School of Journalism  
Faculty Meeting  
October 17, 2014


Dean Brill introduced Janet Rose, Agency Director and Professor of Practice. Brill stated The Agency has eight investing partners with the possibility of two more joining in early 2015. Partners each commit $50K to become advisory board members and the donations are tax deductible. Board members have a front row seat to view our best and brightest students.

In an Agency update, Rose stated potential client’s interest is being assessed and a business plan drafted. During Dr. Roses’s evaluation of 32 peer university agencies she determined ours will be one of the best. We will capitalize on other agency’s research, strategy and planning.

Doug Ward led a discussion on proposed changes to the master’s program. Ward, Yvonnes Chen, Julie Petr of the Libraries, and PhD student Kristin Grimmer held a series of open meetings for faculty discussion to further refine the attached proposal.

The program will start during the summer with one week for students to meet faculty and fellow students face to face. Online courses will be taught by graduate instructors from the J-School and the library. Fifteen hour certificates in Data Management and Analysis and in Social Media Strategy and Management will be earned by completing the three hour summer session along with 12 additional hours.

Genelle Belmas motioned to approve the master’s program proposal and Lisa McLendon seconded the motion. A vote was taken with all in favor.

In closing:
- Brill reminded faculty of PhD student Goran Gafour’s talk about his new novel "The Statues" at 5:30 p.m. on October 29 in the Jayhawk Ink Lounge.
- Chuck Marsh reminded faculty of the upcoming promotion and tenure meeting and where to view materials online.
- Brett Akagi thanked alum Brian Bracco, vice president and general manager of KSHB-TV, for his donation of the stations used set for KUJH-TV use.
- Brill told faculty that a grand opening will be planned for The Agency.
- Kevin Lee, long-time advisor, will leave the School in November. He will be missed.

Meeting adjourned.

Priorities for AY 2014-2015 – Recruiting great students; Embracing comprehensive diversity; Implementing revised graduate programs; Focusing online curriculum development; increasing grants/awards/publications; Fundraising
Master’s in Digital Content Strategy
A Proposal for a Revamped Journalism Degree
(Fall 2014)

Contents
Overview ........................................................................................................................................... 2-3
Justification
Goals
An emphasis on certificates .................................................................................................................. 4-5
Chart showing how students will progress through the program ..................................................... 4
Coursework for the program ............................................................................................................. 6-12
Certificate in Data Management and Analysis ............................................................................... 7-9
Certificate in Social Media Strategy and Management ................................................................. 10-11
Requirements for certificates ........................................................................................................ 12
Requirements for a master’s degree .............................................................................................. 12
Timetable .......................................................................................................................................... 12-13
Marketing the program .................................................................................................................. 13
Appendix ........................................................................................................................................... 14-19

Overview
A New Master’s Program in Digital Content Strategy

This document outlines a proposal for defining and remaking the master’s program at the School of Journalism, creating a new focus on digital content strategy, and emphasizing certificates while allowing students to apply those certificates toward a master’s degree. The goal is to create a mostly online program that provides research and problem-solving skills students can use to further their careers in industry or academia. It aims to do following:

- Create a mostly online program that will allow the school to attract students who can’t attend in-person classes full time, and allow them to complete a degree in a little more than a year.
- Create certificates that allow students to gain a credential with 15 hours of coursework but within a structure that encourages them to continue work toward a master’s degree.
- Build on many of the skills of existing faculty members while challenging them to refocus and expand those skills for a new emphasis on the management of information in a digital world.
- Draw on the expertise of KU Libraries by partnering with librarians on the development and teaching of some courses.
- Define the program so that we can market it clearly to prospective students.
- Put the program into effect by May 2015.

Justification for this approach

Information is the currency of the digital age. It spurs innovation and strengthens democracies. It saves lives. It clarifies the present and illuminates a path to the future. Those who can gather, analyze and interpret the growing swell of worldwide information can set themselves apart in every industry and every occupation. Knowledge may indeed create power, but information builds knowledge, informs strategy, and illuminates decision-making.

Information has long been at the hub of journalism, strategic communication and mass communication in many ways:

- Gathering, analyzing, interpreting, displaying and conveying information
- Providing information of many types to both general and specialized audiences
- Educating and empowering audiences in using information to understand the world and to effect change

For many years, the journalism master’s degree attracted students who had recently received degrees in other fields but wanted to expand their skills in hopes of attaining a job in journalism, and students who hoped to eventually pursue the Ph.D. The program never fully met the needs of either group, though, combining a mix of theory and academic methods with skills courses in which master’s students took classes alongside undergraduates. That was problematic for several reasons, largely because it failed to meet accreditation standards.

The School revamped the master’s program in 2012, removing the option of master’s students taking undergraduate skills courses and moving the focus primarily to
academic work. As a result, enrollment has dropped nearly 75 percent, from 40 students in Spring 2010 to 11 in Spring 2014. The number of credit hours generated by master’s students on the Lawrence campus has fallen by nearly two-thirds during that time, from 320 to 121.

Surveys show that student satisfaction in the journalism master’s program has been middling, at best. Since 2005, the program has ranked below the university average, in a range of 3.3 to 3.5 on a 5-point scale. In those surveys, students cite course scheduling, program structure and requirements, and work obligations as major obstacles in completing degrees.

Program goals
This new program aims to address those problems by creating a new focus to help students do the following:

- Manage the flood of information that workers and organizations must grapple with in today’s digital world.
- Find, organize, analyze, synthesize and present information through such techniques as analyzing and visualizing data, using social media strategically, and putting information into appropriate contexts.
- Apply appropriate theories and methods to the collection, analysis and interpretation of information.
- Adapt and innovate as the world of information changes.
- Apply their knowledge through professional and academic projects.

These skills are highly valued in careers of all types today. At the same time, they draw on the traditional journalistic strengths of interpreting information for broad audiences. This new emphasis will provide students the skills they need to see the workplace in a broader way, allowing them to solve the types of problems that will help them advance their careers.

Students who complete the full degree will be able to take on roles as troubleshooters who can use information to solve organizational problems. They will be the information experts in organizations of all sorts, bridging the gap between those with big ideas but little understanding of how to turn those ideas into reality, and those with technical skills who lack the broader vision needed to move beyond the status quo.

As with any certificate or degree, this one will not provide every skill a student needs. The ultimate goal is to provide a program that broadens students’ thinking while giving them skills they can use immediately and an ability to adapt as the world of information continues to evolve.
An emphasis on certificates
This revised program will group courses into two certificates that students can acquire without completing all the work for a master’s degree. This will offer several advantages, allowing the school to do the following:

- Reach out to students who might not want a master’s degree but who do want to update their skills or learn about specialty areas. This will expand our base of potential students.
- Help degree-seeking students focus their attention on areas that will move them toward completion of a project.
- Adapt the program easily by changing the lineup of courses or creating new certificate programs as industry practices or student needs change.
- Allow the school to market the flexibility of the program, a key selling point for non-traditional students with jobs and busy lives.

Progression through the new master’s program

<table>
<thead>
<tr>
<th>Information Insight 1</th>
<th>Information Insight 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data certificate</strong></td>
<td><strong>Information Insight 2</strong></td>
</tr>
<tr>
<td>(summer and fall)</td>
<td>(summer; only those pursuing master’s degree)</td>
</tr>
<tr>
<td>Deep Search (summer)</td>
<td></td>
</tr>
<tr>
<td>Database and Statistical Analysis (fall)</td>
<td></td>
</tr>
<tr>
<td>Law and Ethics (fall)</td>
<td></td>
</tr>
<tr>
<td>Choose one of the following</td>
<td></td>
</tr>
<tr>
<td>Media Analytics</td>
<td></td>
</tr>
<tr>
<td>Data Visualization</td>
<td></td>
</tr>
<tr>
<td>Information in Context</td>
<td></td>
</tr>
<tr>
<td>(everyone, summer)</td>
<td></td>
</tr>
</tbody>
</table>

| Social certificate                     |                                                          |
| (summer and spring)                    |                                                          |
| Deep Search (summer)                   |                                                          |
| Social Media Management (spring)       |                                                          |
| Analyzing Audiences (spring)           |                                                          |
| Choose one of the following            |                                                          |
| Media Analytics                        |                                                          |
| Information in Context                 |                                                          |
| (summer and spring)                    |                                                          |
How the program will work
The master’s and certificate programs will consist of four primary components:

Two weeklong in-person sessions on the Lawrence campus. New students will meet on the Lawrence campus for an intensive weeklong program in May or June. They will meet again for a similar weeklong program during the following summer.

- **First summer session.** During the first weeklong session, students will do the following:
  - Work on an introductory course called Information Insight.
  - Lay the foundation for their academic work, including a possible capstone project, exploring the concepts, problems and opportunities in information and content strategy with faculty members and guest speakers.
  - Participate in idea sessions and hands-on assignments with tools for data analysis and digital content strategy.
  - Complete intensive sessions on bibliographic methods, theory and research methods.
  - Earn three hours’ credit toward a certificate and a degree.

- **Second summer session.** This will take place the following year, allowing students to present their capstone projects, get feedback and make revisions. It will include the following elements.
  - Feedback from faculty members and fellow students on the capstone projects.
  - Time for students to revise their capstone projects so they may complete them during the week.
  - Sessions with industry professionals on topics related to the certificates and the degree.
  - Meetings with the next cohort of students.
  - Discussions about strengths and weaknesses of the program, and about elements that might be added or changed.

Online course work. Students will complete a majority of their coursework online, completing sequential courses of four, six and eight weeks.

Other in-person weekend sessions. Some courses may require occasional in-person sessions. These should be rare, but we are leaving open the option for now.

Earning a certificate. To earn a certificate, students will be required to complete five courses. One of those must be an in-person introductory course called Information Insight, which will count toward three hours in each certificate program. Once students complete that course, they must complete four other designated courses in a certificate area.

Some courses are listed in more than one certificate program, though a student may count a course toward only one certificate. For instance, the course Deep Search may...
count toward either certificate but a student who takes that course may count those course hours toward only one certificate.

**Coursework for the program**
The school will create several new courses and adapt some existing ones. A new introductory course called Information Insight will be mandatory for all students.

*Information Insight.* This course will introduce students to the broad concepts and theories of information, media and audiences. The goal is to ground students in the broad concepts of the master’s program and to push them to identify their direction and goals for a certificate or for a degree. This course will be offered during weeklong in-person sessions at the Lawrence campus in May or June, and perhaps in January if there is demand.

We see this course especially as an excellent opportunity to work with KU Libraries. Understanding where and how to find and use primary and secondary resources is a central component of all three certificates, and the expertise of KU Libraries would give students a broader perspective on managing information. This will also provide opportunities to bring in guest speakers to help students understand the information landscape.

Other areas this course will cover:

- Familiarity with data and information resources (1 day)
  - Including libraries – Tie into Deep Search
- Managing information with digital tools (1/2 or full day)
  - Evernote, OneNote, email filtering, basic analytics, other tools
- Writing refreshers and expectations (1 day)
  - Creating effective research proposals.
  - Designing a workable capstone project.
  - Communicating ideas in writing and in person.
- Broad concepts and theories of information (1 day)
- Meetings with professionals (throughout the week)

*Information Insight 2.* This one-week residency will take place after completion of the two certificates and eventually will overlap with the introductory session for incoming students in the program. It will allow students to present the research from their projects, get feedback from faculty members and their peers, and revise the projects for submission. It will also provide opportunities to meet with professionals, talk about jobs, and consider the future.

- Feedback on capstone project – troubleshoot
- Time to revise project
- Meetings with professionals
- Meetings with next cohort
- Future of information
- Learn from classmates
- Allow students to complete degrees during the week
Certificates
The program will offer two certificates initially but may add more as school expertise or demand shifts. Initially, we see these areas as the best opportunities:

Data Management and Analysis certificate
This certificate will focus on the skills needed to gather, analyze and display many types of data. It will help students learn strategies for finding appropriate data, organizing data, interpreting data and explaining data in meaningful ways. Students who enroll in this certificate program will be expected to bring their own data to the program and to base their work on analyzing that data. (We will work with students to find appropriate data sets if they don’t have any available.) They will gain these skills:

- Ability to find, gather, analyze and interpret many forms of digital data.
- Understanding of how to create and use databases for analysis and visualization.
- Ability to synthesize and visualize data for interpretation and presentation.
- Understanding of basic statistics, as well as such skills as data scraping and web analytics.

Students will take these required courses and choose one other course:

Deep Search
This course will focus on bibliographic methods for finding information, and the use of specialty databases and other techniques to gather information that isn’t readily apparent on the surface. It will include such topics as web scraping, WhoIs searches, archival searches, and the use of public and private resources to explore the backgrounds of public officials, individuals and companies.

Course goals
- Bibliographic methods
- Use of databases
- Metadata
- Web scraping
- WhoIs searching
- Background information on people and businesses
- Financial information
- Lexis Nexis or other databases
- Public records
- Pew Research
- Inter-university Consortium for Political and Social Research
- Finding open-science and open-source databases.
**Database and Statistical Analysis**
This course will explore tools and methods for extracting and interpreting data from company databases and public resources. It will also provide the basics of creating databases, scraping the web for data, and using statistical methods to analyze data with tools such as R and SPSS.

**Course goals**
- Know tools, uses, methods
- Demonstrate basic proficiency in using specific tools – for own project
- Create a usable database
- Scrape usable data from websites
- Analyze the data critically
- Demonstrate basic proficiency in – (who would help with this)
  - R
  - SPSS

**Legal and Ethical Aspects of Information**
This will emphasize areas such as copyright, fair use and Creative Commons, along with the ethical challenges of information gathering and use. It will emphasize areas such as intellectual property, defamation, libel, privacy, public records, intermediary liability, Internet freedom, and governmental Internet regulations, along with the ethical challenges of information gathering and use.

**Course goals**
- Think critically about legal and ethical issues
  - Intellectual property
  - Libel/defamation
  - Privacy
  - Public records
  - Intermediary liability – who owns sites
  - Internet freedom
- Governmental internet regulations
- Legal research

* Add the Regulatory Environment and Strategic Communications (regulatory instead of statutory) laws and subtract the public records section for the social media certificate.

**Choose one from among these:**

**Media Analytics**
This course will focus on setting up, analyzing and interpreting analytics for websites, mobile technology and other electronic resources. It will also cover such methods as using cookies to collect information about web users, tracking the spread of media messages, determining the effectiveness of messages, and using social media for research.
Course goals

- Set up, analyze, and interpret analytics for
  - Websites
  - Mobile technology
  - Other electronic resources
- Cookies for collection information about users
- Tracking the spread of media messages
- Evaluate effectiveness of messages
- Use social media for research
- Google vs. other resources
- Turning data into narratives

Information in Context

This writing-intensive class will explore the many ways that disciplinary focus influences the meaning and understanding of information. Among the areas of focus: culture, society, history, business, and politics. It will help students approach problem-solving in an interdisciplinary way, and allow them to understand how context can open new paths to understanding and meaning.

Course goals

- How context shapes understanding
- Framing
- Filter bubbles
- Algorithms
- Confirmation bias
- Correspondence bias
- Friend culture
- Interdisciplinary problem-solving
- Culture
- History
- Politics
- Society
- Business
- Diverse audience perspectives

Data Visualization

This course will help students use digital resources to visualize, layer and present data. This will include static and interactive graphics; a variety of charts and tables, and mapping and visualization with such tools as Google Fusion Tables and ArcGIS.

Course goals

- Use digital resources to (and know when to use and not use visualization)
- Visualize data
- Layer data
- Present data
- Static and interactive graphics – infographics
A New Master’s Program in Digital Content Strategy

- Charts/tables
- Mapping – Google Fusion, ArcGIS
- Open source tools

Social Media Strategy and Management certificate
This certificate will focus on the skills needed to create, analyze and optimize social media messages and campaigns. Students will gain the following skills:

- An understanding of the forces that are driving change in media and information, and the rise of social media.
- An understanding of the best practices and principles in social media management, including an ability to use social media for research.
- An ability to develop effective social media messages and campaigns, and to track the effectiveness of social media strategies.
- An ability to define and analyze audiences for and with social media.

Students take these required courses:

Social Media Strategy and Management
This course will provide a broad overview of the social media landscape, examining the development and use of various platforms, best practices in the use of social media, and the tools available for managing social media and social media analytics. The course will take a strategic approach to social media, focusing on social media as a conduit for larger content strategy and will cover such areas as content marketing, content curation, behavioral targeting, and segmenting target markets on social networks. Students will create a social media plan for themselves or their organization.

Course goals
- Best practices and principles
  - Case studies
- Develop effective social media
- Content and campaigns
- Define and analyze audiences specific to social media
- What is social media and how does it differ from other forms?
- Adapting as social media evolves
- Social media strategy vs. search engine optimization (SEO)
- Social media management tools
  - Hootsuite, i.e.
- Advertising on social media
- Tone of content, pictures, etc. – a holistic approach
- Content analysis
Analyzing Audiences
This course will focus on identifying appropriate audiences for media and information, as well as gathering information and analyzing audiences using primary and secondary sources.

Course goals
- Identify audiences for media, information and content
  - Who they are and how to reach them
  - How to reach diverse populations
  - How to get people to take the survey
- Gather information and analyze audience
- Using primary and secondary audiences
- Where to find datasets
  - Gallup – reading stats for poll
  - Mintel
- Creating surveys
  - Qualtrics (look into cost)
- Crowdsourcing
  - Amazon Turk
- How to choose between new poll and existing dataset
- Strategies for polling

Legal and Ethical Aspects of Information (see details in previous section). This will emphasize areas such as copyright, fair use and Creative Commons, along with the ethical challenges of information gathering and use. It will emphasize areas such as intellectual property, defamation, libel, privacy, public records, intermediary liability, Internet freedom, and governmental Internet regulations, along with the ethical challenges of information gathering and use.

Choose one from among these:

Media Analytics (see details in previous section). This course focuses on setting up, analyzing and interpreting analytics for websites, mobile technology and other electronic resources. It will also cover such methods as using cookies to collect information about web users, tracking the spread of media messages, determining the effectiveness of messages, and using social media for research.

Information in Context (see details in previous section). This writing-intensive class will explore the many ways that disciplinary focus influences the meaning and understanding of information. Among the areas of focus: culture, society, history, business, and politics. It will help students approach problem-solving in an interdisciplinary way, and allow them to understand how context can open new paths to understanding and meaning.
A New Master’s Program in Digital Content Strategy

Requirements for certificates
To earn a certificate, students must do the following:

- Complete a one-week in-person program on the KU campus in early summer. This session will include a mandatory introductory course called Information Insight.
- Successfully complete four additional courses within a concentration.
- Submit a written reflection that assesses the work done in the certificate area and explains how it applies to his or her job or aspirations.

Requirements for a master’s degree
To earn a master’s degree, students must successfully complete both certificate programs and complete a capstone project. This will require an additional three hours of credit. Students who plan to pursue a master’s degree should define and outline a capstone project by the time they begin a second certificate program.

The project will consist of a digital portfolio of student work and a strategic plan for a digital aspect of an organization. Students will use coursework to experiment with and adapt their ideas. As part of the project, students will present the results of their work to fellow students and faculty members during one of the on-campus sessions.

The degree will require 30 hours of coursework, consisting of the following:

- Information Insight 3 hours
- Certificate 1 12 hours*
- Certificate 2 12 hours*
- Capstone project** 3 hours

*Each individual certificate will require 15 course hours, including three hours from Information Insight, which is common to both certificates.
** Includes a second weeklong summer session.

Those who work on their degrees full time will be able to complete the program in about 12 months.

Timetable for implementing the new program
We will need to have a plan in place by December 2014 so we can begin marketing the program and bring in the first cohort of students in May 2015.

- **September 2014:** Proposal revisions and refinement, faculty input.
- **October 2014:** Faculty votes on approval of the program
- **October 2014:** Submission of certificates for university approval
- **Spring 2015:** Marketing of new program, creation of new classes and adaptation of existing classes
- **February 2015:** Meeting with CODL to plan course development.
- **May or June 2015:** First cohort begins
How we can market the program
A clearly defined program that includes both degree and certificate options will allow us to emphasize the following areas in marketing and recruiting:

- **Relevance.** Focus on skills needed to manage information in today’s job market or in today’s academic settings.
- **Flexibility.** Earn certificates with as few as 15 hours, and then apply the certificate toward a degree.
- **Adaptability.** Gain knowledge that will help shape industries now and in the future.
- **Convenience.** Students can complete a master’s degree in about 12 months, with only two campus visits. Those who don’t want a degree can earn a certificate with five courses.
- **Cost.** The cost of the KU program is relatively low in comparison with similar programs around the country, partly because it can be completed in a year.
- **Applicable.** Students will be able to use these skills immediately in their jobs, improving the likelihood that employers will support their work in the program.
## Appendix: Related and competing programs

<table>
<thead>
<tr>
<th>University</th>
<th>Program(s)</th>
<th>Format (Online-O; Classroom-C; Resident-R)</th>
<th>Cost</th>
<th>Hours</th>
<th>Courses-C; Months-M</th>
<th>Project (P) / Capstone (C) / Thesis (T) / Exam (E)</th>
<th>AEJMC (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>American University</td>
<td>Master of Arts in Strategic Communication Digital Media Online Certificate</td>
<td>O</td>
<td>$13,500 ($900 per cr. hr.)</td>
<td>30 credits</td>
<td>10 C</td>
<td>P</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Masters of Arts in Journalism 1) Certificate in Emerging Media 2) Certificate in Literary Journalism</td>
<td>O</td>
<td>$530 per cr. hr. – Out of state</td>
<td>36 credits</td>
<td>12 M</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>Ball State</td>
<td>Certificate in Professional Achievement, with an emphasis on data and data technologies. (Heavily oriented toward programming for journalists - Basic computing; Data &amp; Databases; Algorithms; Platforms; Networks; Visualization)</td>
<td>C</td>
<td>$13,456</td>
<td>4 C (Summer)</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Columbia</td>
<td>Specialized study awards in: 1. Digital Journalism 2. Social Media Social Media</td>
<td>O</td>
<td>Not Listed</td>
<td>9 or 10 Qtr. Units or 100 Hrs.</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recently created an online “specialized study award” in digital journalism aimed at professionals who want to “take the next step into merging traditional journalistic skills with speedy content management and mastery of the ever-increasing variety of digital media outlets available on the Internet.” (Snide comment:
A New Master’s Program in Digital Content Strategy

<table>
<thead>
<tr>
<th>University</th>
<th>Program(s)</th>
<th>Format (Online-O; Classroom-C; Resident-R)</th>
<th>Cost</th>
<th>Hours</th>
<th>Courses-C; Months-M</th>
<th>Project (P) / Capstone (C) / Thesis (T) / Exam (E)</th>
<th>AEJMC (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2University</td>
<td>Masters: 1. Web Design &amp; Online Communication 2. International Strategic Communication 3. Social Media</td>
<td>O</td>
<td>$20,350 ($550 per cr. hr.)</td>
<td>37</td>
<td>4 C (certificate)</td>
<td>CP</td>
<td>Y</td>
</tr>
<tr>
<td>Florida</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Offers three online master’s degrees: web design and online communication; global strategic communication, and social media. Requires 37 hours of coursework, and students may start in fall, spring or summer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iona College</td>
<td>Advanced Certificate in Non-Profit Public Relations</td>
<td>O</td>
<td>$8,883</td>
<td>9</td>
<td>12M</td>
<td></td>
<td>Y</td>
</tr>
<tr>
<td>Maryland</td>
<td>Multimedia Journalism Graduate Certificate (weekends)</td>
<td>C</td>
<td>$7,400 ($551 per cr. hr. + $394 per semester student fees)</td>
<td>12 credits</td>
<td>2 C for 2 Semesters</td>
<td></td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Offers no fully online programs but does offers a graduate certificate in multimedia journalism. It is aimed at professionals who want to take classes part time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Memphis</td>
<td>Master of Arts in Journalism</td>
<td>O</td>
<td>$261 per cr. hr.; $766 per cr. hr. – Out of state</td>
<td>30-36 credits</td>
<td></td>
<td>T or CP</td>
<td>Y</td>
</tr>
<tr>
<td>Missouri</td>
<td>Master of Arts in Journalism</td>
<td>O + C</td>
<td>37 credits</td>
<td></td>
<td></td>
<td>T or P</td>
<td>Y</td>
</tr>
</tbody>
</table>
## A New Master’s Program in Digital Content Strategy

<table>
<thead>
<tr>
<th>2University</th>
<th>Program(s)</th>
<th>Format (Online-O; Classroom-C; Resident-R)</th>
<th>Cost</th>
<th>Hours</th>
<th>Courses-C; Months-M</th>
<th>Project (P) / Capstone (C) / Thesis (T) / Exam (E)</th>
<th>AEJMC (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Health Communication</td>
<td>(1 weekend)</td>
<td>$18,500 ($500 per cr. hr.)</td>
<td>36 credits</td>
<td>36 credits</td>
<td>1. None</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>2. Interactive Media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Media Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Strategic Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Offers online master’s degrees in media management and strategic communication. Students must attend one in-person seminar over a weekend, and must defend their thesis or project in-person.

### Nebraska

- **Master of Arts in Journalism and Mass Communications:**
  - 1. Integrated Media Communications
  - 2. Media Studies
  - 3. Professional Journalism

- **Cost:** $13,027 ($361.85 per cr. hr.); $23,233 ($645.35 per cr. hr.) – Out of state. Includes distance education fees of $25 per cr. hr., technology ($7.35), and libraries ($4).

- **Credit Hours:** 36 credits, 30 credits, 36 credits

- **Project:** 1. None, 2. T (6 hrs.), 3. None

Master’s degree in integrated media communications includes advertising, public relations, marketing, and speech communication. All are aimed at working professionals.

### North Carolina

- **Master of Arts in Technology and Communication**

- **Cost:** $16,080 ($536 per cr. hr.); $39,660 – Out of state

- **Credit Hours:** 27

- **Project:** T (Non-Trad., 3 hrs.)
<table>
<thead>
<tr>
<th>2University</th>
<th>Program(s)</th>
<th>Format (Online-O; Classroom-C; Resident-R)</th>
<th>Cost</th>
<th>Hours</th>
<th>Courses-C; Months-M</th>
<th>Project (P) / Capstone (C) / Thesis (T) / Exam (E)</th>
<th>AEJMC (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>($1,322 per cr. hr.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Certificate in Technology and Communication</td>
<td>O</td>
<td>$5,048.55 / $12,122.55</td>
<td>30</td>
<td>3 C</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

Master’s in technology and communication. Some courses are similar to those we would offer — research methods, law, information visualization — but the program seems aimed at those interested in professional web journalism. Courses include Writing for Digital Media, Database and Web Research, New Media and Society, Strategic Communication, Usability and Multimedia Design, and Leadership in Digital Media Economics. All students in the program take the same courses. There are no electives.

Oklahoma

Master of Professional Writing
Broadcasting and Electronic Media
Mass Communication Management
Journalism
Strategic Communication
Resident
32 w/ Thesis; 33 without
T, P, E Y

Oklahoma

Applied Information Management
O | $34,020 ($630 per cr. hr.) | 54 | CP |

Master of Science in Interdisciplinary Studies: Applied Information Management. This program has a broader reach than the one we propose, and requires a substantially more coursework. It is aimed at mid-career professionals and is heavily oriented toward business managers.
Requirements: 54 credits completed in two and a half to three years. Capstone project accounts for 6 credits.
Areas of concentration: information management, information design, business management, applied research. Students take courses in all of these areas. Sample courses: Data Management and Communications, Information Systems and Management, and Project Management, Information Design Trends, Managing Information Assets, Marketing Management and Planning, Managerial Accounting for Decision Making. Class format: All courses are online. Students complete most classes in seven weeks. Ten
A New Master’s Program in Digital Content Strategy

<table>
<thead>
<tr>
<th>University</th>
<th>Program(s)</th>
<th>Format (Online-O; Classroom-C; Resident-R)</th>
<th>Cost</th>
<th>Hours</th>
<th>Courses-C; Months-M</th>
<th>Project (P) / Capstone (C) / Thesis (T) / Exam (E)</th>
<th>AEJMC (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S. Florida – St. Petersburg</td>
<td>Masters of Digital Journalism &amp; Design</td>
<td>O</td>
<td></td>
<td></td>
<td>12 C</td>
<td>P</td>
<td>Y</td>
</tr>
<tr>
<td>Washington</td>
<td>Information Management:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. F/T – 2 yrs.</td>
<td>Resident</td>
<td>$44,535 ($685 per cr. hr.)</td>
<td>65</td>
<td>2 yrs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. P/T (working professionals w/ 5 yrs. of experience)</td>
<td></td>
<td>$32,195</td>
<td>47</td>
<td>2 yrs.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Of the classes, known as short courses, are completed in four weeks. Students can start the program in January or June. Complete listing of courses: [http://aim.uoregon.edu/prospective/curriculum/core.php#imanagement](http://aim.uoregon.edu/prospective/curriculum/core.php#imanagement)

Master of Science in Information Management, Ph.D. in Information Science offered through the Information School. The master’s degree has two options: a full-time two-year program for recent graduates, and a shorter part-time program for professionals with at least five years of experience. Master’s degree integrates strategic planning, systems design, organizational leadership, information management, and information technology. The school lists possible career options as information or content architect, user experience designer, systems analyst, applications manager, functional analyst, database administrator. Ph.D. “focuses on the broad areas of human-computer interaction and design, information management, information policy, information science, and library science.”

West Virginia

| Master of Integrated Marketing Communications | O | $408 per cr. hr.; $1,145 per cr. hr. – Out of state | 33 credits | 11 C | P | Y |
| IMC Graduate Certificate | | | | | | |
| Digital Marketing Communications (DMC) | | | | | | |

USC

| Master of Communication Management – NEW | O | |

OTHER
### A New Master’s Program in Digital Content Strategy

<table>
<thead>
<tr>
<th>University</th>
<th>Program(s)</th>
<th>Format</th>
<th>Cost</th>
<th>Hours</th>
<th>Courses-C; Months-M</th>
<th>Project (P) / Capstone (C) / Thesis (T) / Exam (E)</th>
<th>AEJMC (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State</td>
<td><em>3 Programs</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Syracuse</td>
<td><em>Content Strategy for Professionals</em></td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northwestern</td>
<td><em>Content Strategy for Professionals</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>