





PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM

DEAN APPROVAL(S)

This proposal has been approved by all necessary unit and college/school levels of review, and the college/school(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program.

*Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.*

Signed by Dean Christopher Callahan

12/19/2017

College/School/Division Dean  
name:

Signature:

Date:

**Please note:** Proposals for new degrees also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (2 readings), and the Office of the Provost before they can be put into operation.

**The final approval notification will come from the Office of the Provost.**

1. PURPOSE AND NATURE OF PROGRAM

A. Provide a brief program description:

The Cronkite School's proposed Master of Science in Digital Audience Strategy prepares students to design and execute large-scale digital audience strategy through a data-driven, multidisciplinary, hands-on curriculum.

Students learn to measure and analyze how consumers interact with content online, on social media and on mobile devices. Using those measurement skills, students learn strategies and tactics to grow audiences through strategic, audience-first digital content that leverages search engine optimization, search engine marketing, audience research, and paid and organic social media campaigns. In the capstone course, students work with real-world clients to analyze content performance, and develop, test and execute audience growth strategies in real time.

Through required coursework in ethics, media law and entrepreneurship, students learn to make ethical business decisions regarding consumer privacy, digital data security and community engagement. Through elective courses, students develop additional expertise in areas such as management and intellectual property.

Students graduate from the program ready to drive innovation and business development in the digital age.

B. Will concentrations be established under this degree program?  Yes  No

(Please provide additional concentration information in the curricular structure section – number 7.)

2. PROGRAM NEED

Explain why the university should offer this program (include data and discussion of the target audience and market).

Organizations in both the public and private sectors have a critical and growing need to connect with audiences on digital and social media. Corporations, advocacy groups, entrepreneurs, government agencies, community groups, news organizations and nonprofits all need professionals who understand how to reach large online audiences with content in order to increase sales, advertising, donations, political support and community cohesion.

The expertise required to leverage online audiences includes training in multimedia content creation, social science research, data analysis, ethics, law, entrepreneurship, leadership, project management, writing and public speaking.



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The Cronkite School's proposed Master of Science in Digital Audience Strategy blends all of these disciplines to prepare students to be leaders in digital audience strategy and innovation.

We expect the target audience to include graduate students seeking careers in social media strategy, content strategy, audience analysis, digital content creation, journalism, app development, community relations, political campaigns, advocacy, public relations or communications. These students may already work in these fields and see the master's degree as a way to advance their careers, jump into a leadership position or address skills gaps. They may also be career changers who have developed a passion for digital content and want to develop the skills needed to pursue it professionally.

Economic data suggest there is high demand for graduates with these skills. There were approximately 173,000 average monthly postings for related jobs in the past year, according to ASU's Emsi economic modeling tool. For every three unique job postings, there was only one hire -- underscoring unsatisfied market demand.

Companies posting these jobs ranged from Oracle Corporation and Accenture to Facebook and Google. The need for these skills is especially acute in the media industry. In research published by the Tow-Knight Foundation in 2016, news organizations identified -- audience development and data -- as one of the most sought-after skill sets for entry-level employees.

The rapid development of the digital audience strategy field means that there are few veteran digital audience specialists prepared to lead teams and manage sophisticated digital audience strategies -- intensifying the need for a graduate-level program.

**3. IMPACT ON OTHER PROGRAMS**

Attach any letters of collaboration or support from impacted programs (see checklist sheet). Please submit as a separate document.

See Appendix III.

**4. PROJECTED ENROLLMENT**

How many new students do you anticipate enrolling in this program each year for the next five years?

*Note: The Arizona Board of Regents (ABOR) requires that nine master's degrees be awarded every three years. Thus, the projected enrollment numbers must account for this ABOR requirement.*

<b>5-YEAR PROJECTED ANNUAL ENROLLMENT</b>					
Please utilize the following tabular format	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b> <small>(Yr. 1 continuing + new entering)</small>	<b>3<sup>rd</sup> Year</b> <small>(Yr. 1 &amp; 2 continuing + new entering)</small>	<b>4<sup>th</sup> Year</b> <small>(Yrs. 1, 2, 3 continuing + new entering)</small>	<b>5<sup>th</sup> Year</b> <small>(Yrs. 1, 2, 3, 4 continuing + new entering)</small>
Number of Students Majoring (Headcount)	12	25	50	75	100

**5. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable)**

Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

Not applicable.

**6. STUDENT LEARNING OUTCOMES AND ASSESMENT**

Attach a PDF copy of the assessment plan printed from the University Office of Evaluation and Educational Effectiveness assessment portal demonstrating UOEEE's approval of your assessment plan for this program. Visit the assessment portal at <https://uoeee.asu.edu/assessment-portal> or contact [uoeee@asu.edu](mailto:uoeee@asu.edu) with any questions.

See Appendix II Assessment Plan.



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7. CURRICULAR STRUCTURE

A. Curriculum Listing

Required Core Courses for the Degree			
Prefix and Number	Course Title	New Course?	Credit Hours
MCO 561	Defining the Digital Audience	Yes	3
MCO 562	Search Engine Strategy for Digital Audience Acquisition	Yes	3
MCO 563	Social Media Campaigns and Engagement	Yes	3
MCO 564	Digital Audience Research and Behavior	Yes	3
MCO 565	Digital Audience Analytics	Yes	3
MCO 556	Media Entrepreneurship	No	3
MCO 503	Media Law	No	3
<b>Section sub-total:</b>			21
Elective or Research Courses <i>(as deemed necessary by supervisory committee)</i> <i>Students select two courses from the list or other courses with departmental approval.</i>			
Prefix and Number	Course Title	New Course?	Credit Hours
MCO 510	Data Journalism	No	3
WPC 504	Basics of Understanding Facts: Statistics for Managers	No	3
MCO 494	Topic: Technology, Digital Media and Social Issues	No	3
MCO 552	Data in Business Journalism	No	3
TWC 551	Copyright and Intellectual Property in the Electronic Age	No	3
<b>Section sub-total:</b>			6
Culminating Experience(s) <i>E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense)</i>			Credit Hours
MCO 566 - Digital Audience Management (capstone)			3
<b>Section sub-total:</b>			3
<b>Total required credit hours</b>			30

1. List all required core courses and total credit hours for the core (required courses other than internships, thesis, capstone course, etc.).
2. Omnibus numbered courses cannot be used as core courses.
3. Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval.

B. Will concentrations be established under this degree program?  Yes  No



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### 8. COURSES

**A. Course Prefix(es):** Provide the following information for the proposed graduate program.

- i. Will a new course prefix(es) be required for this degree program?  
Yes  No

If yes, complete the [Course Prefixes / Subjects Form](#) for each new prefix and submit it as part of this proposal submission. Form is located under the courses tab.

**B. New Courses Required for Proposed Degree Program:** Provide course prefix, number, title, credit hours and brief description for any new courses required for this degree program.

**MCO 561 - Defining the Digital Audience (3 credits):** This course introduces students to the very essence of the digital audience, exploring how community, consumer and social psychology and theory converge on digital platforms and social networks. Through case-study analyses, students learn how audiences differ across industries and platforms, what elements engage or dissuade users, and how organizations use audience data to manipulate growth strategies. Students also will learn about ethics and security concerns of digital data acquisition and application. Students will create a digital audience strategy and calendar across social platforms

**MCO 562 – Search Engine Strategy for Digital Audience Acquisition (3 credits):** In this course, students will learn to attract and grow audiences through strategic use of search engines. This includes user search behavior, SEO (search engine optimization), tagging and coding as it relates to on-page SEO, SEM (search engine marketing), keyword research, competitive analysis, domain authority and PPC ad creation.

**MCO 563 - Social Media Campaigns and Engagement (3 credits):** Students develop skills in planning and executing organic and paid social media campaigns. Topics include audience conversation research, audience targeting, content creation across all major social networks, campaign strategy/creation/execution/measurement, A/B testing, audience outreach, community management, and social media management. Students will earn Hootsuite certification during the course.

**MCO 564 - Digital Audience Research and Behavior (3 credits):** This course will prepare students to manage research on customers, employees, readers, viewers, influencers and others with whom an organization seeks to communicate or build relationships. Digital data has profoundly reshaped how organizations mine and interpret audience data, so the course will introduce new techniques and tools for developing audience insights, as well as traditional qualitative and quantitative research methods.

**MCO 565 - Digital Audience Analytics (3 credits):** In this course, students will learn how to access, manipulate and translate audience data, including how to mine data from websites, social networks, apps, email campaigns and video platforms. They will also learn to use analytics tools and techniques to translate metrics into valuable, actionable insights that drive engagement strategies and business decisions. By working with real audience data, students will receive hands-on analysis and reporting experience.

**MCO 566 - Digital Audience Management (3 credits):** In this capstone course, students synthesize their digital audience knowledge and skills acquired in the previous courses. Students will be assigned a real-life client to research, engage, measure and grow segments of their digital audiences. Students begin their client engagement with audience and competitive research, which informs their growth goals and key performance indicators, and their strategies and tactics. Students then create and distribute organic and paid search and social content campaigns, and measure their performance in real time, pivoting when necessary. Finally, they analyze campaign performance and audience engagement to make final recommendations and deliver a final presentation.

### 9. FACULTY, STAFF, AND RESOURCE REQUIREMENTS

#### A. Faculty

- i. **Current Faculty** – Complete the table below for all current faculty members who will teach in the program. If



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listing faculty from an academic unit outside of the one proposing the degree, please provide a support statement from that unit.

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Jessica Pucci	Prof of Practice	MA	Digital Audience Strategy and Analytics	50 % FTE
Hazel Kwon	Assistant Professor	PhD	Social Network Analysis and Mixed Methods Research	50 % FTE
Jacob Nelson	Assistant Professor	PhD	Digital Audience Engagement	100% FTE
Syed Ali Hussain	Assistant Professor	PhD	Public Information Campaign Design, Digital Audience Impact	100% FTE
Aretha Hill	Professor of Practice	MA	Digital Innovation and Entrepreneurship	20% FTE
Morgan Loew	Faculty Associate	JD	Media Law	25 % FTE

ii. **New Faculty** - Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty members.  
We have recently hired two new assistant professors who will be dedicated to teaching this curriculum in addition to existing resources.

iii. **Administration of the program** - Explain how the program will be administered for the purposes of admissions, advising, course offerings, etc. Discuss the available staff support.  
Cronkite School Assistant Dean Rebecca Blatt will oversee the program. Aric Johnson, Cronkite's graduate recruiter and adviser, will manage new applications and advising students in the first year. We anticipate growth in additional support staff commensurate with enrollment growth. We will work with EdPlus and Pearson to manage marketing and inquiries about the program

B. **Resource requirements needed to launch and sustain the program:** Describe any new resources required for this program's success such as new staff, new facilities, new library resources, new technology resources, etc.

This program requires constant attention to new tools, techniques and methodologies. Instructors have to continually anticipate trends and keep up with new tools to effectively teach courses such as social media, digital media literacy and digital audience analysis on current and emerging platforms. The program fee will support continuing education and experimentation, some of which require additional software subscription and association fees beyond what are typical for faculty members. Students will benefit by access to up-to-the-minute instruction and materials that will make them competitive in a fast-changing 21st century digital landscape. No other institution of higher education offers a similar fully online Master of Science in Digital Audience Strategy, and the proposed program fee reflects fairly the uniqueness, caliber, and anticipated demand of the program.



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### APPENDIX I

#### OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

(This information is used to populate the [Graduate Programs Search](#)/catalog website.)

**1. Proposed title of major:** MS - Digital Audience Strategy

**2. Marketing description** *(Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)*

Companies and organizations around the world have a critical and growing need to connect with audiences on digital and social media to reach goals in everything from sales to community cohesion. The Master of Science in Digital Audience Strategy prepares students to drive digital strategy in any industry.

**3. Provide a brief program description** *(Catalog type (i.e. will appear in Degree Search) – no more than 150 words. Do not include any admission or curriculum information)*

The MS in digital audience strategy prepares students to design and execute large-scale digital audience strategy through a data-driven, multidisciplinary, hands-on curriculum.

Students learn to measure and analyze how consumers interact with content online, on social media and on mobile devices. Using those measurement skills, students develop strategies and tactics to grow audiences through search engine optimization, search engine marketing, paid and organic social media campaigns, and digital content creation. They work with real-world clients to develop, test and execute audience growth strategies in real time.

Through required coursework in ethics, media law and entrepreneurship, students learn to make ethical business decisions regarding consumer privacy, digital data security and community engagement. Through elective courses, students develop additional expertise in areas such as management and intellectual property.

Students graduate from the program ready to drive innovation and business development in the digital age.

**4. Delivery/Campus Information Options:** Both, On-Campus and ASU Online

**5. Campus(es) where program will be offered:**

*ASU Online curriculum consists of courses that have no face-to-face content. iCourses are online courses for students in on-campus programs. iCourses may be included in a program, but may not comprise the entirety of a program. On-campus programs must have some face-to-face content.*

*Note: Office of the Provost approval is needed for ASU Online delivery option.*

ASU Online only (all courses online and managed by ASU Online)

**All other campus or location options (please select all that apply):**

Downtown Phoenix  Polytechnic  Tempe  West  Other: \_\_\_\_\_

**Both on-campus and**  ASU Online\* - (check applicable campus(es) from options listed above)

*Note: Once students elect a campus or Online option, students will not be able to move between the on-campus and the ASU Online options. Approval from the Office of the University Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online. Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this request. Prior to completing the online Curriculum ChangeMaker form, please contact EdPlus at [asuonline@asu.edu](mailto:asuonline@asu.edu) who can provide you with additional information regarding the online request process.*

**6. Admission Requirements:**

Applicants must fulfill the requirements of both the Graduate College and the Walter Cronkite School of Journalism and Mass Communication.

Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in journalism, communications, public relations or a related field, from a regionally accredited institution.

Applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in the last 60 hours of a student's



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first bachelor's degree program, or applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in an applicable master's degree program.

**Applicants are required to submit:**

1. graduate admission application and application fee
2. official transcripts
3. letter of intent or written statement
4. professional resume
5. proof of English proficiency

**Additional Application Information**

An applicant whose native language is not English (regardless of current residency) must provide proof of English proficiency. TOEFL scores must be at least 100 for the Internet-based TOEFL iBT.

In 350 to 500 words, the letter of intent should describe the applicant's interest in the MS in digital audience strategy, explain how previous academic or professional experience will inform the applicant's work in the program and how the program will help achieve personal or career goals.

**7. Application Review Terms (if applicable session):**

Indicate the first term and year in which applications will be opened for admission. Applications will be accepted on a rolling basis after that time.

*Note: It is the academic unit's responsibility to display program deadline dates on their website.*

Terms	Years	University Late Fee Deadline
<input checked="" type="checkbox"/> Fall (regular) <input type="checkbox"/> Session B	(year): 2018 (year):	July 1st October 1st
<input checked="" type="checkbox"/> Spring (regular) <input type="checkbox"/> Session B	(year): 2019 (year):	December 1st February 8th
<input checked="" type="checkbox"/> Summer (regular) <input type="checkbox"/> Summer B	(year): 2019 (year):	May 14th May 14th

*Note: Session B is only available for approved online programs.*

**Program admission deadlines website address:**

**8. Curricular Requirements:**

**Curricular Structure Breakdown for the Academic Catalog:**  
(To be completed by the Graduate College)

**30 credit hours and the required capstone course (MCO 566)**

**Required Core (21 credit hours)**

- MCO 561 Defining the Digital Audience (3)
- MCO 562 Search Engine Strategy for Digital Audience Acquisition (3)
- MCO 563 Social Media Campaigns and Engagement (3)
- MCO 564 Digital Audience Research and Behavior (3)
- MCO 565 Digital Audience Analytics (3)
- MCO 556 Media Entrepreneurship (3)
- MCO 503 Media Law (3)



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**Electives or Research (6 credit hours)**

**Culminating Experience (3 credit hours)**

MCO 566 - Digital Audience Management (3)

**Additional Curriculum Information**

For electives or research, please see the academic unit for the approved course list. Other coursework may be used with the approval of the academic unit.

**9. Comprehensive Exams:**

**Master's Comprehensive Exam (when applicable), please select from the appropriate option.**

N/A

**10. Allow 400-level courses:**      **Yes**      **No**

*Note: No more than 6 credit hours of 400-level coursework may be included on a graduate student plan of study.*

**11. Committee:**

Required number of thesis committee members (must be at least 3 including chair or co-chairs): N/A

Required number of non-thesis option committee members (must be a minimum of one): 1

**12. Keywords:** List all keywords that could be used to search for this program. Keywords should be specific to the proposed program – limit 10 keywords.

social, social media, SEO, SEM, analytics, digital strategy, audience research, audience growth, marketing, journalism

**13. Area(s) of Interest**

**A. Select one (1) primary area of interest from the list below that applies to this program.**

- |   |   |
|---|---|
| <input type="checkbox"/> <a href="#">Architecture &amp; Construction</a>      | <input type="checkbox"/> <a href="#">Interdisciplinary Studies</a>      |
| <input type="checkbox"/> <a href="#">Arts</a>                                 | <input type="checkbox"/> <a href="#">Law &amp; Justice</a>              |
| <input type="checkbox"/> <a href="#">Business</a>                             | <input type="checkbox"/> <a href="#">Mathematics</a>                    |
| <input checked="" type="checkbox"/> <a href="#">Communication &amp; Media</a> | <input type="checkbox"/> <a href="#">Psychology</a>                     |
| <input type="checkbox"/> <a href="#">Education &amp; Teaching</a>             | <input type="checkbox"/> <a href="#">STEM</a>                           |
| <input type="checkbox"/> <a href="#">Engineering &amp; Technology</a>         | <input type="checkbox"/> <a href="#">Science</a>                        |
| <input type="checkbox"/> <a href="#">Entrepreneurship</a>                     | <input type="checkbox"/> <a href="#">Social and Behavioral Sciences</a> |
| <input type="checkbox"/> <a href="#">Health &amp; Wellness</a>                | <input type="checkbox"/> <a href="#">Sustainability</a>                 |
| <input type="checkbox"/> <a href="#">Humanities</a>                           |   |

**B. Select one (1) secondary area of interest from the list below that applies to this program.**

- |  |   |
|--|---|
| <input type="checkbox"/> <a href="#">Architecture &amp; Construction</a> | <input type="checkbox"/> <a href="#">Interdisciplinary Studies</a>      |
| <input type="checkbox"/> <a href="#">Arts</a>                            | <input type="checkbox"/> <a href="#">Law &amp; Justice</a>              |
| <input checked="" type="checkbox"/> <a href="#">Business</a>             | <input type="checkbox"/> <a href="#">Mathematics</a>                    |
| <input type="checkbox"/> <a href="#">Communications &amp; Media</a>      | <input type="checkbox"/> <a href="#">Psychology</a>                     |
| <input type="checkbox"/> <a href="#">Education &amp; Teaching</a>        | <input type="checkbox"/> <a href="#">STEM</a>                           |
| <input type="checkbox"/> <a href="#">Engineering &amp; Technology</a>    | <input type="checkbox"/> <a href="#">Science</a>                        |
| <input type="checkbox"/> <a href="#">Entrepreneurship</a>                | <input type="checkbox"/> <a href="#">Social and Behavioral Sciences</a> |
| <input type="checkbox"/> <a href="#">Health &amp; Wellness</a>           | <input type="checkbox"/> <a href="#">Sustainability</a>                 |
| <input type="checkbox"/> <a href="#">Humanities</a>                      |   |

**14. Contact and Support Information:**



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<b>Office Location - Building Code &amp; Room:</b> <i>(Search ASU map)</i>	555 N. Central Ave. Suite 302 Phoenix, AZ 85004
<b>Campus Telephone Number:</b> <i>(may not be an individual's number)</i>	602 496-5055
<b>Program Email Address:</b> <i>(may not be an individual's email)</i>	cronkitegrad@asu.edu
<b>Program Website Address:</b> <i>(if one is not yet created, use unit website until one can be established)</i>	cronkite.asu.edu/grad
<b>Program Director (Name):</b>	Rebecca Blatt
<b>Program Director (ASURITE):</b>	rblatt1
<b>Program Support Staff (Name):</b>	Aric Johnson
<b>Program Support Staff (ASURITE):</b>	anjohn10
<b>Admissions Contact (Name):</b>	Aric Johnson
<b>Admissions Contact (ASURITE):</b>	anjohn10

15. **Application and iPOS Recommendations:** List the Faculty and Staff who will input admission/POS recommendations to Gportal **and** indicate their approval for Admissions and/or POS:

NAME	ASURITE	ADMSN	POS
Aric Johnson	anjohn10	X	X
Alexis Weiler	asweile	X	X



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APPENDIX II

Assessment Plan



<b>Date:</b> 12/1/2017	<b>Program Name:</b> MS in Digital Audience Strategy	<b>Status:</b> UOEEE Provisional Approval
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**Comment**

**Assessment Plan**

<b>Outcome 1:</b>	Graduates of the program will be able to analyze quantitative digital audience data to evaluate performance of digital content.
Measure 1.1	In MCO 565 Digital Audience Analytics, students must pass the Google Analytics certification exam (instrument), a credential recognized across the communications industry as evidence of ability to use digital performance data to analyze audience behavior (direct measure).
Performance Criterion 1.1	
Measure 1.2	In MCO 565 Digital Audience Analytics, students will complete five written assignments that require calculations and analysis of real audience behavior data to track performance of digital content. Student work will be graded against a rubric (instrument) of professional standards of performance analysis (direct measure).
Performance Criterion 1.2	
Measure 1.3	
Performance Criterion 1.3	
<b>Outcome 2:</b>	Graduates of the program will be able to use research to identify and reach target audiences.
Measure 2.1	In MCO 562 Search Engine Strategy for Digital Audience Acquisition, students must complete Google AdWords Professional certification (instrument), a credential recognized across the communications industry as evidence of professional ability to identify and reach target audiences using digital advertising research (direct measure).
Performance Criterion 2.1	
Measure 2.2	In MCO 564 Digital Audience Research and Behavior, students will complete five written assignments that require graduate-level analysis of quantitative and qualitative audience behavior data to identify target audiences. Student work will be evaluated using a rubric (instrument) of professional standards for digital audience research analysis (direct measure)
Performance Criterion 2.2	
Measure 2.3	
Performance Criterion 2.3	
<b>Outcome 3:</b>	Graduates of the program will be able to create, test and distribute digital content that has an intended impact on a target audience.



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Measure 3.1 In MCO 563 Social Media Campaigns and Engagement, students will earn Hootsuite Platform Certification (instrument), a credential recognized across the communications industry as evidence of professional ability to use the Hootsuite platform to produce and distribute social media content across social networks (direct measure).

Performance Criterion 3.1

Measure 3.2 In the capstone course MCO 566 Digital Audience Management, students will draw on previous coursework to create, distribute, test and measure content for a targeted social media campaign. A team of outside experts will evaluate a random sample of projects against a rubric (instrument) of professional standards for effective social media content (direct measure).

Performance Criterion 3.2

Measure 3.3

Performance Criterion 3.3

**Outcome 4:** Graduates of the program will be able to create and execute an audience growth strategy using digital platforms.

Measure 4.1 Students in the capstone course MCO 566 Digital Audience Management will earn Inbound Certification (instrument), a credential recognized across the communications industry as evidence of professional ability to develop digital audience strategy (direct measure).

Performance Criterion 4.1

Measure 4.2 Drawing on coursework from across the program, students in the capstone course MCO 566 Digital Audience Management will create and execute an audience growth strategy for a client. A team of outside experts will evaluate a random sample of capstone projects against a rubric (instrument) of professional standards for audience growth strategies (direct measure).

Performance Criterion 4.2

Measure 4.3

Performance Criterion 4.3

**Outcome 5:** Graduates of the program will be able to create and execute audience growth strategies that meet the highest standards of social science and journalistic ethics.

Measure 5.1 Drawing on ethical frameworks embedded throughout the program, students in the capstone course MCO 566 Digital Audience Management will create, test and execute a digital audience strategy for a client and report on their work in a recorded oral presentation that addresses their ethical choices. A team of outside experts will evaluate a random sample of capstone projects against a rubric (instrument) of ethical standards for audience research and growth strategies (direct measure).

Performance Criterion 5.1

Measure 5.2

Performance Criterion 5.2

Measure 5.3

Performance Criterion 5.3

If you would like to make additional revisions to the plan, please make revisions to this document and email to [wlkrause@asu.edu](mailto:wlkrause@asu.edu).



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APPENDIX III

Letters of Support

Walter Cronkite School of Journalism and Mass Communication – Official Submission

**From:** Rebecca Blatt [<mailto:Rebecca.Blatt@asu.edu>]

**Sent:** Tuesday, December 19, 2017 4:48 PM

**To:** [Curriculumplanning@asu.edu](mailto:Curriculumplanning@asu.edu)

**Subject:** Cronkite School BS and MS proposals

Hi Curriculum team,

I am attaching our proposals for two new degree programs:

BS in Digital Audiences

MS in Digital Audience Strategy

We hope to offer these online in Fall 2018.

Attached here you'll find:

- Completed BS proposal form
- BS Major Map
- Approved BS Assessment Plan
- Completed MS proposal form
- Approved MS Assessment Plan

These proposals have been approved by our Curriculum Committee and full faculty. I have also submitted new online offering forms for these as well.

We are working on gathering impact letters, but I wanted to submit this in case there are any other questions we should address. Please let me know if any changes or updates are required.

I hope you're all having relaxing holiday seasons!

Best,  
Rebecca

Rebecca Blatt  
Assistant Dean  
Walter Cronkite School of Journalism and Mass Communication  
Arizona State University  
Direct: 602 496-2443  
[rebecca.blatt@asu.edu](mailto:rebecca.blatt@asu.edu)



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**ASU Online/EdPlus – Support**



**MEMORANDUM**

To: Rebecca Blatt  
From: Casey Evans  
Date: January 30, 2018  
Subject: Master of Science Digital Audience Strategy

Dear Rebecca,

Congratulations!

The Master of Science in Digital Audience Strategy program has received preliminary support from Dean Philip Regier to be offered through ASU Online. This program must complete university governance reviews for formal approval. Please include this support memo along with your proposal submission when it is submitted formally to the university (to [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu)) by your dean or their designee.

Please note that in order to proceed with implementation you must receive final approval to launch an online program from the University Provost, and submit an ASU Online Offering form in Curriculum Changemaker to gain documented approvals from Dean Regier and Provost Searle.

Once again, congratulations! We are excited to work with you on your new program.

Thank you!

Casey Evans

Director, Program Management  
EdPlus at ASU  
Arizona State University  
Phone: (480) 884-1631  
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PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM

W. P. Carey School of Business – Impact Statement

**From:** Christopher Callahan <[Christopher.Callahan@asu.edu](mailto:Christopher.Callahan@asu.edu)>  
**Date:** January 3, 2018 at 1:33:17 PM MST  
**To:** "Amy Hillman (DEAN)" <[AMY.HILLMAN@asu.edu](mailto:AMY.HILLMAN@asu.edu)>  
**Subject:** RE: Cronkite Impact statements

Thanks Amy. Yes, we will follow all of the recommendations from Amy.  
Thanks, and best,  
Chris

-----  
Christopher Callahan  
Dean and Professor, Walter Cronkite School of Journalism and Mass Communication  
Vice Provost, Arizona State University  
CEO, Arizona PBS  
555 N. Central Ave.  
Phoenix, Ariz. 85004  
602.496.5012  
[ccallahan@asu.edu](mailto:ccallahan@asu.edu)  
<http://cronkite.asu.edu>  
<http://facebook.com/CronkiteSchool>  
[http://twitter.com/Cronkite ASU](http://twitter.com/Cronkite_ASU)

**From:** Amy Hillman (DEAN) **Sent:** Wednesday, January 3, 2018 1:14 PM **To:** Christopher Callahan  
<[Christopher.Callahan@asu.edu](mailto:Christopher.Callahan@asu.edu)> **Subject:** FW: Cronkite Impact statements

Hi Chris,

Thank you for your patience. As you probably anticipated, my chair of marketing has some issues. However, I believe she's made some reasonable requests below (I highlighted in yellow). One is a framing of "traditional marketing" that is inaccurate, one a course title and last, that you preapprove related academic programs we have in process.

Please let me know if you'd like to discuss, but if you are OK with these items, we approve.

Amy

**Amy Hillman, PhD**  
**Dean and Rusty Lyon Chair of Strategy Arizona State University**  
**W. P. Carey School of Business** [amy.hillman@asu.edu](mailto:amy.hillman@asu.edu) | Ph: 480.965.3402



PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM



Arizona State University

Where Business is Personal®

**From:** Amy Ostrom <[AMY.OSTROM@asu.edu](mailto:AMY.OSTROM@asu.edu)> **Date:** Wednesday, December 27, 2017 at 3:27 PM **To:** Amy Hillman <[AMY.HILLMAN@asu.edu](mailto:AMY.HILLMAN@asu.edu)>, Kay Faris <[KAY.FARIS@asu.edu](mailto:KAY.FARIS@asu.edu)> **Subject:** Cronkite Impact statements

Hi Amy and Kay,

I had the opportunity to review the programs and discuss them with Bret Giles.

The description of the BS program covers what we teach across our core courses (e.g., Consumer Behavior; Marketing Research) and in the key courses in our digital concentration (Creating Digital Experiences; Social Media and Content Marketing). Given the sheer number of their digital courses, they will be covering some of the topics in more detail than we do. They say what they are doing is different than traditional training in marketing. I am not sure what is meant by traditional marketing. However, it is the training we provide in marketing today. People who gain the skills described in both the BS and Masters degree get hired into marketing areas within companies. If you change audience to consumer, there is considerable overlap with what we would consider squarely in our domain. These degree programs and the courses for the Masters program are broad and not tailored to media companies, which makes this even more directly in our area. There is no mention of topics that are more specific to media companies such as accelerated mobile pages. I should note we also have a course in our full-time MBA program (Creating Digital Experiences) that covers some of these same topics.

If I remember correctly, when it came to the minor, when we raised concerns, it went on to be approved without our input. Kay, is that how you remember it?

If this is going to go through regardless, I would ask for the following:

1. Remove in both the BS and MS program need descriptions the sentence "But the expertise required to leverage online audiences is different from traditional training in marketing..." This implies we do not provide any of this training when, in fact, we do.
2. Rename MCO 562 Digital Audience Acquisition and Search Engine Marketing to something that does not include the term marketing. I think this may lead to student confusion.
3. Provide approval ahead of time (preapprove) all digital marketing degrees and courses that we want to pursue out of WPC, with specific focus on the following:
  - Our BS Marketing (Digital) to go online, including any new digital-related courses
  - A Masters in Digital Marketing Strategy and Execution, including any new digital-related courses
  - A Certificate in Digital Marketing (which is already on the Academic Plan)

We are currently revising our curriculum in this area to make sure we are at the forefront of skills needed. I want to make sure changes we want to make are not impeded by what Cronkite is doing. Hopefully, students who want degrees from WPC will be different from those who decide to pursue degrees through Cronkite. Now that our BS Marketing is online, I would like to get our BS Marketing (Digital) online as soon as possible. Raghu and I met with Darcy with EdPlus. Adidas is interested in online digital marketing content so this may



**PROPOSAL TO ESTABLISH A NEW MASTER'S  
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align nicely. If we were to offer a masters, it would most likely be in the digital space (title above is tentative).

As always, I am happy to discuss this more.

Best,  
Amy



**PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM**

**New College of Interdisciplinary Arts and Sciences – Support**

**From:** Todd Sandrin  
**Sent:** Wednesday, January 3, 2018 4:53 PM  
**To:** Christopher Callahan <[Christopher.Callahan@asu.edu](mailto:Christopher.Callahan@asu.edu)>  
**Subject:** Digital Audience degree programs

Dear Chris,

It was a pleasure to converse with you today about Cronkite's plans to launch two new online degree programs (BS in Digital Audiences and MS in Digital Audience Strategy).

New College supports Cronkite's efforts here. Per our conversation and more specifically, New College looks forward to cross-promoting relevant elective courses with Cronkite, to coordinating and working together to develop future programs, and to Cronkite support of relevant future New College degree programs.

Best,  
Todd

**Todd R. Sandrin, Ph.D.** Dean, New College of Interdisciplinary Arts and Sciences  
Vice Provost, West campus  
Professor, School of Mathematical and Natural Sciences  
Senior Sustainability Scientist - Julie Ann Wrigley Global Institute of Sustainability





**PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM**

**College of Integrative Sciences and Arts – Support**

**From:** Duane Roen  
**Sent:** Tuesday, December 19, 2017 5:45 PM  
**To:** Christopher Callahan <[Christopher.Callahan@asu.edu](mailto:Christopher.Callahan@asu.edu)>; Amy Hillman (DEAN) <[AMY.HILLMAN@asu.edu](mailto:AMY.HILLMAN@asu.edu)>; Steven Tepper <[Steven.Tepper@asu.edu](mailto:Steven.Tepper@asu.edu)>; Todd Sandrin <[Todd.Sandrin@asu.edu](mailto:Todd.Sandrin@asu.edu)>  
**Cc:** Rebecca Blatt <[Rebecca.Blatt@asu.edu](mailto:Rebecca.Blatt@asu.edu)>  
**Subject:** RE: Impact statements

Chris,

CISA is delighted to support your proposals for a BS in Digital Audiences and an MS in Digital Audience Strategy.

Let us know what else we can do to help.

Best,  
Duane

Duane Roen  
Vice Provost, Polytechnic campus  
Dean, College of Integrative Sciences and Arts  
Dean, University College  
**Arizona State University**  
Mail Code: 2780  
7271 E Sonoran Arroyo Mall  
Mesa, AZ 85212-6415  
P: 480-727-6513



**PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM**

**College of Liberal Arts and Sciences – Support**

**From:** Kenro Kusumi <[Kenro.Kusumi@asu.edu](mailto:Kenro.Kusumi@asu.edu)>  
**Date:** Wednesday, January 31, 2018 at 8:59 PM  
**To:** Rebecca Blatt <[Rebecca.Blatt@asu.edu](mailto:Rebecca.Blatt@asu.edu)>  
**Cc:** Kyle Rader <[kwrader@asu.edu](mailto:kwrader@asu.edu)>  
**Subject:** Re: Request for impact statement

Dear Rebecca,

We asked the Hugh Downs School of Human Communication to review and provide an impact statement.

They have reviewed the proposal, and it does not conflict with their online Communication MA. There are not any courses offered in the on campus Communication PhD program that the proposal would overlap with.

Therefore, the College of Liberal Arts and Sciences supports the proposal by the Walter Cronkite School of Journalism and Mass Communication for a new online MS in Digital Audience Strategy. Best of luck in your launch.

Sincerely,  
Kenro Kusumi

**Kenro Kusumi**

Associate Dean of Research & Graduate Initiatives  
Professor, School of Life Sciences

**Arizona State University**

**Office of the Dean**

**College of Liberal Arts & Sciences**

P.O. Box 876505

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**P. 480.727.0530 | F. 480.965.1093**



PROPOSAL TO ESTABLISH A NEW MASTER'S  
DEGREE PROGRAM

Sandra Day O'Connor College of Law – Support

**From:** Leslie Mamaghani <[leslie.mamaghani@asu.edu](mailto:leslie.mamaghani@asu.edu)>

**Date:** Tuesday, January 30, 2018 at 4:15 PM

**To:** Rebecca Blatt <[Rebecca.Blatt@asu.edu](mailto:Rebecca.Blatt@asu.edu)>

**Subject:** RE: Request for Impact Statement

Hi Rebecca.

Please accept this as a statement of support from the Sandra Day O'Connor College of Law. The degree/course requirements for the proposed MS in Digital Audience Strategy should not affect the degree programs/curriculum of the law school.

Best,  
Leslie

Leslie Mamaghani  
Assistant Dean of Educational Programs  
Sandra Day O'Connor College of Law  
Arizona State University  
480-965-9042

**From:** Rebecca Blatt  
**Sent:** Monday, January 29, 2018 8:03 AM  
**To:** Leslie Mamaghani <[leslie.mamaghani@asu.edu](mailto:leslie.mamaghani@asu.edu)>  
**Subject:** Request for Impact Statement  
**Importance:** High

Hi Leslie,

I am an assistant dean in the Cronkite School, and I'm reaching out to you with a request for an impact statement on a new degree proposal. We are in the process of approval for a new online MS in Digital Audience Strategy. Grad College has just asked us to obtain an impact statement from you because the proposal mentions legal aspects of digital content. I do not anticipate direct impact on the law school. We are including our Media Law course here just as we do for our journalism degrees.

Unfortunately, we just received this notice from Grad College, and our deadline for turning this around is Wednesday. Would you have a few minutes to review the proposal and share your feedback/approval? I would be most grateful!



**PROPOSAL TO ESTABLISH A NEW MASTER'S  
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I'm attaching it here. Please let me know if you have any questions. My cell is [redacted]

Best,  
Rebecca

Rebecca Blatt  
Assistant Dean  
Walter Cronkite School of Journalism and Mass Communication  
Arizona State University  
Direct: 602 496-2443  
@reblatt  
[rebecca.blatt@asu.edu](mailto:rebecca.blatt@asu.edu)



## PROPOSAL TO ESTABLISH A NEW MASTER'S DEGREE PROGRAM

### (NEW GRADUATE INITIATIVES)

#### PROPOSAL PROCEDURES CHECKLIST

Academic units should adhere to the following procedures when requesting new curricular initiatives (degrees, concentrations or certificates).

- Obtain the required approval from the Office of the Provost to move the initiative forward for internal ASU governance reviews/approvals. Please see the academic strategic plan website at: <https://provost.asu.edu/curriculum-development>.**
- Submit any new courses that will be required for the new curricular program to the Curriculum ChangeMaker online course approval system for review and approval.**
  - Additional information can be found at the Provost's Office Curriculum Development website: [Courses link](#)
  - For questions regarding proposing new courses, send an email to: [courses@asu.edu](mailto:courses@asu.edu)
- Prepare the applicable proposal template and operational appendix for the proposed initiative.**
- Obtain letters or memos of support or collaboration (if applicable).**
  - when resources (faculty or courses) from another academic unit will be utilized
  - when other academic units or degree programs may be impacted by the proposed request
  - if the program will have an online delivery option support will be required from the Provost's office and ASU Online. *(Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this request.)*
- Obtain the internal reviews/approvals of the academic unit.**
  - internal faculty governance review committee(s)
  - academic unit head (e.g. Department Chair or School Director)
  - academic unit Dean or their designee (will submit approved proposal to the [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu) email account for further ASU internal governance reviews (as applicable, University Graduate Council, CAPC and Senate)

### **Additional Recommendations**

All new graduate programs require specific processes and procedures to maintain a successful degree program. Below are items that the Graduate College strongly recommends that academic units establish after the program is approved for implementation.

- Establish satisfactory academic progress policies, processes and guidelines** – Check within the proposing academic unit and/or college to see if there are existing academic progress policies and processes in place. If none have been established, please go to [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies) and scroll down to the **academic progress review and remediation processes** (for faculty and staff) section to locate the reference tool and samples for establishing these procedures.
- Establish a Graduate Student Handbook for the new degree program** – Students need to know the specific requirements and milestones they must meet throughout their degree program. A Graduate Student Handbook, provided to students when they are admitted to the degree program and published on the website for the new degree, gives students this information. To be included in the handbook are the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and a link to the Graduate Policies and Procedures website: [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies).