.O. Box 248125
Coral Gables, FL 33124-3220

Phone: 305-284-4154
Fax: 305-284-5441
graduateschool@miami.edu

MEMORANDUM

DATE: September 26, 2016

TO: Tomas Salerno
Chair, Faculty Senate

FROM: Guillermo ("Willy") Prado 
Dean, The Graduate School

SUBJECT: Masters Degree and Certificate in Media Management

The Department of Media Management in the School of Communication submitted a proposal for a Masters and a Certificate in Media Management. The proposal was discussed at the meeting of the Graduate Council on Tuesday, September 20, 2016, and was unanimously approved.

cc: Gregory Shepherd, Dean, School of Communication
Cong Li, Associate Dean, School of Communication
Paul Driscoll, Vice Dean, Academic Affairs
Sam Terilli, Chair, Department of Journalism and Media Management
Office of Planning, Institutional Research and Assessment



**Office of Planning,
Institutional Research,
and Assessment**


P.O. Box 248285
Coral Gables, FL 33124-2923
Phone: 305-284-3856

Gables One Tower, Suite 260, Locator 2923
1320 S. Dixie Hwy., Coral Gables, FL 33146
Fax: 305-284-4081 • prox.miami.edu

MEMORANDUM

DATE: March 28, 2016

TO: Samuel Terilli, Professor, Media Management
School of Communication

FROM: David E. Wiles, Executive Director
Assessment and Accreditation 

SUBJECT: Master of Science in Media Management

On March 11, 2016, the School of Communication, Department of Journalism and Media Management, submitted a proposal notifying our office of its intent to launch a new Master of Science (M.S.) degree program in Media Management, in collaboration with the School of Business Administration, effective fall 2016. The program will prepare students with or without professional media experience for careers on the business side of the media industry, such as operations, marketing, sales, and research. The program will cover both the fundamentals of business administration and key aspects of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment.

The proposed 34-credit graduate degree program will be comprised of existing and new courses in the School of Communication (18 credits) and existing courses in the School of Business Administration (16 credits); no new faculty hires are anticipated. Once the on-campus program is fully established, the School will seek to create an online version of the program.

The two new required courses that will need to be developed in the School of Communication are:

- JMM 6XX – Issues in Media Management (3 credits)
- JMM 6XX – Content Development, Distribution, and Scheduling (3 credits)

PIRA Memo
March 28, 2016
Page 2

Because the School of Communication already offers closely related graduate degree programs, and the proposed M.S. in Media Management will not require significant additional resources, the proposal is not considered substantive in nature. However, a letter of notification will need to be submitted to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Please allow at least 3-4 months for a formal review by SACSCOC.

Feel free to contact our office should you have any questions or require additional guidance (305) 284-9431.

cc: Faculty Senate
Dr. Guillermo Prado, Dean, Graduate School
Dr. Gregory Shepherd, Dean, School of Communication
Dr. Eugene Anderson, Dean, School of Business Administration
Dr. Paul Driscoll, Vice Dean, School of Communication
Dr. Anuj Mehrotra, Vice Dean, School of Business Administration