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MEMORANDUM

To: Julio Frenk
University President

From: Tomás A. Salerno
Chair, Faculty Senate 

Date: October 31, 2016

Subject: Faculty Senate Legislation #2016-19(B) –Establish a Graduate Certificate Program 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 for a Graduate Certificate in Media Management in the Department of Journalism and Media Management in the School of Communication. The specialized certificate 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 basic fundamentals of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment.

The certificate program will initially be a face-to-face program, but may later become a hybrid or entire online program. 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 #2016-19(B) –Establish a Graduate Certificate Program 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 Certificate in Media Management

Contacts: Samuel Terilli, Chair

(305) 284-8451

**PROPOSAL FOR A CERTIFICATE 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.

Certificate in Media Management

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

The Department of Journalism and Media Management in the School of Communication proposes to offer a 12-credit certificate in media management. This specialized certificate 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 certificate 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 the fundamentals 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 certificate is expected to begin in Fall 2016. Initially, it will begin as a face-to-face program, but may subsequently become a hybrid or full online program. We anticipate developing up to two online courses per year for a total of four.

This program will be aimed at full and part-time students who want to take one, two or possibly even four courses per semester, though the actual pace will be left to the student.

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

1. 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.

2. 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.

3. 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.

4. 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. Students with demonstrated expertise in one or more the substantive areas examined in the four courses or with special needs may petition the department chair for a waiver of a required course and substitution of a suitable elective. These electives can consist of regular courses or independent study projects. 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

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

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

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

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 or certificate programs in media management are available in the United States. Other programs focus on the same content but are labeled differently. To our knowledge, none of the major universities in Florida offers such a program. 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 because the purpose and length of that degree is quite different.

The 10 institutions include:

- The New School For Public Engagement
- Fordham University
- Syracuse University
- Temple University
- University of Southern California

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>

- 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. A certificate program requiring fewer credits will be more affordable and flexible for working professionals and others.

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, certificate students in media management with an interest in news management could petition to substitute a required course for a relevant course in another area in SOC. For example, 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.

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.

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.

Certificate 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 Richter 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.

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.

Every student is required to complete successfully four courses in the Department of Journalism and Media Management that cover key concepts and applications. These are existing 400-level courses that will be co-listed and will have separate syllabi and additional assignments for graduate students. 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 Media Entrepreneurship (3 credits)

JMM 6XX Media Technology (3 credits)

JMM 6XX Media Distribution (3 credits)

JMM 6XX Legal Issues in Media Management (3 credits)

In addition to these four courses, the department would also permit the student to take planned 600-level co-listed versions of the Strategic Media Management course (currently JMM 402) and Media Economics course (JMM 403) in lieu of up to two of the courses listed above with departmental approval. During the initial years of the program, the department anticipates offering certain of the JMM courses 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 will be able accommodate an additional 3-8 students – more than the anticipated initial demand. As the program grows, the department intends to offer separate graduate sections and offer several courses online or on weekends.

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.

N/A

- 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 CERTIFICATE

The Certificate in Media Management is designed to prepare students for careers on the business side of the media industry, such as operations, marketing, 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 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.

REQUIRED MEDIA MANAGEMENT COURSES: 12 CREDITS

JMM 6XX Media Entrepreneurship (3 credits)

JMM 6XX Media Technology (3 credits)

JMM 6XX Media Distribution (3 credits)

JMM 6XX Legal Issues in Media Management (3 credits)

TOTAL CREDITS = 12 CREDITS

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

New Courses: None at this time.

Proposed, Sample Schedule of Courses (one year):

Fall Semester (6 credits)

JMM 6XX Media Entrepreneurship (3 credits)

JMM 6XX Media Technology (3 credits)

Spring Semester (6 credits)

JMM 6XX Media Distribution (3 credits)

JMM 6XX Legal Issues in Media Management (3 credits)

Proposed, Sample Schedule of Courses for Two Year Approach: This approach would vary from the above by simply having the student take one course per semester rather than two.

Impact of Possible Introduction of Electives Contingent Upon Launch of Proposed MS in Media Management: The Department is separately proposing a 34-credit M.S. in Media Management. If that degree program is approved and if it is offered, based on minimum enrollments, then the new or revised JMM courses in that program could be made available to certificate students as options in lieu of one or more of the above required courses, as approved by the Department at the time.

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 Certificate program in Media Management will prepare students for careers on the business side of the media industry, such as operations, marketing and sales, and research. The program will cover both business principles and key aspects of media management, technology, economics, programming, distribution, and research 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 measures will be developed further 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 Media Technology 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 Media Distribution, 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 JMM 6XX Media Entrepreneurship students will complete media research and business planning assignments. Their work will be evaluated using a standardized rating grid.

Assessment Measure 2: In JMM 6XX Media Distribution, 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 Media Entrepreneurship students will present case studies, which will require them to analyze and synthesize industry data, technologies and financial considerations to offer practical recommendations. Their work will be evaluated using a standardized rating grid.

Assessment Measure 2: In JMM 6XX Legal Issues in Media Management students will consider a variety of legal, strategic and business issues in media settings. 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.

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.

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

N/A

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. We expect that most certificate 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.

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 program will incur some publication and marketing costs, an estimated \$5,000 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.

N/A. This will be administered by the department and SOC.

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]

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/stc/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>



DEPARTMENT OF JOURNALISM & MEDIA MANAGEMENT

March 16, 2016

CERTIFICATE IN MEDIA MANAGEMENT

The Department of Journalism and Media Management in the School of Communication will offer a 12-credit certificate in media management. This specialized certificate 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 certificate will advance careers of young or established media professionals. The program will cover the fundamentals 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 (12 Credits):

- JMM 6XX Media Entrepreneurship (3 credits)
- JMM 6XX Media Technology (3 credits)
- JMM 6XX Media Distribution (3 credits)
- JMM 6XX Legal Issues in Media Management (3 credits)

TOTAL CREDITS = 12 CREDITS

COURSE DESCRIPTIONS:

JMM 6XX. Legal Issues In Media Management.

Examination of the legal environment affecting contemporary media businesses including broadcasting, advertising, public relations, web-based media, and print publications. Focus on U.S. law, with introduction of international and comparative perspectives.

JMM 6XX. Media Entrepreneurship.

Students generate comprehensive business plans for a proposed media enterprise. Organizational, financial, and marketing aspects of starting a media business are discussed.

JMM 6XX. Media Distribution for Film and Television.

This course covers the various aspects of the distribution process for films and television programs through conventional and emerging channels.

JMM 6XX. Media Technology

This course examines the deployment, use, and impact of communication technologies in various media contexts from an economic, regulatory, and social perspective.


Each of the above courses currently exists on the undergraduate level. Parallel graduate numbers will be assigned to each with separate graduate syllabi and assignments, including additional readings and projects. As the program grows, separate graduate sections will be added as needed. In addition, students with strong backgrounds and experience in or more of the above fields may petition a faculty advisor to substitute electives at the graduate level as appropriate.



Office of the Dean
5100 Brunson Drive
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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



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

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<http://com.miami.edu>

March 11, 2016

To: Faculty Senate

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

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.

Terilli, Samuel Anthony Jr.

From: Harrison, Tyler
Sent: Tuesday, October 20, 2015 4:20 PM
To: Terilli, Samuel Anthony Jr.
Subject: Re: two issues for JMM

Hi Sam,

Let me send these out to the committee and get some feedback on how they would like to proceed. If we need more information of to have you come and talk about these I will let you know.

Best,
Tyler

From: "Terilli, Samuel Anthony Jr." <sterilli@miami.edu>
Date: Tuesday, October 20, 2015 at 1:22 PM
To: Tyler Harrison <harrison@miami.edu>
Cc: "Ramaprasad, Jyotika" <jyotika@miami.edu>
Subject: two issues for JMM

Tyler, Jyotika has explained that I should be sending to you the attached two proposed new grad-level programs for JMM. The department has approved both unanimously and we will be going to the SOC faculty on Oct. 30. At some point I then go to the university's grad council and the faculty senate as well. We have already vetted these at length with Greg. Both are cost-neutral – by design. We want to start slow and build over time. Our aim is to move toward online courses in both. One is an MS in Media Management that includes 18 SOC credits and 16 from the Business School (they have been very cooperative and supportive). The other is a much simpler 12-credit certificate built on co-listed grad/undergrad courses (different syllabi, readings, etc.). Let me know if you need more information or if I should attend the next grad meeting. Thanks. – Sam

UNIVERSITY OF MIAMI
GRADUATE SCHOOL



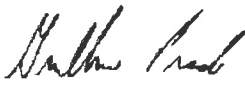
Graduate School
P.O. Box 248125
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Fax: 305-284-5441
graduateschool@miami.edu

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**


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MEMORANDUM

DATE: March 28, 2016

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

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

SUBJECT: Graduate Certificate in Media Management

On March 16, 2016, the School of Communication, Department of Journalism and Media Management, submitted a proposal notifying our office of its intent to launch a new Graduate Certificate program in Media Management, effective fall 2016. The specialized certificate 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 the basic fundamentals of media management, technology, economics, programming, distribution, research, and law as they pertain to the changing media environment.

The proposed 12-credit graduate certificate program will be comprised of four existing 400-level courses in the School of Communication and will not require the hiring of additional faculty. Each of these senior-level courses will be co-listed and will have separate syllabi and additional assignments for graduate students:

- JMM 6XX Media Entrepreneurship (3 credits)
- JMM 6XX Media Technology (3 credits)
- JMM 6XX Media Distribution (3 credits)
- JMM 6XX Legal Issues in Media Management (3 credits)

Students would be permitted to substitute up to two of these courses with other graduate courses in Journalism and Media Management.

Once the traditional on-campus certificate program is fully established, the School will seek to create an online version of the program.

PIRA Memo
March 28, 2016
Page 2

Because the School of Communication already offers closely related graduate degree programs, and the proposed graduate certificate will not require significant new 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. Paul Driscoll, Vice Dean, School of Communication