



MEMORANDUM

To: Julio Frenk
University President

From: Linda L. Neider
Chair, Faculty Senate

Date: November 19, 2020

Subject: Faculty Senate Legislation #2020-16(B) – Revise the Curriculum in the Graduate Certificate in Media Management, School of Communication

The Faculty Senate, at its November 18, 2020 meeting, had no objections to the proposal to revise the curriculum in the Graduate Certificate in Media Management in the School of Communication. As noted in the submitted documents, this Graduate Certificate was approved with a draft curriculum in Fall 2016 along with the MS in Media Management, but implementation was delayed. It is being implemented in 2020-2021 but the curriculum needs to be revised to reflect the current course offerings.

The proposal is enclosed for your reference.

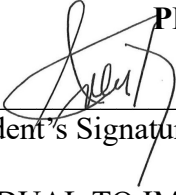
This legislation is now forwarded to you for your action.

LLN/rh

cc: Jeffrey Duerk, Executive Vice President and Provost
Guillermo Prado, Dean, Graduate School
Karin Wilkins, Dean, School of Communication
Paul Driscoll, Vice Dean, Academic Affairs, School of Communication
Michel Dupagne, Professor, Graduate Advisor, School of Communication

CAPSULE: Faculty Senate Legislation #2020-16(B) – Revise the Curriculum in the Graduate Certificate in Media Management, School of Communication

PRESIDENT'S RESPONSE

APPROVED:  DATE: 1/22/21
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean Karin Wilkins

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(pending any additional approval by the Board of Trustees)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

Program Change Request

Date Submitted: 04/15/20 10:02 am

Viewing: **Graduate Certificate in Media**

Management :

Last approved: 04/03/20 3:56 pm

Last edit: 09/21/20 5:34 pm

Changes proposed by: Michel Dupagne (mdupagne)

In Workflow

1. **PG Assessment and Accreditation**
2. **PG University Accreditation**
3. **PG GR School**
4. **PG Graduate Council**
5. **PG GR Dean**
6. **PG FS Office for GWC**
7. PG FS GWC
8. PG Faculty Senate
9. PG FS Office for President
10. PG Registrar

Approval Path

1. 04/21/20 9:49 am
Patty Murphy
(pxm491): Approved
for PG Assessment
and Accreditation
2. 04/21/20 10:44 am
Samuel Terilli
(sterilli): Approved
for PG JMM Chair
3. 04/21/20 2:02 pm
Paul Driscoll
(pdriscoll):
Approved for PG CO
Sr Admin I
4. 04/21/20 2:02 pm
Karin Wilkins
(kwilkins): Approved
for PG CO Dean

5. 05/05/20 3:46 pm
Patty Murphy
(pxm491): Rollback
to PG JMM Chair for
PG Assessment and
Accreditation
6. 09/21/20 5:39 pm
Patty Murphy
(pxm491): Approved
for PG University
Accreditation
7. 09/30/20 1:31 pm
Tiffany Plantan
(tplantan):
Approved for PG GR
School
8. 10/20/20 4:54 pm
Tiffany Plantan
(tplantan):
Approved for PG
Graduate Council
9. 10/28/20 6:49 pm
Guillermo Prado
(gprado): Approved
for PG GR Dean

History

1. Apr 3, 2020 by Patty
Murphy (pxm491)

Please list the authors of this proposal including name, rank/title, program/department, and school.

Proposer(s) Name

Michel Dupagne
Professor and Graduate Advisor
Department of Journalism and Media Management
School of Communication

Change Type All Other Changes

Provide a brief
summary of the

change

This Graduate Certificate was approved with a draft curriculum in Fall 2016 along with the MS in Media Management but implementation has been delayed. We are implementing it in 2020-21 but need to revise the curriculum to reflect our current course offerings.

Career Graduate

Academic Structure

School/ College	Department
School of Communication	Journalism & Media Management

Plan Type Certificate

Certificate Level Post- Baccalaureate

Proposed Plan Code

Plan Name **Graduate** Certificate in Media Management

Will there be any subcomponents within the program such as concentrations, specializations, thesis/non-thesis options, or tracks?

No

Effective Term Fall 2020

First Term Valid Spring 2021

Program Instruction Mode Hybrid

Where is the program offered?	Location	Please provide the % of instruction at each location.
	Coral Gables Campus	50-100%
	Online	0-50%

Program Length (Years) **1.5**

Total Credits 12

To Be Published in the Academic Bulletin

Program Overview

Overview

In cooperation with the Division of Continuing & International Education (DCIE), the Department of Journalism and ~~The Certificate in~~ Media Management (JMM) offers a 12-credit nondegree part-time Graduate Certificate in Media Management (GMM) ~~is designed to prepare students~~ for professionals who seek to supplement their education with specialized ~~careers on the business side of the~~ media courses and to enhance their skills. ~~industry, such as operations, marketing, sales, and research.~~

***This program is not eligible for federal or state financial aid. Contact the [Office of Student Financial Assistance and Employment](#) for further assistance.**

~~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.~~

Program Mission Statement

Mission ~~Mission~~

The Graduate Certificate in Media Management will **help professionals discover key aspects** ~~prepare students for careers on the business side of the~~ media **management industry, such as operations, marketing and content strategy or advance their existing knowledge of the business side of the media industry.** ~~sales, and research.~~ The ~~certificate program~~ will cover **current topics** ~~both business principles and key aspects~~ of media **management, technology, economics, programming, distribution, and policy.** ~~research as they pertain to the changing media environment.~~ Students will gain strategic and analytical skills through media case studies and applications. **The program will also allow students to cultivate their own topical interests in required media management courses and electives.**

Program Goals

Goals

~~Goals Our graduates will be able to:~~ Understand the dynamics of the media ecosystem from technological, economic, and regulatory perspectives.

Learn the **strategic implications** ~~role~~ of content **production and delivery** in the media **ecosystem.** ~~ecosystem and its relationship to audience measurement.~~

Develop problem-solving skills to address media industry issues and challenges through case studies and applications.

Acquire expertise in one or more areas that are consistent with their personal interests.

Student Learning Outcomes

Student

Learning Outcomes

Students will demonstrate knowledge of ~~how technological change has influenced~~ the **current trends that are affecting economic transformation of the media ecosystem** and **changing the media industry.** ~~the content delivery process across various platforms:~~

Students will demonstrate **knowledge** ~~the ability to analyze business plans and audiences using a variety of~~ **how technological change has influenced the economic transformation of the media ecosystem.** ~~industry metrics and research techniques:~~

Students will demonstrate knowledge of the content delivery process across various platforms.

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

Curriculum Requirements

Curriculum Requirements

Required

JMM 632	Current Issues in Media Management	3
JMM 636	Content Strategy in the Media Industry	3

Electives

6

Choose two additional courses (6 credits) from the following:

JMM 634	Media Distribution for Film and Television	
JMM 6##	Course JMM 6## Not Found (Legal Issues in Media Management)	3

Alternate Courses

~~These courses may be substituted for any of the required courses:~~

JMM 6##	Course JMM 6## Not Found (Strategic Media Management)	
JMM 6##	Course JMM 6## Not Found (Media Economics)	
JMM 643	Media Industry Trends	
JMM 657	Media Entrepreneurship	
JMM 655	Media Technology	3
JMM 659	Web and Media Analytics	
JMM 663	Applied Data Analytics for Journalism and Media Management	

Total Credit Hours

12

Admission Requirements

Admission Requirements

A baccalaureate degree from an accredited institution

The School of Communication's official application

An \$85.00 ~~A \$65.00~~ non-refundable application fee

One letter ~~Three letters~~ of recommendation

~~500-word typed statement of academic and professional goals~~ Official transcripts of all college work, both undergraduate and graduate

Resume

~~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.~~

Rationale

Rationale

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 students who complete the Graduate Certificate in Media Management develop a strong understanding of this changing media landscape.

2. Learn the strategic implications of content production and delivery in the media ecosystem: Regardless of transformations in delivery systems, content remains the core ingredient of the media industry; without content, the media industry would not exist. Students will learn about content creation, distribution, scheduling, and monetization practices across media platforms. It is important that students who complete the Graduate Certificate in Media Management appreciate the role of content in the media industry.

3. Develop problem-solving skills to address media industry issues and challenges through case studies and applications: Knowledge acquisition is a vital part of taking graduate courses, 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. It is important that students who complete the Graduate Certificate in Media Management think critically and operationally 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 Graduate Certificate in Media Management will also offer students opportunities to develop and hone in their professional interests. Beyond the two required courses, students will take two electives as regular courses to satisfy their personal interests in such areas as content distribution, web analytics, or media entrepreneurship. It is important that students who complete the Graduate Certificate in Media Management cultivate a deeper understanding of topics in which they seek to develop a professional expertise.

Market Demand

The growth of our undergraduate and graduate programs in Media Management has illuminated the importance of offering a shorter program that would be designed to attract media professionals who do not necessarily have the time or the initial interest in pursuing an entire graduate program in Media Management. As the gateway to the Americas, Miami has become a primary 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. The prospects of the local media industry appear bright and can stimulate demand for qualified media professionals with an interest in media management.

Relationship to Other Programs

There is no relationship between the Graduate Certificate in Media Management and other programs in the School of Communication. All courses for the Graduate Certificate in Media Management are available in the Department of Journalism and Media Management.

Relationship to Undergraduate and Professional Programs

The Department of Journalism and Media Management in the School of Communication has offered a Bachelor of Science (BS) degree in Communication with a major in Media Management since 2000 and a Master of Science (MS) degree in Media Management since Fall 2018. A 15-credit minor in Media Management is also available. The two required courses (JMM 632 and JMM 636) in the Graduate Certificate in Media Management are the same graduate-level courses that MS students in Media Management are required to take in the fall and spring semesters, respectively. The certificate students will also take two 600-level electives from a list of five electives that MS students can also take for their electives. So the Graduate Certificate in Media Management would not depend on new courses.

Library Resources Available and Needed to Support the Program

No additional library resources are needed for the Graduate Certificate in Media Management. Existing library sources are sufficient.

Laboratory Facilities, Equipment, and Space Available and Needed to Support the Program

No laboratory facilities, equipment, and space are needed to support the Graduate Certificate in Media Management.

Other Resources Available or Needed to Support the Program

No other resources are needed for the Graduate Certificate in Media Management.

Curriculum

Program Curriculum

The 12-credit curriculum of the Graduate Certificate in Media Management consists of JMM 632 Current Issues in Media Management (3 credits), JMM 636 Content Strategy in the Media Industry (3 credits), and two additional courses (6 credits) from the following list of electives offered during the day or evening.

- JMM 634 Media Distribution for Film and Television
- JMM 643 Media Industry Trends
- JMM 657 Media Entrepreneurship
- JMM 659 Web and Media Analytics
- JMM 663 Applied Data Analytics for Journalism and Media Management

The Graduate Certificate in Media Management involves no new courses.

This certificate can be completed within a year by taking JMM 632 and the first elective during the fall semester and JMM 636 and the second elective during the spring semester. Students can take one or more courses for credit, but must satisfactorily complete all four courses to receive the certificate.

Upload Syllabi for Any New Courses

Proposed Schedule of Course Offerings for the First Three Years

Fall 2020

REQUIRED: JMM 632 Current Issues in Media Management

ELECTIVE: JMM 634 Media Distribution for Film and Television

ELECTIVE: JMM 643 Media Industry Trends

ELECTIVE: JMM 657 Media Entrepreneurship

Spring 2021

REQUIRED: JMM 636 Content Strategy in the Media Industry

ELECTIVE: JMM 657 Media Entrepreneurship

ELECTIVE: JMM 659 Web and Media Analytics

ELECTIVE: JMM 663 Applied Data Analytics for Journalism and Media Management

Fall 2021

REQUIRED: JMM 632 Current Issues in Media Management

ELECTIVE: JMM 634 Media Distribution for Film and Television

ELECTIVE: JMM 643 Media Industry Trends

ELECTIVE: JMM 657 Media Entrepreneurship

Spring 2022

REQUIRED: JMM 636 Content Strategy in the Media Industry

ELECTIVE: JMM 657 Media Entrepreneurship

ELECTIVE: JMM 659 Web and Media Analytics

ELECTIVE: JMM 663 Applied Data Analytics for Journalism and Media Management

Fall 2022

REQUIRED: JMM 632 Current Issues in Media Management

ELECTIVE: JMM 634 Media Distribution for Film and Television

ELECTIVE: JMM 643 Media Industry Trends

ELECTIVE: JMM 657 Media Entrepreneurship

Spring 2023

REQUIRED: JMM 636 Content Strategy in the Media Industry

ELECTIVE: JMM 657 Media Entrepreneurship

ELECTIVE: JMM 659 Web and Media Analytics

ELECTIVE: JMM 663 Applied Data Analytics for Journalism and Media Management

CIP Code

Proposed CIP Code 09.0702 - Digital Communication and
Media/Multimedia.

Faculty

Program Directors

Michel Dupagne, Professor and Graduate Advisor

Upload CV(s) [michel_dupagne_cv.pdf](#)

Program Faculty

Instructor for required JMM 632 Current Issues in Media Management

Paul Driscoll, Vice Dean for Academic Affairs and Associate Professor

Instructor for required JMM 636 Content Strategy in the Media Industry

Ana Francois, Assistant Professor of Practice

Upload CV(s) Grad

Students

Applicant Pool

Applicants are expected to come primarily from the growing local media industry. So the target audience will consist of media professionals who seek to supplement their education with specialized media courses and to enhance their skills.

Enrollment Projections

It is difficult to predict the number of students who will apply and complete the Graduate Certificate in Media Management. But we hope to attract five students per year from the local media industry through promotional strategies from the Division of Continuing & International Education and the Department of Journalism and Media Management. Students will be able to apply for this Graduate Certificate in both the fall and spring semesters.

Teaching or Research Assistants

Teaching or Research Assistants are not needed for the Graduate Certificate in Media Management.

Administration

Program Administration

The Division of Continuing & International Education and the Department of Journalism and Media Management will co-administer the Graduate Certificate in Media Management. No additional program resources are needed to administer this certificate.

Comparison

Peer Comparisons

Relatively few academic institutions offer a Graduate Certificate in Media Management or a Graduate Certificate in a similar area. Examples include:

Northeastern University

Graduate Certificate in Digital Media Management

<https://cps.northeastern.edu/academics/program/graduate-certificate-digital-media-management-online>

The George Washington University

Graduate Certificate in Digital Marketing and Communications

<https://business.gwu.edu/academics/programs/certificate/graduate-certificate-digital-marketing-communications>

The New School

Media Management Certificate

<http://newschoolmediastudies.org/programs/media-management-certificate>

University of Southern California

Graduate Certificate in the Business of Entertainment

<https://www.marshall.usc.edu/elective-course-guide/business-of-entertainment>

West Chester University

Graduate Certificate in Digital Media Marketing

<https://www.wcupa.edu/programs/grad/digitalMediaMarketing/default.asp>

Certificates

Transfer of Coursework to Degree Programs

Graduate Certificate students who will complete all four courses with grades of B or better and are admitted in the MS program in Media Management will be eligible to apply the 12 credits of the certificate toward the degree.

Documents

Attach Supporting Documentation

[CMM Supporting Documentation.pdf](#)

Reviewer

Comments

Patty Murphy (pxm491) (09/21/20 5:39 pm): These changes do not represent a substantive change from what was originally approved. Therefore, notification to or approval from SACSCOC is not required.

Patty Murphy (pxm491) (09/21/20 5:43 pm): The JMM department faculty voted to approve this proposal on 4/24/2020. The School Council and School of Communication Faculty voted to approve the proposal on 9/11/2020. The Dean also supports the proposal. These are included in the supporting documentation attached to this proposal along with the original legislation approving the program.

Tiffany Plantan (tplantan) (10/20/20 4:54 pm): This proposal was discussed at the October 20, 2020 meeting of the Graduate Council. No concerns were expressed by Council Members.

Key: 542