Proposal

THE CITY COLLEGE OF NEW YORK
CITY UNIVERSITY OF NEW YORK

Master of Arts Degree Program in
Branding and Integrated Communications (BIC)

Spring 2011

COLLEGE:              City College
                        The City University of New York

PROGRAM TITLE:        Master of Arts in Branding and
                        Integrated Communications (BIC)

DEGREE:               Master of Arts
DEPARTMENT:           Division of Humanities

CONTACT PERSONS:      Dr. Martin Moskovits, Provost/Chief
                        Academic Officer
                        Lynn Appelbaum, Ad/PR Program
                        Director, Professor
                        Nancy Tag, MA BIC Program Director,
                        Associate Professor

DATE OF COLLEGE GOVERNANCE
BODY APPROVAL:

Media & Communication Arts Faculty         DATE: 5/6/2010
Executive Committee Faculty Council         DATE: 4/29/2010
Faculty Council                            DATE: 5/6/2010

PROPOSED INITIATION DATE:       Fall 2012
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ABSTRACT

The Department of Media and Communication Arts proposes a new MA program in Branding and Integrated Communications (BIC). The BIC MA will be grounded in foundational coursework in market research, analysis and strategic planning, while deeply exploring brand strategy and execution through three specialized tracks: 1) advertising management and planning, 2) creative development, and 3) public relations. Throughout, students will collaborate on projects that simulate an agency environment to apply strategic planning, communications and measurement that differentiates and reinforces branding at the corporate and product levels. Strategic integration of messaging via traditional mass media, social and digital media platforms will inform branding execution. The program will involve significant interaction with working professionals through classes, seminars and workshops, in addition to full-time faculty instruction and guidance. Professional partnerships in second year workshops will engage students in a real-world not-for profit and for-profit marketing communications projects, in addition to coursework and internship opportunities.

Building on the success of CCNY’s undergraduate Advertising and Public Relations BA in Communications, this cross-disciplinary MA program will equip graduates for demanding careers in advertising, public relations, brand management and essentially any communications job that promotes brand identity. The MA reinforces CCNY’s leadership role in training diverse and talented professional for the media professions, as demonstrated through the MFA in Media Arts.
PURPOSE AND GOALS

The City College of New York is proposing a new Master of Arts in Branding and Integrated Communications (BIC). Building on the success of the Media & Communication Arts Department’s undergraduate program in Advertising and Public Relations, this graduate program combines theory and practice in an interdisciplinary, multi-tracked curriculum that addresses the expanding opportunities and needs of marketing communications industries on behalf of both private and not-for-profit organizations.

Located in the media capital of the world, the BIC MA program reinforces City College’s commitment to innovation, scholarship, and leadership. The program seeks to urgently address and shape the new cross-disciplinary challenges of creating and managing brand identity at a time when global, digital and more immersive -- even tactile -- communications are rapidly evolving.

A. Statement of Educational Objectives

All graduate students of BIC will be solidly grounded in broad-based market research, analysis and strategic development while more deeply exploring specializations in advertising management and planning, creative development, and public relations. Our students will engage in a real-world, collaborative process that will make them more competitive today as well as transforming them into the communication leaders of the future.

The Master of Arts in Branding and Integrated Communications has eight defined educational goals:

RESEARCH AND MEASUREMENT: To encourage and contribute to scholarly discourse. To gather information and conduct analysis that yields new understanding and insights into a project, client issue, or the industry in such a way that impacts bottom line business objectives.

STRATEGIC DEVELOPMENT: To think deeply and systematically about achieving and measuring strategies that will anchor focused communication across a variety of media platforms.

INFLUENCE: To train students how to utilize compelling strategies and communication techniques to persuade target audiences, stakeholders, consumers, and colleagues throughout the planning and execution process. To help students demonstrate leadership and contribute new thinking in the field.
IDEATION: To develop concepts, narratives, and techniques that bring strategies to life and bond executions together toward a cohesive, brand-building identity.

WRITTEN/ORAL COMMUNICATION: To use language precisely, persuasively, and appropriately for a variety of audiences, media, and purposes.

EXPERIENTIAL: To promote students’ abilities to build brands through more immersive – even tactile – forms of communication in the digital sphere and physical space.

SYNERGY AND CONVERGENCE: To dynamically integrate disparate forms of communication to create a powerfully unified brand identity.

COLLABORATION: To promote a process-based environment that strengthens students’ capacity to share ideas, talents, and skills in order to build a stronger end product.

B. Statement of Professional Objectives

Interviews with advertising and public relations agency executives confirm that they are looking for professionals trained to respond to the rapidly changing communications environment. Unable to provide the in-house training programs of the past, agencies seek graduates who can immediately add value to their organizations, think nimbly and solve problems in the age of global, experiential, and digital communications.

As a cross-disciplinary program with specialization tracks, graduates of the BIC MA will be equipped for demanding careers in advertising, public relations, brand management, and essentially any communications job that promotes brand identity. Through already established relationships with communications firms in New York City, the program envisions placing graduates at companies that are in the forefront of media convergence as well as more traditional advertising and public relations agencies, not-for-profit organizations, and public affairs firms. This is truly a pre-professional program. However, there will be a depth of scholarship that allows qualified students to develop a thesis enabling them to pursue doctoral studies at other institutions.
NEED AND JUSTIFICATION

A. Needs of Prospective Students

In the past decade, the communications industry has been shifting towards a more inter-disciplinary approach that blurs the lines between advertising and public relations. Most ad agencies, for example, now see their function as the more comprehensive “brand building” rather than the more specific “ad generating.” To construct, launch, and manage effective brand-building campaigns in the 21st century, practitioners must synthesize and integrate all forms of communication in a way that requires a depth and sophistication of knowledge that cannot be fully acquired in an undergraduate degree program.

However, few graduate programs have emerged to meet the needs of convergent communication practices and education. As a result, only one existing program most effectively addresses this need: Virginia Commonwealth University’s Brandcenter -- a two-year master’s degree program in Mass Communications. Because many New York-based global agencies, such as McCann Erickson, recruit from VCU on a regular basis, there is a prime opportunity for CUNY to fill this industry-wide demand.

CCNY’s Master of Arts in Branding and Integrated Communications (BIC) will help meet the growing needs of the industry. In addition, our program will uniquely serve both the industry and the academy above and beyond any existing programs in the following ways:

DIVERSITY. While non-whites make up 30% of the population, multi-cultural candidates and women are significantly under-represented at the mid and senior management levels in the communications industry. Most recently (2007), major advertising agencies in New York have inaugurated a voluntary effort to recruit these groups in response to the New York Human Rights Commission. To that end, on-going relationships with major agencies have resulted in internship and job opportunities for CCNY students. Agencies have expressed a strong interest to expand that relationship.

GREATER CONVERGENCE. CCNY’s Master of Arts in Branding and Integrated Communications (BIC) builds on its existing integrated communications undergraduate programs and faculty expertise by including a public relations track in addition to advertising management & planning and creative tracks. This differentiates our program from other competitive programs, which tend to only focus on either advertising or PR.

LOCATION. New York City is the media capital of the world and attracts individuals seriously interested in this profession. There is no equivalent to studying a discipline at its professional nexus. Our location gives us access to an unsurpassed wealth of professional talent that can be drawn upon for professors, guest lecturers, seminar panelists, professional roundtables,
adjuncts, and additional resources. A New York City location provides graduates with enormous networking and recruiting opportunities which, in turn, establishes this program, our student body, and faculty as a resource for talent, scholarly leadership and professional partnerships.

ENORMOUS GROWTH IN MCA’S UNDERGRADUATE AD/PR PROGRAM. In the past five years, the undergraduate Ad/PR Program has maintained 280 active majors with an over 90% retention rate. Admission to the undergraduate program is now competitive and applications remain strong. Increasingly, our students have expressed interest in continuing in a graduate program.

B. Similar programs already in existence at CUNY

While other CUNY institutions may have courses in communication, advertising and/or public relations, none offer a graduate program that fully integrates advertising management, creative, and public relations to promote branding in a cross-disciplinary and integrated way. The College of Staten Island offers a Masters of Science in Business Management that focuses on management across the business spectrum. Baruch College Zicklin School of Business offers a traditional MBA with a focus on marketing.

Baruch College Weisman School offers a Masters of Arts in Corporate Communications that is a 36-credit program that primarily focuses on more traditional roles of public relations. It touches upon marketing communications within the corporate environment, but not in a fundamentally collaborative or interdisciplinary way. As such, there is no emphasis on integrated strategic management, conceptual campaign development or creating brand identity through integrated marketing communication. The Weisman program has no advertising component in management, planning or creative. Because the proposed BIC Masters includes all these disciplines along with public relations in a more integrated model, it capitalizes on the communications industry’s increasing convergence while offering an approach that is unique among all CUNY programs. Full-time New York Residents tuition: approximately $9,800. Out-of-State tuition: approximately $18,000. With ten fulltime professors, this program enrolls 70 students.

C. Similar programs already in existence outside CUNY

While there are many portfolio development schools for advertising creative pre-professionals (copywriters and art directors) throughout the United States that include management and planning components, such as Miami Ad School and Brainco in Minneapolis, most are certificate programs. As previously mentioned, Virginia Commonwealth University’s Brandcenter does offer a Master’s in Mass Communications. Tuition for both in-state and out-of-state students is approximately $19,500 annually. Students devote two years of full-time study to complete 42 credits. However, this program doesn’t fully integrate public relations into its curriculum.
Other programs in the New York City area:

**Columbia University, College of General Studies, Master of Science in Strategic Communications.** This 36 credit, career-oriented program has a similar focus of the Baruch program. Tuition: approximately $47,000.

**NYU School of Continuing and Professional Studies Master of Science in Public Relations and Corporate Communications** is a 42 credit program focusing on the public relations functions of marketing and corporate communications. Tuition to complete the program is approximately $63,000. Their Master of Science in Integrated Marketing is a 42 credit program that is marketing focused, similarly priced and not interdisciplinary.

**Fordham Graduate School of Business, The MBA in Communications and Media Management.** This 60 credit program is designed for business students who want to pursue management careers in broadcasting, public relations, newspaper or magazine publishing, and new media. Tuition: approximately $60,000 with about 60 students registered per year.

**Iona College’s Master of Arts in Mass Communications** is a 36 credit program that focuses exclusively on public relations. Tuition: approximately $30,000.

**Seton Hall University Master’s Degree in Strategic Communications.** This 36 credit program includes courses in marketing, management, and public relations, but does not use an integrated model or include creative development. Tuition: approximately $35,000.

**The New School University, Master of Arts in Media Studies.** This 39 credit program integrates the study of media theory and management with production practices. Tuition: approximately $47,000.

**The School of Visual Arts recently introduced a Masters of Professional Studies in Branding.** It is a one year program that examines the relationship between design and strategy. This 36-credit program accepts 20-22 students per with a tuition of $40,000 for the degree.

**CONCLUSION:**
The Master of Arts in Branding and Integrated Communications (BIC) uniquely satisfies the demand for communications professionals who can plan and execute effective campaigns across a wide range of media, and is the only one of its kind within CUNY, and around the New York Metropolitan area. CCNY’s New York City location gives students access to leading marketing communications professionals at the cutting edge of our business, and to global and New York businesses that need to recruit the next generation of marketing professionals. This program’s professional focus provides graduates with the knowledge, strategic thinking and professional skills to be competitive in the job market.
Approval of this program further raises CCNY’s and CUNY’s stature as a leader in marketing communications, while complementing existing communication programs within CUNY. The program is an important addition to CCNY’s planned School of the Arts and enhances the College’s already strong commitment to developing leading arts programs that integrate digital media, including the MFA in Media Arts in the Department of Media and Communication Arts, and the planned MFA in Digital Interdisciplinary Art in the Art Department.

As the US demographic shifts to be more multicultural, CUNY and CCNY will play a leadership role in educating more ethnically and economically diverse professionals for the growing marketing communications industry and helping organizations and businesses effectively communicate with broad audiences. The MA in Branding and Integrated Communications program provides students with the professional skill sets and essential professional development and networking opportunities to obtain careers in the rapidly growing and changing field of marketing communications.

STUDENT INTEREST/ENROLLMENT

A. Interest and Demand

Potential Students
Application to the BIC MA is open to students and professionals who have completed a regionally accredited US bachelor’s degree or an equivalent bachelor’s degree from another country. Its unique curriculum will attract from the existing talent pool of New York City, as well as those outside the Metro New York area who want to study and work in the media capital of the world.

The program will also draw from working professionals who are seeking a career change to marketing communications, and who do not have an undergraduate degree in a related area.

As an interdisciplinary, portfolio based program, BIC will attract and benefit from students with diverse academic and professional backgrounds who want to actively pursue a career in branding, which is such a broad-based discipline that includes many facets of communication, design, public relations, and advertising. In addition, the skills learned through the program can be applied to other professions and business models that rely on cross-disciplinary skill sets and strategic thinking. For example, the program might attract engineers interested in inventing the next networking platform or law students working at an internet interactivity company such as IAC.
**SOURCES OF POTENTIAL STUDENTS:**
The program is expected to matriculate approximately 35 new students each year from the following interest groups:

* City College students with BA degrees in Communications: Current Ad/PR majors and recent alumni have expressed an interest in receiving their Masters Degree in Branding and Integrated Communications to increase their marketability and advance their knowledge in an increasingly complex profession. Given that 80% of current MCA undergraduate majors are non-white/female, the ability to attract underrepresented populations into the Master’s is apparent.

* City College students with BA/BS degrees in other majors: Many undergraduate areas of study lend themselves to advanced, pre-professional study in branding and integrated communications.

* CUNY students who have graduated from senior colleges: Qualified students from senior colleges in CUNY will seek out the opportunity to study in the Branding and Integrated Communications Master Degree program in order to acquire the skills and knowledge to pursue a career in integrated marketing communications.

* Students attending other colleges and universities: Because CUNY, in general, and City College, in particular, have the reputation of offering a quality education at comparatively low cost, it is likely that students from colleges outside of CUNY will apply to the BIC Master’s Degree program.

* Professionals looking to advance or change their careers: This program will draw from BA graduates who have already entered the job market, especially in the advertising and public relations fields, and now see the importance of having an advanced degree that will enable them to acquire the interdisciplinary skills and knowledge necessary to make them more competitive in their chosen profession. It will also draw from those who have an undergraduate degree in other areas and want to use this program to gain new communications skills to redirect their career path.

**GENERATING INTEREST IN THE PROGRAM**

We plan to generate interest in the program in the following ways:

1) Specific Diversity Outreach: Based on the CCNY Ad/PR program’s established partnerships with diversity-building organizations, BIC will increase its presence and co-sponsorship of events such as “Where Are All the Black People?” and the CUNY Creative Boot Camp, both organized by The One Club. We will place ads in the programs of events and websites which promote diversity and multi-culturalism, such as the AdColor Awards. In addition, many of our interest-generating initiatives (below) will focus on organizations, institutions, and programs that have an existing diverse population, such as at CCNY and CUNY in general.
2) After the approval process is complete, we will advertise the BIC MA in related communication industry web publications, such as Advertising Age and PR Week, and on marketing communication sites, such as Ragan.com, MediaBistro.com and Word of Mouth Marketing Association, (womma.org).

3) The City College website has been highly effective in promoting our undergraduate program to students outside the New York area. We will develop a comprehensive program description and application process on our web site to draw additional applicants from web searches locally and internationally.

4) We will use email direct marketing to inform students/faculty at CUNY undergraduate media/marketing programs including Hunter, Baruch, and the New York City College of Technology to drive potential applicants to our web site.

5) Students and alumni in the CCNY BA in Communications will receive a promotional email about on the new MA program, directing them to our website.

6) We will network with our Ad PR professional advisory board, PRSA NY, Black Public Relations Society of New York, American Advertising Foundation, Advertising Women of New York, New York Women in Advertising, among other professional contacts, to notify members, employees, or constituents about the MA.

7) We will notify faculty/ department chairs at other related undergraduate programs in the New York Metro area, including FIT, St John’s University, New York University, School of Visual Arts, Parsons, Seton Hall, Iona, and at upstate programs, such as University of Buffalo.

8) Building on the success of the program, we anticipate strong word of mouth and industry networking that will enhance these on-going efforts.

STANDARDS OF ADMISSION
The BIC MA offers three specialized tracks: Advertising Management, Creative, and Public Relations. Students from a variety of undergraduate degrees may enter the program, in addition to those with undergraduate degrees in related areas (PR, Advertising, Marketing). All students are expected to have a strong interest in pursuing a career in branding and marketing communications, possess solid writing skills, and have a competitive academic track record, and/or record of success in the workplace.

Applicants with a related undergraduate degree (PR, Advertising, Marketing Communications, e.g.) must include

- Completed application
- Resume
- College transcript that demonstrates strong competency in their major area with evidence of serious academic intent and a 3.00 GPA (or equivalent)
- Statement of purpose (250-500 words) that addresses the candidate’s interest in graduate study at City College
- Three samples of undergraduate work related to the track they are interested in entering (either PR, Advertising Management, or Creative*)
• Proof of English Proficiency (required of applicants whose primary language is not English)
• 2 letters of recommendation, including at least one from a faculty member in support of their candidacy
• TOEFL score of 90 or higher
• *Students interested in the Creative Track must also submit a spec portfolio consisting of 2 print campaigns consisting of 3 ads each.

*Applicants with little or no professional experience and with an undergraduate degree in an unrelated area (general liberal arts/sciences) must include:
• Completed application
• Resume
• College transcript that demonstrates strong competency in writing (English) with evidence of serious academic intent and a 3.00 GPA (or equivalent)
• Statement of purpose (250-500 words) that addresses the candidate’s interest in graduate study at City College
• Three samples of undergraduate writing related to the track they are interested in entering (either PR, Advertising Management, or Creative*).
• Proof of English Proficiency (required of applicants whose primary language is not English)
• 2 letters of recommendation, including at least one from a faculty member in support of their candidacy
• TOEFL score of 90 or higher
• *Students interested in the Creative Track must also submit a spec portfolio consisting of 2 print campaigns consisting of 3 ads each.

*Applicants who are working and/or have related professional experience
• Completed application
• Resume
• College transcript that demonstrates strong competency in their major area with evidence of serious academic intent and a 3.00 GPA (or equivalent)
• Statement of purpose (250-500 words) that addresses the candidate’s interest in graduate study at City College.
• Three samples of professional work related to the track they are interested in entering (either PR, Advertising Management, or Creative*).
• Proof of English Proficiency (required of applicants whose primary language is not English)
• 2 letters of recommendation, including at least one from an employer that speaks to their professionalism and is in support of their candidacy.
• TOEFL score of 90 or higher
• *Students interested in the Creative Track must also submit a spec portfolio consisting of 2 print campaigns consisting of 3 ads each.
**Admissions Procedures**
In spring of each year, candidates will submit completed applications and all required supporting materials by mail or in-person to the Ad PR Program Director. Ad PR faculty will meet to review applications. Candidates will be notified of their acceptance in May prior to the Fall semester they enter the program.

**Target Enrollment**
Target enrollment is 56 full-time students enrolled in the two-year program and 18 part-time students. We plan to admit 12-14 students per track each year with a goal of admitting 40 students in each year. Because of the collaborative and sequential aspects of the courses, applicants must demonstrate a clear intent to earn a CCNY program degree and, if accepted, must enroll in a minimum of two courses per semester. Due to the more intensive nature of the Creative Track, there is only a full-time option for the BIC program. Admission for part-time students is at the discretion of the Program Director and only in cases where qualified students can justify a need and an ability to attend part-time.

In the final year, students are required to participate in two workshop practicums which simulate an agency environment; this program structure requires that all first-year students move through the foundational requirements simultaneously in order to be fully prepared and engaged in final projects. With an awareness that this program will attract working professionals, our courses will predominantly be offered once a week in late afternoons and evenings.

**Graduation Requirements**
As part of completing 36 credits through coursework and/or internships, all students must create and defend an electronic presentation (or portfolio) of selected course projects, which must be presented to a faculty committee and council of industry professionals after completing their Convergence Workshop Practicum.

**Special Support Services**
The program will offer seminars throughout the semester which will supply additional support in writing skills, portfolio development, presentation skills, design skills, etc. These will be funded by labs fees paid by the students at the beginning of each semester.

**B. Student Interest – In their own words**

When an inquiry of interest was posted on the MCA Facebook and on LinkedIn, responses came in quickly. In their own words, here is what current MCA undergrads and recent alumni said when asked if they’d be interested in a Master’s degree in Branding and Integrated Communications:
Kelly Brown

January 2

Professor Tag, it's SO wonderful to hear from you! I've only collected about 20 contacts so far - I'll send over when I have something substantial. It would be great to tack them on to your list.

A little birdie shared that there is an MCA Ad/PR grad program starting in the fall. Is it true?! (please tell me it is, I'm itching to come back!)

Happy New Year to you as well, and my best wishes!
Kelly

LinkedIn

Kristelle Grant has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication

Hello Prof. Tag,

Hope all is well, and all the best for the New Year. I think this is an extraordinary idea. I would be very interested in being part obtaining a masters in communications. I hope this becomes a reality ;)

Kristelle

From: Vanessa Alcantara <alcantara.vanessa9@gmail.com>
Subject: Re: Master of Arts in Branding + Integrated Communication
Date: January 17, 2012 9:23:45 PM EST
To: Nancy R. Tag <ntag@ccny.cuny.edu>

Would be very interested!
From: Pamela Espinal <pespina01@ccny.cuny.edu>
Subject: BIC Masters Program
Date: January 17, 2012 9:25:36 PM EST
To: Nancy R. Tag <ntag@ccny.cuny.edu>

Hello Professor Tag,

I recently graduated this past semester from the MCA program. I saw your posting on Facebook about the masters program. I've heard of this program from Professors Appelbaum and Jackson. I am very interested in this. Is there any more information you could possibly give me on the program?

Best,

Pamela Espinal
(646) 508-3102
pespina01@ccny.cuny.edu

---

Joanna Tuzel commented on your post in MCA @ CCNY.

Joanna Tuzel
9:09pm Jan 17

I agree with Javier O. Garcia the balance with school and work would have to work out but I personally would love love love to come back and gain some more knowledge from CCNY :-) I truly feel privileged to be part of the MCA family ♥

---

Javier O. Garcia
9:07pm Jan 17

Depending on course timings and my availability, I've got a strong interest in the program. After all, I HAVE been checking the course lists/schedules at the end of every semester to see when this program might pop up...

---

Alberthe Gachette has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication

Hey professor-

I'm actually looking for a program like this so I'd definitely be interested.
Dear Professor Tag,

I am currently a MCA student finishing my degree this coming Spring semester in AD/PR with a minor in Journalism. I have been to various open houses seeking a graduate program for our field. None have caught my eye, but NYU's program for PR, but who in this day and age has the money that NYU requires for a masters degree?

Since I have not found a program to match my qualifications both financially and academically to enhance my professional career, I decided to hold off graduate school.

However, if MCA is willing to offer a graduate program for our field, I will be applying as soon as possible. Not only does CUNY offer an amazingly affordable education compared to other schools, but CCNY itself provides the foundation that is needed for professionals in our field. What other school has a program for undergrad like us?

The graduate program would be a great next step for alums and graduates who are lost after undergrad and left with no job. In addition, it can bring other students from private institutions who are seeking a masters in the communications field.

This is exactly the program that not only CUNY needs, but all institutions that are lacking a graduate course load in communications that we need to be successful.

I am in complete favor of his addition to the MCA family.

Thank You!

Best,
Jessica Reyes

---

LinkedIn

Simeon Coker has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Hi Prof Tag
I'm interested in the Masters program. I've been really looking into planning so I hope it happens!!

-Sim

LinkedIn

Marcelle Auzon has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Yes Prof. Tag, I would be interested in masters in this field!
LinkedIn

Clinton Allen has sent you a message.

Date: 1/18/2012

Subject: RE: Master of Arts in Branding + Integrated Communication

This would be a masters program that I would consider taking, sounds good professor.

From: Katrina Migallen <migallenk@gmail.com>

Subject: Masters in Branding

Date: January 18, 2012 12:08:17 AM EST

To: Nancy R. Tag <ntag@ccny.cuny.edu>

Hello Professor Tag,

I think starting a masters program is a great idea and I know it's been in the works for a while. I am interested in applying for it. Hope it goes through!

Hope all is well!

Best,

Kat

LinkedIn

Milisa Rodriguez has sent you a message.

Date: 1/18/2012

Subject: RE: Master of Arts in Branding + Integrated Communication

Hi Professor Tag,

It is redundant to say how interested I am. I have been bugging to everybody that City College is planning on opening a Masters program in Branding. I would definitely be interested and I am looking forward to reading more about the program and seeing the curriculum and the classes that will be offered. I think it is great that this school is expanding their degree offerings, especially in a major that has grown so much. Please keep me in the loop about application dates and deadlines.

Best,

Milisa
LinkedIn
Ashley Thomas has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Hi Tag,
As always, doing big things at CCNY! Put me down as a person of interest.

Please keep me updated,
Ashley

LinkedIn
Yudelka Candelario has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Hallo Professor Tag,

I would love to take part in this program once it is up and running.

It is very difficult to find a degree that is specific to the things you’ve outlined. The closest program out there is done by the Miami Ad School.

This is very exciting and I hope it happens very soon.

Let me know if you have any questions.

Best Regards,
Yudelka D. Candelario

LinkedIn
George Oliver has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Hi Prof. Tag,

I think it's a great idea and wish it was available after I graduated. As of now, I'm in the public sector and use a lot of marketing/pr techniques on a daily basis. I think a program that also incorporates training students in public sector communications could only be beneficial.

Hope all is well,

George Oliver
Jose Campos has sent you a message.
Date: 1/18/2012
Subject: Re: Master of Arts in Branding + Integrated Communication
Hi Prof. Tag,

I would def be interested in pursuing a masters in branding and integrated communication at city college.

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Lisa Hobday has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Professor Tag:

I think the program is an awesome idea. I would consider coming back if such a program was offered.

Kindest Regards,

Lisa Hobday

-------------------------------

Sal Lombardo has sent you a message.
Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication
Hi Nancy,

I would definitely be interested in the proposed MCA. Personally, I would be interested in the creative track.

-Sal Lombardo
LinkedIn

Danielle King has sent you a message.

Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication

I am so delighted that there is finally some headway being made in regards to a possible MCA Master's Program. I think its a great idea and I know a lot of alums from my graduating class that are very much interested in this opportunity. Please continue to keep me posted!

Warm Regards,

Ms. Danielle King
MPM Candidate
John Jay College of Criminal Justice (CUNY)
Department of Protection Management

Queens Alumnae Chapter-Queens, NY
ΔΣΘ Delta Sigma Theta Sorority, Inc.
www.dstquac.org/

LinkedIn

Anderson Serrant has sent you a message.

Date: 1/18/2012
Subject: RE: Master of Arts in Branding + Integrated Communication

Hey Professor Tag,

I think that sounds very intriguing, I am trying to break into social media, and I think that having a master in branding would the be perfect way of making me more competitive. I searched around and the only other school in NYC that has a comparable program is Pace (which would obviously be alot more expensive). I hope to see that the program gets off the ground. (here is the link to Pace http://pace79.reachlocal.net/dyson/academic-departments-and-programs/mediacomm/graduate-programs/)

LinkedIn

Lynnsey Rios has sent you a message.

Date: 1/19/2012
Subject: RE: Master of Arts in Branding + Integrated Communication

Hi Professor Tag,

How are you?

I think this is a great idea. I would definitely be interested in such a program at CCNY. Specifically Management/Planning.
Hope the program happens!

Best,
Lynneoy
On Dec 10, 2011, at 10:41 PM, Christian Webworks Designs Inc. wrote:

Dear Prof. Tag,

My name Charles Warner. I am currently an undergraduate in the Advertising/Graphic Arts Department at City Tech, whose expected graduation date is June 2013. I am looking for a masters program for branding and corporate identification. So far, I've looked at SVA and NYU. While attending today's business plan competition held in Shepard Hall, I met with Prof. Lynne Scott Jackson. It was her to informed me of the prospective Masters program named Branding & Integrated Communications, which is to start in the Fall of 2012. She told me to contact you because you are the Chairperson of the MCA.

Whatever kind of information you provide me with at this time would be greatly appreciated.

Regards,

Charles A. Warner
President & Chief Executive Officer
Christian Webworks Designs Inc.
EVEN ONE OF OUR ADJUNCT FACULTY EXPRESSED INTEREST IN ENROLLING IN THE PROGRAM

From: David Prince <prince.adguru@gmail.com>
Subject: Master's Degree Program
Date: November 19, 2011 5:25:40 PM EST
To: Nancy R. Tag nrt.nyc@rcn.com

Nancy,

I have a question about the Master's Degree program. I know I am not qualified to teach. But, as I do not have a master's degree, would I qualify to take the course? And if so, is there any kind of discount for adjuncts? Would love to discuss when you get a chance. As you probably know, teaching full time is what I see myself doing as soon as my son graduates from college (4 years).

Anyway, I hope you are having a good weekend. Looking forward to hearing back from you.

--
David

C. Student Enrollment Projection

<table>
<thead>
<tr>
<th></th>
<th>YEAR I</th>
<th>YEAR II</th>
<th>YEAR III</th>
<th>YEAR IV</th>
<th>YEAR V</th>
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<td>P-T</td>
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<tr>
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<td>40</td>
<td></td>
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</table>

In comparison to the above projected enrollments, similar program range in numbers from 25 - 200 graduate students.
FULL-TIME VERSUS PART-TIME: Similar programs with cumulative curriculums and that take a tracked approach are usually only full-time programs. However, in consideration of the CUNY student body and our mission of attracting a more diverse socio-economic mix of students, BIC will accept a percentage of qualified students into the Management and Public Relations tracks who are strictly part-time. However, due to the more intensive nature of the Creative Track, this can only be a full-time program.

THE CURRICULUM – see addendum for syllabi

A. Intellectual Rationale and Curriculum Philosophy

The Master of Arts in Branding and Integrated Communications (BIC) will be a 36-credit program. Graduate students will be required to take four foundational courses to anchor themselves in the core principles of branding and integrated communication (12 credits). To deepen their expertise in a single area, students are required to take three additional courses in one of three specialization tracks: Advertising Management/Planning, Advertising Concepting/Copywriting, and Corporate Communications/Public Relations (9 credits). Students can also select from a number of electives that will be offered at various times throughout the four-semester sequence or from the other specialization tracks (9 credits). Students can deepen their specialization knowledge from existing courses in fine arts and the social sciences at CCNY or at other marketing programs within CUNY, such as the one at Baruch. The program culminates in two required “Convergence Workshops” that are modeled on an agency experience and designed to replicate the branding and integrated communication process (6 credits).

Because of the growing importance of presentation and visualization in the communications field, all students will be required to defend a Senior Thesis, in the form of a printed and electronic portfolio, which must be presented to a faculty committee and council of industry professionals after completing their Convergence Workshop Practicum.

Unique features of the curriculum:

Foundational collaboration: Students in all tracks will begin the program learning foundational knowledge together in a “discipline agnostic” way.

Independent Projects: In order to explore topics not covered in class, there will be a Thesis Topic open to all students each semester; top projects are presented to entire program with juries to select winners.

Student Driven Learning: independent, facilitated lab sessions throughout the semester will give students access to tutorials (such as Lynda.com) which will allow students to go deep into their own areas of interest while providing “over-the-shoulder” assistance by experts in design, technology, writing, presentation, etc.
**Professional Development:** seminars on the finer points of professional development will be offered as additional seminars and workshops. Topics will include digital technology, project & digital management, trend forecasting, professional development (interviewing, resume writing, business cards, etc.), etc.

**Corporate Partnerships:** All students will be involved in at least one workshop practicum this is sponsored by a corporation that funds real life projects, giving students hands-on industry experience.

**Mentoring:** Reliance on adjuncts who are also active professionals will be formalized into a mentoring program that allows students to connect to adjuncts outside of class.

**Industry Critique and Presentation:** There will not only be major critique and presentation components incorporated in to nearly every course, but students will have major opportunities to have their work juried by industry panelists, including their senior project.

**Project-centric Practicums:** These focus on a single, semester-long “client” in which students from each track will be able to apply their specialization to a collaborative project.

**Experience in the Not-for-Profit Sector:** Before graduating, students must dedicate a semester to working on an integrated communications advocacy campaign for a non-profit organization.

**Internships:** As evidenced by our undergraduate program, internships offer invaluable work experience for students making them more employable upon graduation.

**B. BIC MA Course Sequence (plus sample electives in italics):**
See also: APPENDIX G: COURSE SCHEDULING (SED FORM)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>FALL Semester</th>
<th>Credits</th>
<th>SPRING Semester</th>
<th>Credits</th>
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<td>B3002 Consumer Behavior &amp; Persuasion MT</td>
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<td></td>
<td>B2050 Strategic Media E</td>
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<td>B3010 Creative Concepts CT</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>B3022 PR Branding Campaigns PRT</td>
<td>3</td>
</tr>
</tbody>
</table>
C. Course Descriptions

FOUNDATION COURSES:

**B2000 Research & Awareness (3 credits)**

In order to formulate a strategic message for use in an integrated communications campaign, some basic questions need to be answered: Who are we trying to reach? What environment will we be communicating in? How can we better understand our client and the challenges at hand? This course teaches students the quantitative and qualitative research methods to best answer these questions with a special focus on online resources – including electronic databases, blogs and other ways of tracking grassroots market intelligence. Students will become familiar with library resources and develop the skills, practices, and mindset required for graduate studies in the communications field. Smaller papers throughout the semester will be the basis of a larger, final analysis & individual presentation of an actual brand or public relations case study.

**B2001 Strategy & Measurement (3 credits)**

The focus of this course is to teach students how to utilize market research, demographic and other data in the development of dynamic strategies for building and sustaining brand identity. Students will not only learn how to construct incisive strategies for advertising and integrated communications campaigns, but appreciate the value of long-term scenario planning as a necessity of brand management. Tools to evaluate the viability of strategies before implementation will be examined. Case studies will be analyzed to determine how well existing brands differentiate themselves in the marketplace.
B2002 Idea Development  (3 credits)

Students will learn how to transform a strategic message into a “big idea” that helps to create and nurture a brand’s essence as it captures the consumer’s imagination. This process- and critique-based course explores the distinction between strategic language and creative expression. Case studies as well as self-generated content will be used to teach students the basics of idea generation, how to recognize “big ideas,” and how to critique them in order to keep the message on strategy and make the work better.

B2003 Brand Experience (3 Credits)

By using the strategic message as the anchor, today’s digital world enables communication to create a 360 degree experience. This survey class explores methods of visualization, production, and immersion in the coordinated application of mass, personal, and social media. Traditional as well as experimental forms of communication will be considered as synergy helps to achieve strategic ubiquity. Emphasis will be given to how effective benchmarks and outcomes can be measured. Topics include: elements of good design, basic principles of digital production for broadcast, meaningful use of social and Internet media, and creating rich sensory environments.

SPECIALIZATION REQUIREMENTS:
TRACK ONE: ACCOUNT MANAGEMENT & PLANNING

B3003 Internal Management (3 credits)
Despite the collaborative nature of creating advertising, this course focuses on ways to play a leadership role within the agency. As an industry of “idea development” and not the manufacture of goods, students learn the special challenges of evaluating creative work from strategy to concept development to execution. They will also learn about commercial production, overseeing media planning, the art of persuasion, and understanding the various roles and functions at play in developing successful communications programs.

B3001 Relationship Building (3 credits)
To understand an advertising client's business needs, one must understand how the client does business. Students will learn about advertising from within the context of marketing, business and commerce. An emphasis will also be placed on vendors/suppliers beyond the client, group dynamics, various selling and negotiation techniques as well as dynamic new ways to package client presentations.

B3002 Consumer Behavior & Persuasion (3 Credits)
This course is one part psychology and one part communication theory. It aspires to answer the questions: What makes people tick? How does communication work? Readings may include such seminal thinkers as BF Skinner, Marshall McLuhan, Neil Postman, Malcolm Gladwell, Harold Innis, Everett Rogers as well as the most recent developments in the scientific field of demography.
**SPECIALIZATION REQUIREMENT SEQUENCE:**
**TRACK TWO: CREATIVE**

**B3010 Creative Concepts (3 credits)**
An advanced studio course for creative development of advertising concepts. Based on strategic thinking, students will have the opportunity to create a number of campaign concepts for print executions with an eye towards further development and inclusion in a spec book – or pre-professional portfolio.

**B3011 Multi-Media Executions (3 credits)**
An advanced studio course that allows copywriting students to further refine rough campaign concepts in the creation of multi-media executions – from traditional print and broadcast to new media hybrids and more interactive advertising. Emphasis will be placed on developing a writer’s “voice” as students exploring the convergence of brand and page personality in a series of individual projects.

**B3012 Design & Portfolio Development (3 credits)**
An advanced studio course in the BIC Creative Track where students work in teams as art director/copywriter to apply design skills, polish writing, and utilize design software basics in order to digitally produce their existing campaigns for inclusion in their spec book and to upload to an online portfolio. Final critiques will include a formal portfolio review with industry professionals.

**SPECIALIZATION REQUIREMENTS:**
**TRACK THREE: PUBLIC RELATIONS**

**B3020 Stakeholder Analysis and Issues Management (3 credits)**
This course examines how organizations manage people and issues in the context of integrated communication's decision making and resource allocation. Students are introduced to the process by which issues are chosen as corporate priorities, and to the discipline of project management. The roles of legal and ethical mandates, risk perception, crises and organizational responsibility are reviewed and then tied to the overall maintenance of an organization's reputation, the ultimate goal of issues and stakeholder management.

**B3021 Corporate Brand Communications (3 credits)**
This course examines how companies and businesses use corporate communications to create and communicate brand value as an extension of their business objectives and marketing. Through case studies, students analyze factors that create a “Corporate Brand,” what differentiates corporate brands, and how to extend brand value through corporate programs, corporate social responsibility, sponsorships. Students will examine various target audiences (consumer, business-to-business, government, investors, media, community, public affairs, multicultural audiences, global, employees) and the role each plays to achieve company objectives.
B3022 Public Relations Branding Campaigns (3 credits)
This class familiarizes students with planning and implementing public relations communications strategies for branding campaigns. Students will learn how to use research to set objectives, drive strategy and effectively communicate through a broad range of tactics. Topics include creating brand value through public relations, integrated marketing communications, media relations, and crisis communications. The course will explore a framework for successful integrated campaign construction, including relationship management, strategic communication, integrated communication, advertising and social media.

Electives

B2050 Strategic Media (3 credits)
While Marshall McLuhan may have stated that “the medium is the message” back in 1964, achieving communication goals in today’s media landscape has never been more challenging. This course will examine the convergence of media and creative solutions to meet strategic ends as students study media outlets, planning, and buying.

B2051 Leadership, Ethics, and Legal Issues (3 credits)
Students advancing careers in business, government and non-profits benefit from a thorough understanding of leadership, its theories, its techniques and its lurking ethical traps. This course examines the interplay between management and leadership, empowerment, mentoring, negotiation, change management and the special role of leadership in volunteer organizations. Rapidly changing dynamics growing from flattening organizations, instantly available information and round-the-clock communication are considered.

B2053 Integrated Communications in a Shrinking World (3 credits)
Integrated communications in a multi-language, multicultural context is becoming the norm rather than the exception. This course examines the challenge of communications and advertising across linguistic, cultural, geographic, perceptual and national boundaries. This course also focuses on working with global actors beyond nation-states, including NGO’s, private standard initiatives, value chain certification, transnational entities and activists groups.

Internships/Co Op Education (3 credits)
Students may take a one semester internship, working 12-15 hours per week over 15 weeks (or during summer) in a marketing communications capacity that offers them professional experience to complement their classroom work. Students write a comprehensive paper on their experience and are evaluated by their on-site supervisor.
REQUIRED CONVERGENCE WORKSHOPS

B3201 BIC Campaign Practicum
– Not-for-Profit (3 credits)
Working in teams as competing, fully functioning “communications firms,” students take this course in their penultimate semester to work on a semester-long project: an integrated marketing communications campaign for a non-profit organization (selected and coordinated by the instructor). Final projects will act as content for student portfolios required for completion of the program.

B3201 BIC Campaign Practicum
– Corporate (3 credits)
Working in teams as competing, fully functioning “communications firms,” students take this course in their final semester to work on a semester-long project: an integrated marketing communications campaign for an actual client either directly or in partnership with a NYC agency (selected and coordinated by the instructor). Final projects will act as content for student portfolios required for completion of the program.

COST ASSESSMENT

A. Faculty

The Media & Communication Arts Department currently has six fulltime faculty members who would be able to teach in the MA in Branding and Integrated Communications program. It is recommended, however, that in order for the faculty to adequately serve both the graduate and undergraduate student body: 1) current fulltime staff teach no more than one Master’s level course per semester and 2) BIC MA should include two additional tenure track lines dedicated primarily to the Master’s program.

Existing faculty includes Undergraduate Ad/PR Program Director and Associate Professor Lynn Appelbaum (Public Relations), Assistant Professor Eugene Donati (Public Relations), Lecturer David Harris (Advertising Management), Associate Professor Ed Keller (Advertising Management), Distinguished Lecturer Lynne Scott Jackson (Public Relations), and Assistant Professor Nancy Tag (Advertising Creative).

One fulltime faculty member will serve as the program director for BIC. In addition to teaching in the program and chairing the BIC MA Faculty Committee, the director will serve as liaison between the graduate programs and the Media & Communication Arts Department.

Being situated in New York City, the media capital of the world, affords us the unique opportunity for visiting lecturers, mentors and critiques. Our faculty can be supplemented by adjuncts, and distinguished lecturers who are still professionally active in the communications industry located here in New York City.
**Faculty/Staffing List:**
Six existing fulltime faculty (shared with the undergraduate program)**
-- Includes Program Director (with Release Time)
NEW: Two fulltime faculty lines
NEW: One fulltime administrative assistant
NEW: Two to three MA adjunct instructors per semester (three to four the first year)
NEW: Lab tutors/facilitators for independent support sessions

**note:** with the shift of some existing full-time faculty from the undergraduate to the graduate program, the Ad PR Program will need to increase the number of adjuncts that it hires each semester.

See Also: APPENDIX H, CHARTS 1, 2, 3 and APPENDIX I: PROJECTED EXPENDITURES (SED FORM).

**Support Staff:**
Existing technical support staff will be shared with the MCA department. Currently, there are Wayne Grofik, MCA Technical Director, Ann Rossetti, College Laboratory Technician, and Nikniz Tavoklian, Studio Manager, Menkat Asli Dukan, Equipment Room Manager.
NEW: One CLT (or 2 part-time student workers).

**Teaching Assistants**
Once the program is established, it’s possible that a few students can serve as lab tutors/facilitators and be funded through work/study grants.

**Jury Panelists**
Industry experts will be necessary for juried portfolio reviews required for graduation. There will be no compensation for panelists.

See Also: APPENDIX I: PROJECTED EXPENDITURES (SED FORM).
Table #1: Number of Faculty Assignments in BIC MA [SED form also available in Appendices Part II]

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>FALL Semester</th>
<th>SPRING Semester</th>
<th>Faculty Assignments</th>
</tr>
</thead>
<tbody>
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<td>I</td>
<td>B2000 Research &amp; Awareness F</td>
<td>B2002 Idea Development F</td>
<td>1 PT</td>
</tr>
<tr>
<td></td>
<td>B2001 Strategy &amp; Measurement F</td>
<td>B2003 Brand Experience F</td>
<td>1 PT</td>
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<tr>
<td></td>
<td>B3003 Internal Management MT</td>
<td>B3002 Consumer Behavior &amp; Persuasion MT</td>
<td>1 FT</td>
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<td>B2050 Strategic Media E</td>
<td>B3010 Creative Concepts CT</td>
<td>1 PT</td>
</tr>
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<td></td>
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<td>B3022 PR Branding Campaigns PRT</td>
<td>1 FT</td>
</tr>
<tr>
<td>II</td>
<td>B3001 Relationship Building MT</td>
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<td>1 FT</td>
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<td>B3011 Multi-Media Executions CT</td>
<td>B3012 Design &amp; Portfolio Development CT</td>
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<td>B32021 Corporate Brand Communications PRT</td>
<td>B3020 Stakeholder Analysis PRT</td>
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<td>B3201 BIC Campaign Non-Profit W</td>
<td>B2051 Leadership, Ethics, and Legal Issues E</td>
<td>1 PT</td>
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</table>

Total Number of Annual Assignments: 18  
Ratio of FT/Adjunct 8/10

KEY: F=Foundation, W=Workshop, MT=Management Track, C=Creative Track, PRT=Public Relations Track, E=Elective

B. Facilities and Equipment:

SPACE PLANNING
A new Master’s program anchored in the communications industry must necessarily teach students how to use the latest media communication tools and technology in order for them to graduate with the skills demanded in an ever changing industry. The classrooms and collaborative spaces must not only reflect actual work environments, but accommodate the special lab and software needs in order to fulfill the presentation and portfolio requirements of the program, especially given that the creative track is a new element that does not currently exist as part of the undergraduate program.

Labs
2 BIC dedicated multi-media computer/instruction labs with high-speed Internet access. These will be highly used with both our creative track courses, some foundational courses, as well as for students working on portfolio and presentation development. Each lab will need 17-20 MAC stations (plus instructors station), scanners, color printers, screening capabilities, etc.
Classrooms
2 seminar style classrooms equipped with “smart technology,” Wi-Fi, a smart board. These will mostly house our track and elective courses in which a seminar style room with students sitting around a large table is more conducive to discussion based courses.

Workspace
1 large collaborative workspace with “smart technology,” Wi-Fi, presentation areas that can allow for collaborative students “clusters” and large enough for 40 students. This room is for the Convergence Workshops and other group and individual student projects.

Presentation/Screening Room
This should be able to accommodate 50-100 people, be equipped with Smart technology, more comprehensive screening technology and Wi-Fi. It would be used for portfolio reviews, client pitches, lecture series, and meetings, etc. It can be shared with the MCA MFA program.

Media Library
A comprehensive library stocked with major award show annuals, newspapers and magazine, current trade publications, video archives of national commercial campaigns, director’s reels, etc. This can be shared by MCA MFA program (and College of Arts).

Grad Student Lounge
Given the collaborative and 24/7 nature of the program, students should be able to have a space where they can work outside of class, but still within easy access to facilities, professors, Wi-Fi, comfortable seating, etc. This can be shared with the MCA MFA program.

Faculty/Adjunct Lounge
This program will have to be able to attract high level professionals who will need a place to go between classes, to make phone calls, stay in touch with their professional lives. The lounge will need computer work stations, WiFi, comfortable seating. This can be shared with the MCA program.

Storage Space/Supply Room
This will also house a high volume copier and a printer. This can be shared with the MCA program.

Please see APPENDIX I: PROJECTED EXPENDITURES (SED FORM) and APPENDIX K: PROJECTED CAPITAL EXPENDITURE (SED FORM) for cost figures.
C. Instructional Materials

Portfolio development software and website fees/subscriptions
Adobe Master Suite – including design, video, and website software
All rooms will need to have smart technology and WiFi. Smart boards would also be beneficial.

D. Budget Tables
For 5-year comparative tables of projected revenue, expenditures and other sources of funding, please see appendices in SED form.

1. Sources of Income and Support

Corporate Funding
Our program is structured in such a way that corporations will directly fund one spring workshop every academic year. The partnerships will be formed on a year-to-year basis and will subsidize the costs of the not-for-profit workshops that run in the fall semester.

We are also actively seeking industry underwriting which could offset costs for equipment, software, endowed faculty positions, scholarships, etc. In addition, corporate funding could underwrite facilities shared by other programs, not just within MCA, but the proposed School of the Arts.

Few departments within CUNY have the opportunity to form such natural partnerships with outside corporations that have both financial benefits and genuine academic value.

Examples of such funding include corporate sponsorship of:

- Media/digital library shared by the entire School of the Arts
- Lecture Series open to the entire campus
- Computer labs for primary use of BIC, but shared by students in MCA
- Maintenance/updating/upgrading of technology
- Wireless networking for use in common lounge areas throughout Shepard Hall
- Marketing Labs where students & professionals collaborate
- Endowed professorships
- Guest Lectures
- Smart-technology classrooms
- Scholarships
- Paid internships for students

In addition, because of tuition reimbursement, many working students based in New York City can benefit from reduced costs to attend the program. Corporations also provide paid work-release time for students embarking on a Master’s Degree program.
Lab and Tech Fees
It is customary for degree programs of this type to charge fees for consumable materials. Students benefit from the savings of buying in bulk and the convenience of having materials already purchased. Since students pay Tech Fee as part of their general tuition, the program will apply to the College Technology Fee Committee for a grant to cover purchase of peripheral equipment.

Lab Fee
To provide the necessary consumable materials (ink, paper, and subscription to online tutorials) as well as the costs to hire “over the shoulder” support, BIC would charge a $150 each semester to offset these costs. This fee is modest compared to other MA-level courses in which digital media is common. [see the Program Comparison in Section 2]

The CUNY lab fee form and justification will be filed with the course proposals.

Tech Fee
BIC will submit a proposal for a Tech Fee grant that would be used to create and maintain an inventory of checkout equipment (video and photo cameras,). The proposal will cover items not purchased through the undergraduate grants or shared with the MCA’s BFA & MFA in film/video. The projection for requests for Tech Fee total for 5 years is difficult to project with the largest costs in the third and fifth year as major equipment needs to be replaced.

In-Kind Support for Shared Facilities
The proposed program will benefit from economies due to shared facilities and equipment (see section on space and facilities).

Shared Support Staff
We propose to share members of the current MCA tech staff who will take care of the labs, updating of software, and maintenance of the smart technology.

Please see APPENDIX I: PROJECTED EXPENDITURES (SED FORM) and APPENDIX J: PROJECTED REVENUE RELATED TO THE PROPOSED PROGRAM (SED FORM)

2. EXPENSES

Faculty, Adjuncts, and Staff

Faculty
BIC MA course will be taught by members of the current 6 faculty members in the MCA Ad/PR Program. However, because of their commitment to a full course load in the undergraduate program and because two of these faculty will receive release time for their duties as program director (one for the graduate program, one for the undergraduate program), we propose to add two additional
faculty lines. Given the unique oversight needs for each track, it is important for the graduate program to have one faculty member fully dedicated to each specialization.

\textit{Adjuncts}
Because of the pre-professional nature of the program and its ability to tap into the professional talent in NYC, many BIC courses will be taught by adjuncts who are also practitioners in their field; indeed, it is one of the program’s selling points. It is estimated that there will need to be ten adjuncts per academic year.

\textit{Staff}
Due to its heavy reliance on industry outreach – for funding, internships, mentoring, judging, and adjunct recruitment – BIC will require a full-time administrator. The staff person will also be responsible for student records, some advising, MA interviews, admissions applications, portfolio reviews, panelist organization, equipment oversight, and other support activities.

Please see \textbf{APPENDIX I: PROJECTED EXPENDITURES (SED FORM)}

\textbf{Equipment}

\textit{Labs}
in addition to the costs to purchase computers, software and peripherals, this includes regular maintenance and annual software updates. There is an upgrade cycle.

\textit{Smart Technology}
Costs for teaching & presentation equipment (6 projectors, 2 Smart Boards, 6 screens, 6 computer stations, 6 DVD players, 6 Video Tape machines).

\textit{Digital Imaging}
3 still and 3 video cameras for student projects

\textit{Consumables}
Costs for printing, ink, and other materials required for student project output
Some of these costs will be covered by the proposed lab fee

Please see \textbf{APPENDIX I: PROJECTED EXPENDITURES (SED FORM)} and \textbf{APPENDIX K: PROJECTED CAPITAL EXPENDITURE (SED FORM)} for cost figures.
EVALUATION

A. Internal Evaluation and Outcomes
During the first five years, the Branding and Integrated Communications (BIC) MA program will be monitored internally through the establishment of an assessment plan, assessment policies and guidelines, and annual assessment reports.

Program Goals and Student Outcomes

Upon successful completion of coursework, students will be able to

- **Conduct effective research that informs strategic planning**: B2000 Research & Awareness, B3002 Consumer Behavior & Persuasion, B3201 BIC Campaign Non-Profit, and B3202 BIC Campaign Corporate.
- **Utilize research insights to create strategies that effectively define and reinforce a client's brand**: B2001 Strategy & Measurement, B3003 Internal Management, B3022 Public Relations Branding Campaigns, B3201 BIC Campaign Non-Profit, and B3202 BIC Campaign Corporate.
- **Strategically execute messaging in appropriate media outlets (controlled and uncontrolled) in order to build relationships that reinforce brand value**: B2002 Idea Development, B2003 Brand Experience, B3003 Internal Management, B3011 Multi-Media Executions, B3021 Corporate Brand Communications, B3201 BIC Campaign Non-Profit, and B3202 BIC Campaign Corporate.
- **Apply appropriate evaluation and measurement benchmarks to communications campaigns**: B2001 Strategy & Measurement, B3201 BIC Campaign Non-Profit, and B3202 BIC Campaign Corporate.
- **Exhibit leadership by proactively applying high legal and ethical standards to the process and product of branding**: B2000 Research & Awareness, B3002 Consumer Behavior & Persuasion, B3020 Stakeholder Analysis and Issues Management, B2051 Leadership, Ethics, and Legal Issues, B3201 BIC Campaign Non-Profit, and B3202 BIC Campaign Corporate.
- **Develop innovative branding and integrated communications solutions to actual marketing challenges**: B3201 BIC Campaign Non-Profit, and B3202 BIC Campaign Corporate.

Ad PR faculty are already effectively engaged in assessing the undergraduate Ad PR major using direct and indirect assessment tools. Faculty will measure course effectiveness based on syllabi learning outcomes, grades on papers, exams, and projects, and by using rubrics that outline performance standards and expectations. Client critique in campaign workshops will further inform student performance in all outcome areas. Students who elect to take internships will be evaluated by on-site coordinators through periodic informal feedback and through a written final evaluation. Student papers will also be used as indirect feedback.

Other indirect measures include student exit surveys on the program, tracking employment of graduates, and informal feedback from employers.
Annual assessment of courses and program outcomes will be reviewed by all full-time faculty and will be shared with adjunct faculty to ensure that findings are used to monitor and improve the program.

B. External Evaluation

Letters of evaluation were solicited from outside of the CUNY system from two senior academics with extensive experience in branding, advertising, and/or public relations. The evaluation letters are attached in APPENDIX C along with the evaluator’s CVs. A list of ten industry professionals who also sit on our advisory board have also written letters of support for the BIC program and the employment prospects of its prospective graduates is also included in APPENDIX C with the letters appended at the end of the section.

Evaluators are:

Prof. R.M. Fiske, APR
Graduate Coordinator & Associate Professor
Dept. of Advertising & PR
School of Journalism & Mass Communication
Florida International University
fisker@fiu.edu

Professor Ken Yednock
Senior Lecturer
Department of Advertising & Public Relations
College of Communications
Penn State University
119 Carnegie Building
University Park, PA 16802
key2@psu.edu
APPENDICES

Part One

APPENDIX A  COURSE DESCRIPTIONS FOR REQUIRED COURSES  Page 40
APPENDIX B  SYLLABI FOR NEW COURSES  Page 45
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   RECENT NEW YORK EMPLOYMENT OPPORTUNITIES  Page 111
   RECRUITMENT AT COMPETITIVE PROGRAMS  Page 127
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APPENDIX E  EXTERNAL EVALUATION LETTERS  Page 130
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APPENDIX A: COURSE DESCRIPTIONS FOR REQUIRED COURSES

all courses are new and divided into 1) Foundation Courses 2) Tracked Courses and 3) Capstone/Convergence Workshops

FOUNDATION COURSES:

B2000 Research & Awareness (3 credits)

In order to formulate a strategic message for use in an integrated communications campaign, some basic questions need to be answered: Who are we trying to reach? What environment will we be communicating in? How can we better understand our client and the challenges at hand? This course teaches students the quantitative and qualitative research methods to best answer these questions with a special focus on online resources – including electronic databases, blogs and other ways of tracking grassroots market intelligence. Students will become familiar with library resources and develop the skills, practices, and mindset required for graduate studies in the communications field. Smaller papers throughout the semester will be the basis of a larger, final analysis & individual presentation of an actual brand or public relations case study.

B2001 Strategy & Measurement (3 credits)

The focus of this course is to teach students how to utilize market research, demographic and other data in the development of dynamic strategies for building and sustaining brand identity. Students will not only learn how to construct incisive strategies for advertising and integrated communications campaigns, but appreciate the value of long-term scenario planning as a necessity of brand management. Tools to evaluate the viability of strategies before implementation will be examined. Case studies will be analyzed to determine how well existing brands differentiate themselves in the marketplace.

B2002 Idea Development (3 credits)

Students will learn how to transform a strategic message into a “big idea” that helps to create and nurture a brand’s essence as it captures the consumer’s imagination. This process and critique based course explores the distinction between strategic language and creative expression. Case studies as well as self-generated content will be used to teach students the basics of idea generation, how to recognize “big ideas,” and how to critique them in order to keep the message on strategy and make the work better.

B2003 Brand Experience (3 Credits)

By using the strategic message as the anchor, today’s digital world enables communication to create a 360 degree experience. This survey class explores methods of visualization, production, and experiential-izing in the coordinated application of mass, personal, and social media. Traditional as well as experimental forms of communication will be considered as synergy helps to achieve strategic ubiquity. Emphasis will be given
to how effective benchmarks and outcomes can be measured. Topics include: elements of good design, basic principles of digital production for broadcast, meaningful use of social and Internet media, and creating rich sensory environments.

**Specialization Requirements:**

**Track One: Account Management & Planning**

**B3003 Internal Management (3 credits)**
Despite the collaborative nature of creating advertising, this course focuses on ways to play a leadership role within the agency. As an industry of “idea development” and not the manufacture of goods, students learn the special challenges of evaluating creative from strategy to concept development to execution. They will also learn about commercial production, overseeing media planning, the art of persuasion, and understanding the various roles and functions at play in developing successful communications programs.

**B3001 Relationship Building (3 credits)**
To understand an advertising client's business needs, one must understand how the client does business. Students will learn about advertising from within the context of marketing, business and commerce. An emphasis will also be placed on vendors/suppliers beyond the client, group dynamics, various selling and negotiation techniques as well as dynamic new ways to package client presentations.

**B3002 Consumer Behavior & Persuasion (3 Credits)**
This course is one part psychology and one part communication theory. It aspires to answer the questions: What makes people tick? How does communication work? Readings may include such seminal thinkers as BF Skinner, Marshall McLuhan, Neil Postman, Malcolm Gladwell, Harold Innis, Everett Rogers as well as the most recent developments in the scientific field of demography.

**Specialization Requirement Sequence:**

**Track Two: Creative**

**B3010 Creative Concepts (3 credits)**
An advanced studio course for creative development of advertising concepts. Based on strategic thinking, students will have the opportunity to create a number of campaign concepts for print executions with an eye towards further development and inclusion in a spec book – or pre-professional portfolio.

**B3011 Multi-Media Executions (3 credits)**
An advanced studio course that allows copywriting students to further refine rough campaign concepts in the creation of multi-media executions – from traditional print and broadcast to new media hybrids and out-of-home. Emphasis will be placed on developing a writer’s “voice” as students exploring the convergence of brand and page personality in a series of individual projects.
B3012 Design & Portfolio Development (3 credits)
An advanced studio course in the BIC Creative Track where students work in teams as art director/copywriter to apply design skills, polish writing, and utilize design software basics in order to digitally produce their existing campaigns for inclusion in their spec book and to upload to an online portfolio. Final critiques will include a formal portfolio review with industry professionals.

SPECIALIZATION REQUIREMENTS:
TRACK THREE: PUBLIC RELATIONS

B3020 Stakeholder Analysis and Issues Management (3 credits)
This course examines how organizations manage people and issues in the context of integrated communication's decision making and resource allocation. Students are introduced to the process by which issues are chosen as corporate priorities, and to the discipline of project management. The roles of legal and ethical mandates, risk perception, crises and organizational responsibility are reviewed and then tied to the overall maintenance of an organization's reputation, the ultimate goal of issues and stakeholder management.

B3021 Corporate Brand Communications (3 credits)
This course examines how companies and businesses use corporate communications to create and communicate brand value as an extension of their business objectives and marketing. Through case studies, students analyze factors that create a “Corporate Brand,” what differentiates corporate brands, and how to extend brand value through corporate programs, corporate social responsibility, sponsorships. Students will examine various target audiences (consumer, business-to business, government, investors, media, community, public affairs, multicultural audiences, global, employees) and the role each plays to achieve company objectives.

B3022 Public Relations Branding Campaigns (3 credits)
This class familiarizes students with planning and implementing public relations communications strategies for branding campaigns. Students will learn how to use research to set objectives, drive strategy and effectively communicate through a broad range of tactics. Topics include creating brand value through public relations, integrated marketing communications, media relations, and crisis communications. The course will explore a framework for successful integrated campaign construction, including relationship management, strategic communication, integrated communication, advertising and social media.
Electives

B2050 Strategic Media (3 credits)
While Marshall McLuhan may have stated that “the medium is the message” back in 1964, achieving communication goals in today’s media landscape has never been more challenging. This course will examine the convergence of media and creative solutions to meet strategic ends as students study media outlets, planning, and buying.

B2051 Leadership, Ethics, and Legal Issues (3 credits)
Students advancing careers in business, government and non-profits benefit from a thorough understanding of leadership, its theories, its techniques and its lurking ethical traps. This course examines the interplay between management and leadership, empowerment, mentoring, negotiation, change management and the special role of leadership in volunteer organizations. Rapidly changing dynamics growing from flattening organizations, instantly available information and round-the-clock communication are considered.

B2053 Integrated Communications in a Shrinking World (3 credits)
Integrated communications in a multi-language, multicultural context is becoming the norm rather than the exception. This course examines the challenge of communications and advertising across linguistic, cultural, geographic, perceptual and national boundaries. Course also focuses on working with global actors beyond nation-states, including NGO’s, private standard initiatives, value chain certification, transnational entities and activists groups.

MCA 299, 399, 499 Internships/Independent Study (3 credits)
Students work on-site in a related communications area for an agency or business. Progress is monitored through journaling and a final analytical paper in which students discuss the role of strategic planning for a client or business. On-site supervisors evaluate student work.

Required Convergence Workshops

B3201 BIC Campaign Practicum
– Not-for Profit (3 credits)
Working in teams as competing, fully functioning “communications firms,” students take this course in their penultimate semester to work on a semester-long project: an integrated marketing communications campaign for a non-profit organization. Final projects will act as content for student portfolios required for completion of the program.

B3202 BIC Campaign Practicum
– Corporate (3 credits)
Working in teams as competing, fully functioning “communications firms,” students take this course in their final semester to work on a semester-long project: an integrated marketing communications campaign for an actual client in partnership with a NYC agency. Final projects will act as content for student portfolios required for completion of the program.
APPENDIX B: SYLLABI FOR NEW COURSES

MA IN BRANDING AND INTEGRATED COMMUNICATIONS (BIC) SYLLABI FOR THE FOLLOWING PROPOSED COURSES

B2000 Research & Awareness (R)
B2001 Strategy & Measurement (R)
B2002 Idea Development (R)
B2003 Brand Experience (R)
B3003 Internal Management (RT)
B3001 Relationship Building (RT)
B3002 Consumer Behavior & Persuasion (RT)
B3010 Creative Concepts (RT)
B3011 Multi-Media Executions (RT)
B3012 Design and Portfolio Development (RT)
B3020 Stakeholder Analysis and Issues Management (RT)
B3021 Corporate Brand Communications (RT)
B3022 Public Relations Branding Campaigns (RT)
B3201 BIC Campaign: Non-Profit (R)
B3202 BIC Campaign: Corporate (R)

R=Required    RT=Required Track
COURSE DESCRIPTION
Any communications effort must be grounded in deep research and a broad awareness of how advertising and public relations function in today’s society. This course will provide a framework as well as the tools for analyzing key challenges in branding and integrated communications. Students will become familiar with library resources as they learn the research methods, standards, and skills required for graduate studies and to become high-level, strategic thinkers. A special focus will be placed on measurement tools as students are introduced to electronic databases, blogs, and other ways of acquiring and tracking grassroots market intelligence. Learning how to spot trends, sort through the clutter, and anticipate the buzz will also be discussed. Smaller papers throughout the semester will inform a larger, final analysis & individual presentation of an actual brand case study.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. define branding and integrated communications as a marketing function -- and its role in society.
2. ask the right questions and be proactive in using research to seek out the answers.
3. navigate a variety of research sources, such as electronic databases, library catalogs, and online search engines, in order to find meaningful, measurable, and usable information.
4. understand ways in which research develops insight, expands existing knowledge, and helps forecast.
5. write analytic papers that are incisive, informative, and meet the standards of the program.

INSTRUCTIONAL GUIDELINE
This course is lecture-based with a strong student presentation component at semester’s end. Lessons will be based on case studies and from selected chapters of the textbook, Marketing Research by Alvin C. Burns, Ronald F. Bush, Ronald F. Bush and Open Brand by Kelly Money as well as hand-outs. There will at least one fieldtrip to the library, guest lectures, and class-time dedicated to a small collaborative project.

ASSESSABLE TASKS
There will be small research assignments to evaluate basic research skills and competency; three smaller analytic papers to evaluate how well students write, investigate, and analyze best practices in branding & integrated communications research; a major paper and presentation to determine how well students put course knowledge into action. Students will also be assessed on the quality of their class participation and dynamic delivery of final project.
DELIBERABLES:
1) Research Scavenger Hunt: track down 10 different types of sources for a selected topic in branding & integrated communication. Create an annotated bibliography. Rate the value of each source.
2) Three mini-research papers (1000 words each) that investigate effective and innovative methods for researching these core areas: consumer/target audience, client/product, macro-environment/marketplace trends.
3) Research Paper (3000-4000 words) on Student-Selected Topic
4) Dynamic Class Presentation of Final Research Paper

TEXT BOOKS for this course are:
Marketing Research and SPSS 11.0 by Alvin C. Burns, Ronald F. Bush, Ronald F. Bush
Open Branding by Kelly Mooney
Brand Royalty by Matt Haig

Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge / Brandweek / PR Week / O’Dwyers
Communication Arts
www.marketing today.com
www.adcritic.com
www.prssa.com
www.aaf.org
www.ffffound.com
www.thecoolhunter

GRADING POLICY
Assignments are mandatory, not optional. All elements of each presentation must be delivered in order to receive a passing grade for that assignment; otherwise, expect an automatic “F.”

Annotated Bibliography is 10% of grade. Each Analysis is 15% of grade. Final Research Paper is 20%. Final Presentation is 15%. Class Participation is 10% of your grade.

Students will be graded on the quality of their thinking, presentation skills, research, analysis, the effectiveness and quality of writing INCLUDING one’s ability to organize and develop ideas, grammar, spelling, factual accuracy, etc., and the completion record of their assignments. ALL work that is handed in MUST BE TYPED. Student work will receive a 1/2 grade deduction for each day that it is past its due date.

Attendance and tardiness will be noted.

Also, please review CUNY policy on Academic Integrity. Plagiarism will not be tolerated. All reference sources must be cited.
## UNITS OF STUDY

<table>
<thead>
<tr>
<th>approximate week</th>
<th>hours</th>
<th>goals</th>
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<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>Unit I: Introduction – objectives of the course, an explanation of the projects, and expectations of the students. The value of Branding &amp; Integrated Communications.</td>
</tr>
<tr>
<td>2/3</td>
<td>6</td>
<td>Unit II: Key marketing principles. How advertising and public relations work -- historically and in the current media landscape.</td>
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<td>4</td>
<td>3</td>
<td>Unit III: Research Framework -- the core areas of investigation: Consumer/Macro-environment/Organization &amp; Brand Essence/Product or Service. Asking the right questions.</td>
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<tr>
<td>5/6</td>
<td>6</td>
<td>Unit IV: Navigating Library Resources and Databases. Sources and search optimization.</td>
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<td>7/8</td>
<td>6</td>
<td>Unit V: Acquiring and tracking grassroots market intelligence through digital networks.</td>
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<tr>
<td>9/10</td>
<td>6</td>
<td>Unit VI: Validating research and measuring relevance, significance, success.</td>
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<tr>
<td>11/12</td>
<td>6</td>
<td>Unit VII: Using research to look for patterns, identify trends, stay current, make predictions.</td>
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<tr>
<td>13/15</td>
<td>9</td>
<td>Unit VIII: Dynamic Student Presentations of Final Research Papers</td>
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<tr>
<td>16</td>
<td></td>
<td>Final Research Papers to be handed in during Exam Week</td>
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City College of New York
Department of Media & Communication Arts
Branding & Integrated Communications Masters Program

SYLLABUS
MCA2001 Strategy & Measurement
3 credits/3 lecture hours per week

COURSE DESCRIPTION
The focus of this course is to teach students how to utilize market research, demographic and other data in the development of dynamic strategies for building and sustaining brand identity. Building on skills from Research & Awareness, students can more effectively analyze the key strategic challenges of defining an audience, appreciating the macro-environment, and understanding a client’s service/product. Students will not only learn how to construct incisive strategies for branding and integrated communications campaigns, but appreciate the value of long-term scenario planning as a necessity of brand management. Tools to evaluate the viability of strategies before implementation will be examined. Case studies will be analyzed to determine how well existing brands differentiate themselves in the marketplace.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. appreciate the role of strategy in branding and integrated communications
2. transform research analysis into strategic insights
3. take a systematic approach to developing appropriate strategies
4. determine the viability and measure the effectiveness of strategic platforms
5. appreciate strategic development as an integral part of brand planning
6. envision new strategic approaches to communication challenges
7. write analytic papers that are incisive, informative, and meet the standards of the program.

INSTRUCTIONAL GUIDELINE
This course is lecture-based with a strong student presentation component at semester’s end. Lessons will be based on case studies and from selected chapters of the textbooks, IMC, The Next Generation: Five Steps For Delivering Value and Measuring Financial Returns by Don Schultz and Heidi Schultz and Zag: The Number One Strategy of High-Performance Brands by Marty Neumeier. There will be guest lectures and class-time dedicated to a small collaborative project.

ASSESSABLE TASKS
There will be three analytic papers to evaluate how well students utilize research to deliver meaningful insight and formulate a thesis; each student will generate an Integrated Marketing Communications Plan based on their “insight” papers; students will develop testable platforms off their IMCP. Final Group Project will be the invention of strategic document that acknowledges today’s marketing environment.
DELIVERABLES:
1) Brand Platforms and Test Scenario
2) Three mini-research papers (1000 words each) of a selected topic that research these core research areas: consumer/target audience, product/service, macro-environment/marketplace trends
3) Integrated Marketing Communications Plan
4) Dynamic Class Presentation of Strategy Inventions and Measurement
5) Course Portfolio

TEXT BOOKS for this course are:
* IMC, The Next Generation: Five Steps For Delivering Value and Measuring Financial Returns* by Don Schultz and Heidi Schultz
* Zag: The Number One Strategy of High-Performance Brands* by Marty Neumeier
* The Brand Gap*, by Marty Neumeier
* Made to Stick* by Chip and Dan Heath
* The Tipping Point* by Malcolm Gladwell

Suggested reading:
- The New York Times, Business Section, Advertising
- Adweek / AdAge / Brandweek / PR Week / O’Dwyers
- Communication Arts
- www.marketing today.com
- www.adcritic.com
- www.prsa.com
- www.aaf.org
- www.ffffound.com
- www.thecoolhunter

GRADING POLICY
Assignments are mandatory, not optional. All elements of each presentation must be delivered in order to receive a passing grade for that assignment; otherwise, expect an automatic “F.”

Students will be graded on the quality of their thinking, presentation skills, research, analysis, the effectiveness and quality of writing INCLUDING one’s ability to organize and develop ideas, grammar, spelling, factual accuracy, etc., and the completion record of their assignments. ALL work that is handed in MUST BE TYPED. Student work will receive a 1/2 grade deduction for each day that it is past its due date.

Attendance and tardiness will be noted. Also, please review CUNY policy on Academic Integrity. Plagiarism will not be tolerated. All reference sources must be cited.
## UNITS OF STUDY

<table>
<thead>
<tr>
<th>Week</th>
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<th>Goals</th>
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<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>Unit I: Introduction – objectives of the course, an explanation of the projects, and expectations of the students. Discussion of the strategic management model of a corporation, the role of its communications arm, and who’s responsible for strategic development.</td>
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<tr>
<td>2</td>
<td>3</td>
<td>Unit II: Types of strategies in a marketing model. Types and roles of communications strategies.</td>
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<td>5</td>
<td>3</td>
<td>Unit IV: The functions of an Integrated Marketing Communications Plan in building brand identity. Research Framework -- the core areas of investigation: Consumer/ Macro-environment/Product or Service.</td>
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<td>10</td>
<td>3</td>
<td>Unit VIII: The Elements of an Integrated Marketing Communications Plan.</td>
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<td>6</td>
<td>Unit X: Invention: designing new strategies for innovative branding communication.</td>
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<td>14/15</td>
<td>6</td>
<td>Unit XI: Dynamic Team Presentations of Strategic Innovations &amp; Measurement</td>
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<tr>
<td>16</td>
<td></td>
<td>Final Research Papers to be handed in during Exam Week</td>
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</table>
COURSE DESCRIPTION
Students will learn how to transform a strategic message into a “big idea” that helps to create and nurture a brand’s essence as it captures the consumer’s imagination. This process and critique based course explores the distinction between strategic language and creative expression. Case studies as well as self-generated content will be used to teach students the basics of idea generation, how to recognize “big ideas,” and how to critique them in order to keep the message on strategy and make the work better.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. explore how brand identity is expressed conceptually, philosophically, and emotionally
2. appreciate how strategies are translated into creative concepts that engage consumers
3. present and defend creative ideas as convincing solutions to strategic goals
4. critique creative concepts – produced and in process – and judge their effectiveness
5. appreciate the purpose and power of collaboration
6. use presentation tools that package information dynamically

INSTRUCTIONAL GUIDELINE
This course is combination of lectures, groups projects, student presentations, and critique. Lessons and projects will be based on case studies and from selected chapters of the textbooks, Creative Advertising by Mario Pricken, Art of the Idea by John Hunt and A Whack on the Side of the Head: How You Can Be More Creative by Roger von Oech.

ASSESSABLE TASKS
Students will deliver case studies, generate their own campaign concepts, make presentations, participate in brainstorming sessions, and contribute to in-class critiques. A final presentation that demonstrates a willingness to explore new techniques and competencies in delivering information will also be assessed.

DELIVERABLES:
1) Case Study on a Branding Campaign
2) Two Print Campaign Concepts.
3) One Multi-Media Campaign.
4) Dynamic Class Presentation
5) Course Portfolio
TEXT BOOKS for this course are:
*Creative Advertising* by Mario Pricken
*Art of the Idea* by John Hunt
*A Whack on the Side of the Head: How You Can Be More Creative* by Roger von Oech

Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge /
CMYK
Communication Arts
www.adcritic.com
www.aef.com
www.prrsa.org
www.oneclub.com
www.aaf.org
www.thecoolhunter.com
www.ffffound.com

GRADING POLICY
Assignments are mandatory, not optional. All elements of each presentation must be delivered in order to receive a passing grade for that assignment; otherwise, expect an automatic “F.”

Students will be graded on the quality of their thinking, presentation skills, research, analysis, the effectiveness and quality of writing INCLUDING one’s ability to organize and develop ideas, grammar, spelling, factual accuracy, etc., and the completion record of their assignments. ALL work that is handed in MUST BE TYPED. Student work will receive a 1/2 grade deduction for each day that it is past its due date.

Because collaboration and in-class critique are essential components of this course, attendance and tardiness will be noted.

Also, please review CUNY policy on Academic Integrity. Plagiarism will not be tolerated. All reference sources must be cited.
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<td>1</td>
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<td>Unit I: Introduction – objectives of the course, an explanation of the projects, and expectations of the students. Delivering brand essence through strategic creativity.</td>
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<tr>
<td>2</td>
<td>3</td>
<td>Unit II: Key principles. the language of creativity.</td>
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<td>6</td>
<td>Unit III: What is an idea? Distinguishing from the strategy. How ideas are expressed – in print.</td>
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<td>5/6</td>
<td>3</td>
<td>Unit IV: Brainstorming &amp; Collaboration &gt;&gt; From Strategic insight to Original Ideas. How to share thinking in mid-process. Rough tissues.</td>
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<tr>
<td>7/8</td>
<td>6</td>
<td>Unit V: Presentation &gt;&gt; Articulating the idea, defending thinking and selling</td>
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<td>9</td>
<td>3</td>
<td>Unit VI: Critique &gt;&gt; Deconstructing work in order to make it better. Role Playing.</td>
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<td>10/11</td>
<td>6</td>
<td>Unit VII: How ideas are expressed – beyond print.</td>
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<td>12/13</td>
<td>6</td>
<td>Unit VIII: The Presentation is the message: making ideas come to life through presentation/design software and online aps.</td>
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<td>14/15</td>
<td>6</td>
<td>Unit IX: Dynamic Student Presentations of Final Projects</td>
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<tr>
<td>16</td>
<td></td>
<td>Final Course Portfolio to be handed in during Exam Week</td>
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City College of New York
Department of Media & Communication Arts
Branding & Integrated Communications Masters Program

SYLLABUS

MCA2003 Brand Experience
3 credits/3 lecture hours per week

COURSE DESCRIPTION
Anchored by a unified brand identity, today’s digital technology enables communication to create a 360 degree experience. This survey class explores methods of experiencing the brand in the coordinated application of mass, personal, and social media. Traditional as well as experimental forms of communication will be considered as synergy helps to achieve strategic ubiquity. Emphasis will be given to how effective benchmarks and outcomes can be measured. Topics include: basic principles of communication, elements of good design, meaningful use of social and Internet media, and creating rich sensory environments.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. Appreciate the ever-changing media landscape and the ways in which consumers experience branding
2. Recognize the interactive, participatory, and user-generated nature of branding and integrated communication
3. Anchor various executions, tactics, and forms of communication to a single strategy and brand identity
4. Optimize and integrate communication across media and through a basic understanding of technology
5. Appreciate the aesthetic, 3-dimensional, and sensory expressions of communication
6. Create dynamic, persuasive presentations to more meaningfully represent an integrated communications campaign/proposal

INSTRUCTIONAL GUIDELINE
This course is lecture-based with a strong student presentation component throughout. Lessons will be based on case studies, creative exercises, and from selected chapters of the textbooks, *Designing Brand Experiences* by Robin Landa, *Lovemarks: the future beyond brands* by Kevin Roberts, and *Branding Unbound: The Future of Advertising, Sales, and the Brand Experience in the Wireless Age* by Rick Mathieson as well as hand-outs. There will be guest lectures and class-time dedicated to collaborative projects.

ASSESSABLE TASKS
There will be two small response papers to measure analytic skills, a small research assignment to evaluate research skills, insights, and competency, and two observational studies that also explore executional methods to assess students investigation skills and inventiveness. Students will also be assessed on the quality of their class participation, dynamic in-class presentations, and final course portfolio.
DELIVERABLES:
1) Two response papers (600 words each) to selected books on reading list.
2) Research Paper on a new media platform; compare effectiveness & rational with a platform from 5 years ago; 20 years ago; 50 years ago.
3) Using only type, create a portrait of yourself
4) Using a new technology/application, create a dynamic presentation of an established or newly created integrated communications effort
5) Semester-long Media Diary, Analysis, Visualization, and Dynamic Presentation
6) Course portfolio

TEXT BOOKS for this course are:
Designing Brand Experiences by Robin Landa
Lovemarks: the future beyond brands by Kevin Roberts
Branding Unbound: The Future of Advertising, Sales, and the Brand Experience in the Wireless Age by Rick Mathieson
What would Google do? by Jeff Jarvis
Convergence Culture: Where Old Media & New Media Collide by Henry Jenkins

Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge / Brandweek / PR Week / O’Dwyers
Communication Arts
www.marketing today.com
www.adcritic.com
www.prssa.com
www.aaf.org
www.ffffound.com
www.thecoolhunter

GRADING POLICY
Assignments are mandatory, not optional. All elements of each presentation must be delivered in order to receive a passing grade for that assignment; otherwise, expect an automatic “F.”

Students will be graded on the quality of their thinking, presentation skills, research, analysis, the effectiveness and quality of writing INCLUDING one’s ability to organize and develop ideas, grammar, spelling, factual accuracy, etc., and the completion record of their assignments. ALL work that is handed in MUST BE TYPED. Student work will receive a 1/2 grade deduction for each day that it is past its due date.

Because collaboration and in-class critique are essential components of this course, attendance and tardiness will be noted.

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## UNITS OF STUDY

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<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>Unit I: Introduction – objectives of the course, an explanation of the projects, and expectations of the students. Personal experiences with brands.</td>
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<tr>
<td>2/3</td>
<td>6</td>
<td>Unit II: Historical context: mass communication in modern society. Theories of effective communication.</td>
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<td>4</td>
<td>3</td>
<td>Unit III: Marketing Framework: The Experience Economy.</td>
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<td>Unit IV: Branding iconography: design, color, symbols, typography</td>
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<td>7</td>
<td>3</td>
<td>Unit V: Communication platforms: two dimensional communication (magazines, newspaper, billboards, flyers, brochures).</td>
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<td>8</td>
<td>3</td>
<td>Unit VI: Communication platforms: broadcast communication (network, cable, TiVO).</td>
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<td>9/10</td>
<td>6</td>
<td>Unit VII: Communication platforms: interactive &amp; personalized media, social networking</td>
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<td>11</td>
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<td>Unit VIII: Media channels: sensory &amp; immersive experiences.</td>
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<td>Unit IX: Measurements of effectiveness.</td>
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<td>6</td>
<td>Unit X: Strategic Coordination &amp; the 360 degree experience</td>
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<td>15</td>
<td>3</td>
<td>Unit XI: Dynamic Student Presentations of Final Research Papers</td>
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<td>16</td>
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<td>Final Research Papers to be handed in during Exam Week</td>
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COURSE DESCRIPTION
Despite the collaborative nature of creating advertising, this course focuses on ways to play a leadership role within the agency. As an industry of “idea development” and not the manufacture of goods, students learn the special challenges of evaluating creative from strategy to concept development to execution. They will also learn about commercial production, overseeing media planning, the art of persuasion, and understanding the various roles and functions at play in developing successful communications programs.

COURSE LEARNING OUTCOMES
1. analyze salient marketing data and develop a creative strategy
2. analyze and demonstrate competency in evaluating advertising based on its relationship to the creative strategy.
3. research and analyze how to develop a media plan
4. demonstrate an understanding of the broadcast production process so as to be able to oversee its execution
5. use persuasive presentation techniques to sell a creative and media recommendation

INSTRUCTIONAL GUIDELINES
This course is lecture-based designed to expose students to the development of the creative and media plan. Case studies will be utilized to enable the student to become proficient with respect to how the creative process develops as well as how to develop the appropriate media activity.

ASSESSABLE TASKS
There will be two papers designed to enable the student to understand both creative and media plan development. Case studies will be utilized to highlight and expose the student to all elements of the creative and media process. Students will be divided into teams and provided a advertising problem that requires their developing creative strategy, execution and media plan recommendations. Students will also be assessed on the quality of their class participation, dynamic in-class presentations, and final course presentation.

DELIVERABLES:
1) Approximately 4-5 papers (600 words each)
2) Creative Strategy and Recommendations
3) Media Plan and Recommendations
TEXT BOOKS for this course are:
Selected reading and product case studies covering major brands including Nike, Apple and others.

Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge / Brandweek / PR Week /
www.marketing today.com
www.aaf.org

GRADING POLICY
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You will be graded on the quality of your thinking, your writing (content/mechanics), your presentation skills, and your record of completing your assignments. the content of her/his research, the quality of analysis, the effectiveness and quality of writing INCLUDING one’s ability to organize and develop ideas, grammar, spelling, factual accuracy, etc., your presentation skills, and the completion record of your assignments. ALL work that is handed in MUST BE TYPED. Student work will receive a 1/2 grade deduction for each day that it is past its due date.

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<td>3</td>
<td>Introduction – objectives of the course, an explanation of the projects, and expectations of the students.</td>
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<td>2/3</td>
<td>6</td>
<td>Developing the Creative Brief: Integrating the necessary elements—research, product strengths and weaknesses, market environment, etc.</td>
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<td>4</td>
<td>3</td>
<td>From Brief to Creative Strategy</td>
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<tr>
<td>5/6</td>
<td>6</td>
<td>Creative Strategy to Execution: Framework defined including interactive sessions</td>
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<td>7</td>
<td>3</td>
<td>Critiquing the work</td>
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<td>8/9</td>
<td>6</td>
<td>Developing the Presentation</td>
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<tr>
<td>10</td>
<td>6</td>
<td>Moving from Marketing plan to Media strategy</td>
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<td>11</td>
<td>3</td>
<td>Defining the strategy and relating it to the overall marketing and advertising objectives.</td>
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<tr>
<td>12/13</td>
<td>6</td>
<td>Evaluating media activity</td>
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<td>14</td>
<td>3</td>
<td>Coordinating the plans</td>
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<tr>
<td>15</td>
<td>3</td>
<td>Dynamic Student Presentations</td>
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</table>
COURSE DESCRIPTION
To understand an advertising client's business needs, one must understand how the client does business. Students will learn about advertising from within the context of marketing, business and commerce. An emphasis will also be placed on vendors/suppliers beyond the client, group dynamics, various selling and negotiation techniques as well as dynamic new ways to package client presentations.

COURSE LEARNING OUTCOMES
1. examine and respond to all elements of a client provided marketing plan
2. demonstrate an understanding of the various client customers so as to develop better integrated advertising recommendations
3. address principles of negotiation as it relates to determining costs of advertising recommendations
4. competently prepare and package client presentations

INSTRUCTIONAL GUIDELINES
This course is lecture-based designed to expose students to the various audiences critical to the success of any marketing program. Case studies will be utilized to enable the student to become proficient with respect to how to coordinate and deal with a variety of players who actions can conflict with the overall marketing goal.

ASSESSABLE TASKS
Papers will be required. Case studies will be utilized that highlight industries (package goods, cable, etc.) that have deal with different target audiences that are in the marketing “pipeline.” To be successful, principles of negotiation will be examined within this context. Students will also be assessed on the quality of their class participation, dynamic in-class presentations, and final course presentation.

DELIVERABLES:
1) Approximately 4-5 papers (600 words each)
2) Cost/Benefit Analyses/Negotiation packages
3) Presentations

TEXT BOOKS for this course are:
Selected reading and product case studies covering major brands that rely on more than the end consumer to sell their product.
Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge / Brandweek / PR Week /
www.marketing today.com
www.aaf.org

GRADING POLICY
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UNITS OF STUDY

Week Hours Goals

1 3 Introduction – objectives of the course, an explanation of the projects, and expectations of the students.

2/3 6 Breaking down the Marketing Plan, isolating target audiences and developing consistent strategies.

4 3 Case Study Analysis: Industry TBD

5/6 6 Evaluating the vendor as a marketing target

7/8 6 The art of negotiation

9/10 6 Sales strategies

10 3 Moving from marketing plan to sales presentation

11 3 Group Project: Developing a marketing/sales plan.

12/13 6 Creating the presentation

14 3 Presentations
City College of New York  
Department of Media & Communication Arts  
Branding & Integrated Communications Masters Program  

SYLLABUS  
MCA3002 Consumer Behavior and Persuasion  
3 credits/3 lecture hours per week

COURSE DESCRIPTION
Any communications effort must be grounded in research and an understanding of how consumers behave. This course is one part psychology and one part communications theory. Its goal is to better understand the how to develop effective communications programs. Readings will include seminal thinkers such as BF Skinner, Marshal McLuhan, Neil Postman, Malcolm Gladwell, Harold Ennis, Everett Rogers and others. From this point an examination of the current trends in consumer research will be examined including how to utilize the primary tools used in consumer market research.

COURSE LEARNING OUTCOMES
1. use insights to better understand how to develop and implement consumer research  
2. grasp the principles that underlay consumer behavior  
3. understand the primary tools used in consumer market research—what they are, the key applications and how to use them  
4. demonstrate proficiency in managing market research products from setting objectives, design, timing and reporting  
5. competently prepare and package client presentations

INSTRUCTIONAL GUIDELINES
This course is lecture-based with a market research component. Students will examine the latest trends and thinking relative to understanding consumer behavior. Case studies will be utilized to enable the student to become proficient with respect to designing research that arrives at sound insights and recommendations.

ASSESSABLE TASKS
There will be two papers to measure analytic skills, a research assignment to evaluate strategic thinking, planning and insights. There will be an observational study to explore executional methods, students’ investigative skills and inventiveness. Students will also be assessed on the quality of their class participation, dynamic in-class presentations, and final course presentation.

DELIVERABLES:
1) Two papers (600 words each) to selected books on reading list.  
2) Research Plan  
3) Semester-long Diary, Analysis, Visualization, and Dynamic Presentation

TEXT BOOKS for this course are:  
*Predictably Irrational—Hidden Forces That Shape Our Decisions* by Dan Ariely, (Harper, 2009)  
*How We Decide* by Jonah Lehrer (Houghton Mifflin Co., 2009)  
Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge / Brandweek / PR Week /
www.marketing today.com
www.prssa.com
www.aaf.org

GRADING POLICY
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UNITS OF STUDY
Apx.
Week Hours Goals

1   3   Introduction – objectives of the course, an explanation of the projects, and expectations of the students.

2/3  6   Historical context: Schools of research re: market and consumer.

4   3   Marketing Framework: Defining the consumer

5/6  6   Examining Primary and Secondary Research

7   3   Qualitative Research: Developing initial hypothesis

8/9  6   Quantitative Approaches

10  6   Developing the research program re TBD Product

11  3   Presenting the plan

12/13  6   Executing the plan: focus groups/ surveys/interviews

14  3   Report completion

15  3   Dynamic Student Presentations of Final Research Papers
COURSE DESCRIPTION
An advanced studio course in the BIC Creative Track for development of campaign concepts in the print medium. Based on strategic thinking, students will have the opportunity to create a number of campaign concepts that unite “art & copy” with an eye towards further development and inclusion in a spec book – or pre-professional portfolio.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. Identify problems, challenges, and competitive opportunities that can be solved and communicated through print advertising – whether they are commercial, social, personal or political in nature.
2. Analyze and apply effective qualitative & quantitative research in order to generate concise advertising creative strategy statements
3. Translate an advertising strategy into a creative concept that is compelling, persuasive and impactful.
4. Visualize, articulate, and defend creative ideas as strategic solutions.
5. Create work with both personal distinction and brand personality.
6. Utilize persuasive presentation techniques to sell ideas to decision-makers.
7. Critique how strategic, meaningful, and effective work is in process.
8. Consider and apply appropriate ethical guidelines in practice.

INSTRUCTIONAL GUIDELINE
This course is a studio-based workshop in which students will generate the content for further development, presentation, collaboration, and critique in class. Brief instructional lectures will frame each class. Additional understanding of process and product will be delivered through readings in the textbooks, Hey Whipple, Squeeze This! by Luke Sullivan and Creative Advertising: Ideas and Techniques from the World’s Best Campaigns by Mario Pricken.

ASSESSABLE TASKS
Students will be assessed on their ability to create rough campaign tissues, polished comps, make presentations, participate in brainstorming sessions, and contribute to in-class critiques. As the foundational course in the Creative Track, students will also be assessed on the quality of the content they’ve generated for the subsequent courses in this sequence: “Multi-Media Executions” and “Design & Portfolio Development.”
DELIVERABLES:
1) Five Print Campaigns
2) Dynamic Class Presentation

TEXT BOOKS for this course are:
Hey Whipple, Squeeze This! by Luke Sullivan
Creative Advertising: Ideas and Techniques from the World’s Best Campaigns by Mario Pricken
The Advertising Concept Book By Pete Barry
Cutting Edge Advertising by Jim Atchison

Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge /
CMYK
Communication Arts
www.adcritic.com
www.aef.com
www.prssa.org
www.oneclub.com
www.aaf.org
www.thecoolhunter.com
www.ffffound.com

GRADING POLICY
Assignments are mandatory, not optional. All elements of each presentation must be delivered in order to receive a passing grade for that assignment; otherwise, expect an automatic “F.”

Work will be judged through the lens of portfolio development. Therefore, grades are not just based on the quality of thinking, writing (content/mechanics), presentation skills, and record of completing your assignments, but whether the work has potential to be a portfolio piece.

Because collaboration and in-class critique are essential components of this course, attendance and tardiness will be noted.

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## UNITS OF STUDY

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<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>Unit I: Introduction – objectives of the course, an explanation of the projects, and expectations of the students. What goes into a “spec book” or pre-professional portfolio. The power of “art &amp; copy” as a way of delivering a strategic campaign concept.</td>
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<tr>
<td>2</td>
<td>3</td>
<td>Unit II: Creating Concepts and Critiquing Creativity: by generating rough tissues concepts of our first assignment and getting critique from fellow students, the process of developing an ad campaign comes to life.</td>
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<td>3</td>
<td>Unit III: Presentation: students will formally present their “finished” campaigns and turn in print ads, strategy statements w/campaign proposals, and copy page.</td>
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<td>5/13</td>
<td>27</td>
<td>Unit IV: Rinse &amp; Repeat: Students will go through the same process for 4 new assignments. Increasingly more focus on executional elements such as headlines, visuals, layout, body copy, and tag lines.</td>
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<tr>
<td>14/15</td>
<td>6</td>
<td>Unit V: Final Presentations &gt;&gt; Articulating the idea, defending thinking and selling</td>
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City College of New York
Department of Media & Communication Arts
Branding & Integrated Communications Masters Program

SYLLABUS
MCA3011 Multi-Media Executions
3 credits/3 lecture hours per week

COURSE DESCRIPTION
An advanced studio course in the BIC Creative Track that allows copywriting and art direction students to further refine rough campaign concepts in the creation of multi-media executions – from traditional print and broadcast to new media hybrids, out-of-home, digital, and experiential. Emphasis will be placed on developing a “voice” and “visual style” as students explore the convergence of brand and media in a series of individual projects.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. Identify problems, challenges, and competitive opportunities that can be solved and communicated through advertising and across a variety of platforms.
2. Analyze and apply effective qualitative & quantitative research in order to generate concise advertising creative strategy statements.
3. Translate an advertising strategy into a big idea that can be expressed consistently yet appropriate to its medium.
4. Visualize, articulate, and defend creative ideas as strategic solutions.
5. Create work with both personal distinction and brand personality.
6. Utilize persuasive presentation techniques to sell ideas to decision-makers.
7. Critique how strategic, meaningful, and effective work is in process.
8. Consider and apply appropriate ethical guidelines in practice.

INSTRUCTIONAL GUIDELINE
This course is a studio-based workshop in which students will generate the content for further development, presentation, collaboration, and critique in class. Brief instructional lectures will frame each class. Additional understanding of process and product will be delivered through readings in the textbooks, Advertising: Concept & Copy by George Felton and Creative Advertising: Ideas and Techniques from the World’s Best Campaigns by Mario Pricken.

ASSESSABLE TASKS
Students will be assessed on their ability to create rough campaign tissues, polished comps, make presentations, participate in brainstorming sessions, and contribute to in-class critiques. Proficiency in design software will be assessed through projects and
presentations. Students will also be assessed on how well their advertising concepts are expressed across platforms and the viability of their work for use in the subsequent course in this sequence: “Design & Portfolio Development.”

DELIVERABLES:
1) Five Multi-Media Campaigns, including at least one TV commercial
2) Dynamic Class Presentation

TEXT BOOKS for this course are:
Advertising: Concept & Copy by George Felton
Creative Advertising: Ideas and Techniques from the World’s Best Campaigns by Mario Pricken
Under the Radar: Talking to Today's Cynical Consumer by Jonathan Bond, Richard Kirshenbaum

Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge / CMYK
Communication Arts
www.adcritic.com
www.aef.com
www.prssa.org
www.oneclub.com
www.aaf.org
www.thecoolhunter.com
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**Unit I: Introduction** – objectives of the course, an explanation of the projects, and expectations of the students. New Dimensions in Concepting: Radio. A discussion of the strengths, weaknesses and special approaches of writing for this medium. Listen to reel and hand out strategy for student assignment – create a :60 radio.


**Unit III: New Dimensions in Concepting: Alternative Media**. Existing forms. Inventing forms. Synergizing the concept with the medium. Presentation vehicles – how to include in a portfolio.

**Unit IV: Final Presentations** >> Articulating the idea, defending thinking and selling
City College of New York
Department of Media & Communication Arts
Branding & Integrated Communications Masters Program

SYLLABUS
MCA3012 Design & Portfolio Development
3 credits/3 lecture hours per week

COURSE DESCRIPTION
An advanced studio course in the BIC Creative Track where students work in teams as art director/copywriter to apply design skills, polish writing, and utilize design software basics in order to digitally produce their existing campaigns for inclusion in their spec book and to upload to an online portfolio. Final critiques will include a formal portfolio review with industry professionals.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. Visualize, articulate, and defend creative ideas as strategic solutions.
2. Utilize design software in order to create work with both personal distinction and brand personality.
3. Critique how strategic, meaningful, and effective work is in process and as a final product.
4. Determine how to package their best work with impact

INSTRUCTIONAL GUIDELINE
This course is a studio-based workshop in which students will polish their creative work for the purpose of including it in their portfolio. Brief instructional lectures will frame each class. Guest lecturers from industry creative departments will critique work in progress and at course completion.

ASSESSABLE TASKS
Students will be assessed on the quality of their portfolio and their ability to revise work until it is “portfolio worthy.”

DELIVERABLES:
1) Six Multi-Media Campaigns compiled in a portfolio
2) Formal portfolio Review

TEXT BOOKS for this course are:
The Copywriter's Bible by D&AD
Advertising Today by Warren Berger
Advertising: How to Get the Job You Want and Succeed In It by Dave Holloway
Suggested reading:
The New York Times, Business Section, Advertising
Adweek / AdAge
CMYK
Communication Arts
www.adcritic.com
www.aef.com
www.oneclub.com
www.aaf.org
www.thecoolhunter.com
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UNITS OF STUDY

1  3  Unit I: Introduction – objectives of the course, an explanation of the projects, and expectations of the students. Teambuilding, brainstorming and collaboration.

2  3  Unit II: Setting up an online portfolio for ongoing display of work.

3/4  6  Unit III: Portfolio Review: selecting work for the portfolio and developing an individualized semester plan.

6/13  24  Unit IV: Revision, Revision, Revision: writing and design techniques are explored as students work on individual campaigns for inclusion into their portfolio.

14/15  6  Unit IV: Formal Portfolio Review >> Presenting student portfolio to a professional panel
COURSE DESCRIPTION
In public relations, do we manage people or do we manage issues? This fundamental dichotomy animates many aspects of integrated communication’s decision making and resource allocation, at both profit and non-profit organizations. These distinct approaches to communication management are examined, first as an introduction, then through the discipline of project management. The roles of legal and ethical mandates, risk perception, crises and organizational responsibility are reviewed and then tied to the overall maintenance of a organization’s reputation, the ultimate goal of issues and stakeholder management.

COURSE LEARNING OUTCOMES
By the course’s end, a successful student will able to:
• Allocate limited corporate resources among competing stakeholders’ interests and issues demand.
• Recognize and interpret those issues that tie most directly to an organization’s brand, objectives and goals.
• Understand why individuals and groups choose the issues they do, while ignoring others more or less dire.
• Manage local and global issues management communication projects, through both personal skills such as leadership, and through technology.
• Apply the ethical, legal and corporate responsibility frames to the management of issues communication.

INSTRUCTIONAL GUIDELINES
This class will be a combination of lectures, case studies, short papers, group presentations and selected readings from these required texts:


ASSESSIBLE TASKS
Students will write one mid-term examination and one cumulative final examination. Each student will deliver two critical essays in reaction to short seminal works, chosen fresh by the instructor each term, in issues communication, corporate responsibility, crisis management or project management. Students will also be divided into competitive groups to deliver a critical analysis and integrated communication program on one of several current corporate or business issues.
GRADING
Course grades will be assigned on the following ratio:
Participation 10%
Mid-term Exam 25%
Final Exam 30%
Written Critical Essays 20%
Team Project 15%

UNITES OF STUDY
Unit 1: Introduction: Do we manage people or issues in integrated communication and public relations?

Unit 2: Identifying and Prioritizing an Organization’s Stakeholders. Who is important and how important are they? Grunig and Hunt’s linkage model and stakeholder typology.

Unit 3: Linking an Organization’s Stakeholders to Business Strategy.

Unit 4: Introduction to Issues Management. What is important and how important is it? Identifying and prioritizing issues.

Unit 5: Obligations and Constraints in Issues Management.
Commercial speech versus corporate speech.
Ethical considerations. Legislative, judicial, and regulatory constraints.

Unit 6: Crisis Communications: When an Issue Gets Away From You.

Midterm examination.

Unit 7: Introduction to the Project Management.
Project management, program management and portfolio management.
Leadership: the engine to effective integrated communication.

Unit 8: Project Management: a closer look.
Initiating, Planning, Executing, Monitoring, Controlling and Closing Projects.

Unit 9: Risk and its Perception: How Groups Think.

Unit 10: Project Management and Issues Planning.
Issues communication management.
Managing stakeholders expectations.

Unit 11: Issues Management and Technology.
Strategic Information Management Systems (SIMS)

Unit 12: Corporate Responsibility, Reputation and Special Interest Activists.

Unit 13: Team Presentations.

Final examination.
This course examines how companies and businesses use corporate communications to create and communicate brand value as an extension of their business objectives and marketing. Students will analyze factors that create a “Corporate Brand,” what differentiates corporate brands, and how to extend brand value through corporate programs and communications. Case studies will be used throughout.

Learning Outcomes:

• Understand the parameters of what constitutes a strong global Corporate Brand
• Examine the role that trust plays in all corporate communications branding
• Examine communications strategies that support Corporate Branding
• Understand how to create and implement Corporate Identity Campaign internally and externally
• Apply Corporate Branding to employees and business to business communications.
• Recognize the role of Corporate Image advertising campaigns in reinforcing brand
• Analyze how to build brand vaule through sponsorships and alliances
• Understand the role of corporate social responsibility campaigns in extending brand

Texts: Leveraging the Corporate Brand: by James Gregory and Jack Wiechmann.
The Global Corporate Brand, by Michael Morley.

Other Resources:
Trust Agents, by Chris Brogan and Julien Smith
In BrandDigital, by Allen P. Adamson
Nation Branding: Concepts, Issues, Practice, by Keith Dinnie
The Global Brand: How to Create and Develop Lasting Brand Value in a World Market
Nigel Hollis
All Marketers Are Liars: The Power of Telling Authentic Stories in a Low-Trust World,
by Seth Godin.
The New York Times
PRSA Case Studies
Sample Assignments:

Compare and analyze how two companies create their own distinct brand.
Analyze the application of logo and visual identity across a company’s communications
Analyze the how two companies use celebrities to extend brand value.
Create a hypothetical Corporate Social Responsibility program for a company.
Create a strategy to strengthen a global brand

Syllabus by weeks:

1. What is a corporate brand?
2. How companies manifest brand
3. Creating brand in a global market
4. Building Business to Business Brands
5. Corporate Identity and professional service firms
6. Not-for-profits
7. Living the corporate brand
8. Mergers and name changes
9. Crisis – The defining moment
10. Pillars of Global PR strategies
11. Corporate social responsibility
12. The role of public relations in brand building
13. Internal brand communications
14. Researching and measuring brand reputation
15. Final Presentations
COURSE DESCRIPTION
This class familiarizes students with planning and implementing public relations communications strategies for branding campaigns.

Students will learn how to conduct research, set objectives and effectively communicate through a broad range of tactics. Topics include creating brand value through public relations, integrated marketing communications, media relations, and crisis communications. The course will explore a framework for successful integrated campaign construction, including relationship management, strategic communication, integrated communication, advertising and social media.

COURSE LEARNING OUTCOMES
Students who successfully complete this course will:

> Understand how to apply Research-Objectives-Programs-Evaluation (the ROPE Model) to a wide range of communication campaigns;
> Understand legal and ethical issues that impact the profession;
> Apply the fundamentals of good quantitative and qualitative research;
> Comprehend and appreciate the strategic communications planning process and weigh appropriate methods to achieve client goals;
> Analyze brand campaigns conducted by public relations practitioners to gain basic understanding of tools and techniques to persuade and influence internal and external audiences;
> Apply appropriate measurement and evaluation of campaign outcomes.

INSTRUCTIONAL GUIDELINE
This course is lecture-based with a strong seminar component. Students will have the opportunity to share thoughts in a collaborative learning environment. The format will allow for an open exchange of ideas, with the entire cohort benefiting from the varied work experiences of others. Lessons will be based on a Course Pack and selected chapters of the textbook/workbook Strategic Public Relations by Ronald D. Smith. There will be at least one fieldtrip to a tri-state area global brand (i.e. Google, Colgate-Palmolive) guest lectures, individual and team presentations.

Using clear and understandable examples from for profit and for impact (non profit) organizations, students will examine contemporary and current practices. Throughout the course they will think see and do using a step-by-step method that will reinforce understanding of core concepts.

ASSESSABLE TASKS
There will be weekly take-home assignments to evaluate students’ understanding of the integrated communications process based on seminar discussions and external group assignments that focus on one of the nine key areas of the strategic integrated marketing communications and branding process. Further, four small group presentations will enhance understanding of key concepts, including: 1) formative research; 2) strategy; 3) tactics; and 4) evaluation research. Teams will present final projects to demonstrate their 360 degree understanding of the elements which combine to form a comprehensive and measurable integrated marketing communications program.
DELIVERABLES (Sample Assignments)
1) Real-Time Learning Lab/Contemporary Case Histories: Students will make four contributions to an online learning lab that includes “deep dive” papers reflecting on the core areas listed under assessable tasks. Papers will be approximately five pages, complete with citations and live links to source material. Following oral presentations and instructor/peer review, contents will be published on the program’s branded & integrated communication blog [NAME TO COME]. Outstanding articles will be considered for publication in the Ad/PR BIC Annual Journal [NAME TO COME] available in print and online.

2) Task Masters: Students take on roles of communications manager, webmaster, social media evangelist, brand planner, corporate communications, advocacy strategist, etc. and devise measurable solutions to corporate/nonprofit challenges during in class exercises and take home assignments.

3) Final Project: Student teams present relevant integrated marketing campaigns.

TEXTBOOK
ISBN10: 0-203-89118-X (ebk)

The course will be supplemented by a weekly Course Pack featuring contemporary articles, posted on Blackboard.

SUGGESTED READING (partial list)
[www.nytimes.com](http://www.nytimes.com) (business/advertising sections)
[www.mediadecoder.blogs.nytimes.com](http://www.mediadecoder.blogs.nytimes.com)
[www.brandweek.com](http://www.brandweek.com)
[www.techcrunch.com](http://www.techcrunch.com)
[www.technorati.com (top 100)](http://www.technorati.com)
[www.prsa.org](http://www.prsa.org)
[www.iabc.org](http://www.iabc.org)
[www.nywici.org](http://www.nywici.org)
[www.theflack.blogspot.com](http://www.theflack.blogspot.com)

GRADING POLICY
All in-class and external assignments are mandatory, not optional. To achieve an optimal grade:

> Class participation, in-class assignments and involvement (20%)
> Four Learning Lab Papers (10% each paper; 40% total)
> Final Project (20%)
> Final Exam (20%)
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<thead>
<tr>
<th>Week / Hours</th>
<th>Goals</th>
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<tr>
<td>1</td>
<td>Course Overview: Relationship Management, Strategic Communication, Integrated Communication, Advertising, Strategic Public Relations (formative research, strategy, tactics, evaluative research) effective creativity</td>
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<td>Formative Research (Phase 1)</td>
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<td>Step 1: Analyzing the Situation</td>
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<td>Step 2: Analyzing the Organization</td>
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<td>Step 3: Analyzing Publics</td>
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<td>Strategy (Phase II)</td>
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<td>Step 4: Establishing Goals &amp; Objectives</td>
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<td>Step 5: Formulating Action &amp; Response Strategies</td>
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<td>Step 6: Developing the Massage Strategy</td>
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<td>Tactics (Phase III)</td>
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<td>Step 7: Selecting Communication Tactics</td>
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<td>11</td>
<td>Tactics</td>
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<td>Step 8: Implementing the Strategic Plan</td>
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<td>- scheduling, budgeting</td>
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<td>Evaluation Research (Phase IV)</td>
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<td>Step 9: Evaluating the Strategic Plan</td>
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<td>- judgmental assessments, communication outputs, awareness objectives, acceptance objections, action objectives</td>
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<td>Data Analysis &amp; Reports</td>
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<td>- conventional, social media, blogs, word-of-mouth</td>
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<tr>
<td>15</td>
<td>Team Presentations</td>
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<td>16</td>
<td>Final Exam</td>
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</table>
City College of New York  
Department of Media & Communication Arts  
Branding & Integrated Communications Masters Program

SYLLABUS
MCA3201 BIC Campaign: Non-Profit  
3 credits/4 lecture hours per week

COURSE DESCRIPTION
Working in teams as competing, fully functioning “communications firms,” students take this course in their penultimate semester to work on a semester-long project: an integrated marketing communications campaign for a non-profit organization. Final projects will act as content for student portfolios required for completion of the program.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

1. Work effectively as both team leaders and team members.
2. Collect and apply qualitative & quantitative research in order to analyze and write insightfully about an actual client within the current marketplace.
3. Adopt a structured approach to developing an effective integrated marketing communications plan.
4. Create an integrated marketing communications plan that delivers a single-minded, meaningful message and evaluate its potential to accomplish the marketing objective.
5. Develop and execute advertising and public relations tactical materials in a variety of media that meet strategic objectives in measurable ways.
6. Judge the effectiveness of the materials that are created off of a strategy.
7. Utilize persuasive presentation techniques (which will include Power Point) to sell recommended proposals within their team as well as to relevant decision-makers.
8. Consider and apply appropriate ethical guidelines in the execution of their work
9. Determine and measure benchmarks of success throughout the process and exhibit convincing evidence of their communication campaign’s strengths.
10. Appreciate how advertising, public relations, and integrated communication can positively impact the immediate community and society
11. Understand the unique challenges of a non-profit organization
12. Create a comprehensive, polished portfolio piece that reflects the skills and knowledge required to complete this assignment – as well as the BIC Masters program.

INSTRUCTIONAL GUIDELINE
This course is a student-centric workshop in which semester-long teams work independently to create a final project. Brief instructional lectures will frame the tasks of each class. Students will be asked to read the textbook, Launch! Advertising and Promotion in Real Time by Michael Solomon, Lisa Duke, and Amit Nizan.
ASSESSABLE TASKS
Throughout the semester, students will develop a spectrum of synergistic elements that will assessed in its totality at course completion. Additional assessable tasks will include meeting draft deadlines, contributing to team blogs, communicating reliably among teammates, actively & intelligently participating in Guest Lectures, being proactive about class assignments, the ability to synthesize disparate elements, being a good team member as both a contributor and leader – stepping up with strengths and working to improve developing skills.

DELIVERABLES:
1) A Client Leave Behind that packages all the elements of the campaign including: Research data and analysis, an integrated marketing communications plan, and a campaign that includes an appropriate spectrum of advertising and public relations elements.
2) A dynamic team presentation that includes Power Point

TEXT BOOK for this course is:
Launch! Advertising and Promotion in Real Time by Michael Solomon, Lisa Duke, and Amit Nizan

Suggested reading:
The World is Flat, by Thomas Friedman
The Power of Nice, by Linda Kaplan Thaler & Robin Koval
The Tipping Point, by Malcolm Gladwell
Made to Stick by Chip & Dan Heath

The New York Times, Business Section, Advertising
Adweek / AdAge / Brandweek / PR Week / O’Dwyers
Communication Arts
www.marketingtoday.com
www.adcritic.com
www.prssa.com
www.aaf.org
www.ffffound.com
www.thecoolhunter

GRADING POLICY
Assignments are mandatory, not optional. All elements of each presentation must be delivered in order to receive a passing grade for that assignment; otherwise, expect an automatic “F.”

Students will be graded on the quality of their thinking, presentation skills, research, analysis, the effectiveness and quality of writing INCLUDING one’s ability to organize and develop ideas, grammar, spelling, factual accuracy, etc., and the completion record of their assignments. ALL work that is handed in MUST BE TYPED. Student work will receive a 1/2 grade deduction for each day that it is past its due date. Because collaboration and in-class critique are essential components of this course, attendance and tardiness will be noted.

Also, please review CUNY policy on Academic Integrity. Plagiarism will not be tolerated. All reference sources must be cited.
## UNITS OF STUDY

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<tr>
<th>Unit</th>
<th>Hours</th>
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<tbody>
<tr>
<td><strong>1</strong></td>
<td>4</td>
<td>Unit I: Introduction – an explanation of the course and expectations of the students. Resume Building and Oral Presentations.</td>
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City College of New York  
Department of Media & Communication Arts  
Branding & Integrated Communications Masters Program

SYLLABUS
MCA3202 BIC Campaign: Corporate  
3 credits/4 lecture hours per week

COURSE DESCRIPTION
Working in teams as competing, fully functioning “communications firms,” students take this course in their penultimate semester to work on a semester-long project: an integrated marketing communications campaign for a corporation. Final projects will act as content for student portfolios required for completion of the program.

COURSE LEARNING OUTCOMES
Upon successful completion of this course, students should be able to:

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APPENDIX C: FACULTY CURRICULA VITAE

MA IN BRANDING AND INTEGRATED COMMUNICATIONS
CURRENT MCA AD/PR FACULTY:

Associate Professor Lynn Appelbaum (Public Relations)
Assistant Professor Eugene Donati (Public Relations)
Lecturer David Harris (Advertising Management)
Associate Professor Ed Keller (Advertising Management)
Distinguished Lecturer Lynne Scott Jackson (Public Relations)
Assistant Professor Nancy R. Tag (Advertising Creative)
Lynn Appelbaum  
*Department of Media and Communication Arts, Ad PR Program Director, Shepard 472A.*  
*Phone: 212-650-6561  Email: lappelbaum@ccny.cuny.edu*

**The City College of New York**
Professor 2010  
Associate Professor, 2001-2010  
Assistant Professor, 1993-2001

**Education**
Indiana University  MA: Arts Administration  1979  
Ithaca College  BM: Music Education  1975

**Professional Experience:**
- Manager, Media Relations, NBC News, New York, 1990-1993  
- Director of Public Affairs, The Cooper Union for the Advancement of Science and Art, New York. 1987-90  (Promoted from Associate Director in 1988)  
- Director of Marketing, Merkin Concert Hall, Lucy Moses School for the Arts, NY, 1985-87  
- Account Manager, New York University, New York, 1983-85  
- Publicity Director, Herbert Barrett Management, New York, 1979-83

**Recent Freelance Clients:**
Mental Health Association Westchester, 2009-10, Lighthouse International, 2009  
Paul Zelinsky, Caldecott Medal winner, November, 2002

**Membership in Professional Societies**
Public Relations Society of America (PRSA) , board member 2008-10  
PRSA-New York Chapter , board member, 2001-present

**Academic Honors and Awards**
CCNY Alumni Award for Faculty Service, Spring 2008.  
CCNY Colin Powell Fellow, Spring 2007.

**Professional Honors**
PRSA Diversity Committee Award of Honor, October 2007.  
Elected PRSA Fellow, November 2006.  
Accredited in Public Relations (APR), February 2001.  
Philip Dorf Award for Mentoring, December 1999,

**Fellowships, Grants and Contracts**
- 2005: Secured in-kind contributions from RF Binder Public Relations for research support for survey of multicultural PR practitioners.  
- 2005: Secured in-kind sponsorship from PRSA NY for press conference to announce findings of multicultural survey.  
- 2005: Memorial Sloan Kettering, CCNY Research Foundation for adjunct funds for Market Research course on cancer awareness for inner city populations.  
- 2004-06: New York Organ Donor Grant, $20,000 to conduct awareness campaign through senior workshop.  
- 2003, Edventure Partners: $5,000 for awareness campaign for Office of Personnel and management to recruit Hispanic professionals.  
- 2005-09 Raised $90,000 in Student Scholarships from WEPR  
- 2008-present: Secured annual $5,000 gift for Art Stevens CCNY/PRSA NY Scholarship.
Published Works:
Primary co-author of chapter on Global Public Relations in Reputation Management: The Key to Successful Corporate and Organizational Communication by John Doorley and Fred Garcia, Routledge Press, 2006.
Mentoring: A Strategy to Recruit and Retain Top Flight Professionals, Strategist, Fall 2000.

Other Scholarly Work:
-Executive Producer, PRSA video: Diversity in Public Relations
-Co-author of 2005 survey, with Dr. Rochelle Ford, Howard University, on experiences of multicultural PR practitioners. 2005.

Invited Presentations:

Academic and Institutional Service
Co-Chair, CCNY Middle States Reaccreditation Review, 2005-08
Advertising PR Program Director, 2001-09
Chair, Media and Communication Arts, 2002-05 (Acting 01-02)
Chair, Search Committee, Dean, Humanities and the Arts, 2005
Member, MCA Tenure and Promotion Committee, Fall 2000-present
Member, MCA Executive Committee, 2001-present
Chair Faculty Search Committees, 2008 (2 searches), 2006 and 2003

Professional Service:
PRSA Board Member, 2008-10
PRSA New York Board Member, 2002-present
City College of New York
Faculty Curriculum Vitae
Eugene Donati

I. City College:
Eugene Donati
Assistant Professor
Media and Communication Arts

II. Higher Education:
B.A., University of Pittsburgh, 1975
M.Sc.F., University of Toronto, 1994

III. Work Experience:
Teaching:
The City College, City University of New York, 2008 – present, assistant professor.
New York University, 2006 – present, summer adjunct professor, Graduate Programs in Business.

Other Work Experience:
MasterCard Worldwide, 2005-2006, Vice President, United States Communications
Clark & Weinstock, 1994-2005, Managing Director
Mellon Bank Corporation, 1984-1987, Spokesman
U.S. House of Representatives, 1980-1984, Press Secretary, office & campaign

IV. Membership in Professional Societies:
Eastern Communication Association
National Investor Relations Institute

V. Academic and Professional Honors and Prizes:
Graduate Fellow, Massey College, University of Toronto, 1993, 1994.

VI. Fellowships, Grants and Contracts:
University Fellowship, University of Toronto, 1992-1994.
VII. Publications authored:

1. *Book Chapters*

2. *Articles in Published Journals*

3. *Unjuried e-Publications*

VIII. Professional practice and professional service:

- Senior Fellow, Logos Institute for Crisis Management and Executive Leadership. 2006- present. Public relations research, presentations and senior executive skills training.
- Consultant, Johnson & Johnson, New Brunswick, NJ.
- Summer 2007, 2008. Course design for J&J’s proprietary public relations program for global communication staff, via subcontract.
- Private professional practice, spokesmanship and television presentation training, various clients. 2006-present.
City College of New York
Faculty Curriculum Vitae – David Harris

City College of New York:
Lecturer, Department of Media and Communication Arts, 2009-present
Adjunct Lecturer, 2007-2009

Higher Education:
MBA/Marketing – The University of North Carolina at Chapel Hill; Chapel Hill, NC 1976

BS/Business Administration – Boston University; Boston, MA 1974

Work Experience:
University of Phoenix 8/08 – present Online Professor:
DLH Consulting – New York, NY 1/06 – present President
Mindshare – New York, NY 9/99 – 12/05 Senior Partner, Director
Bates USA – New York, NY 1/99 – 4/99 Senior Vice President
DLH Consulting – New York, NY 4/93 – 1/99 President
Lockhart & Pettus – New York, NY 11/88 – 4/93 Senior Vice President
Ogilvy & Mather – Atlanta, GA 11/85 – 10/88 Account Supervisor
Ayer – New York, NY 8/82 – 10/85 Vice President
Ketchum – Washington, DC 7/79 – 8/82 Account Supervisor
FCB – Chicago/New York City 6/76 – 6/79 Account Executive

Fellowships, Grants and Contracts:
Consortium for Graduate Study in Management Fellowship (1974 – 1976)
Edward Keller
Department of Media and Communications Arts
Shepard 280 | Phone: 212 -650-5039 | email: ekeller@ccny.cuny.edu

The City University of New York
Associate Professor, 2007-present
Assistant Professor, 2003-2007

Education
Graduate School of Business Columbia University MBA 1971
Columbia College BA 1969

Professional Experience
Blueknife Communications, Inc. 1992-2002 President
The Handler Group, Inc. 1990-1992 Executive VP
Lifetime Television, a Division of 1988-1990 Director of Advertising
Walt Disney Co.
McCann-Erickson, Inc. 1983-1988 VP, Account Manager
Ogilvy & Mather, Inc. 1977-1983 Account Supervisor
Dancer Fitzgerald Sample 1976-1977 Account Manager, P&G
Lois, Holland, Callaway, NY 1974-1976 Account Executive

Published Works

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<tr>
<th>Article</th>
<th>Issue Date</th>
<th>Publication</th>
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<tr>
<td>Wanted: Account Executives Who Know How to Foster Great Creative</td>
<td>May 29, 2006</td>
<td>Advertising Age</td>
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<td>Marketing for Results</td>
<td>April, 2006</td>
<td>The Trump Institute</td>
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<td>Should you Advertise?</td>
<td>May, 2006</td>
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<td>Understanding the Selling Process</td>
<td>June, 2006</td>
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<td>Breaking Through</td>
<td>September, 2006</td>
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<td>Relationship Marketing</td>
<td>October, 2006</td>
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<td>When to Promote</td>
<td>November, 2006</td>
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<td>Tis the Season</td>
<td>December, 2006</td>
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<td>Marketing and the Tax Season</td>
<td>February, 2007</td>
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<td>Evaluating Your Sales Prospect</td>
<td>March, 2007</td>
<td></td>
</tr>
<tr>
<td>Marketing Parity Products</td>
<td>April, 2007</td>
<td></td>
</tr>
</tbody>
</table>
Make Your Properties Stand Out  May, 2007
Communicating Under Pressure  July, 2007
When the Bubble Bursts  October, 2007
The Importance of Education  September, 2007
It’s About Choice  November, 2007
Tough Time  December, 2008
It Starts with Belief  November, 2008
Managing Through Financial Chaos  October, 2008
Think Like a Consumer  September, 2008
Create a Successful Business Mentality  July, 2008
Value of Advertising in Tough Times  June, 2008

**Membership in Professional Societies**
Advertising Club of New York

**Academic and Institutional Service**

**Division/College-Wide Committees:**
  - Faculty Senate: Current term (2004-present)
  - Member: Human Resources Search Committee 2004
  - Vice Chair: Media Board 2005-2006
  - Participant: “Writing Across the Curriculum” 2004-05
  - Kaye Scholars Program, Selector 2005-Present
  - Memorial Sloane Kettering/CCNY Grant: Curriculum Development Task Force, Fall 2005-Present
  - Memorial Sloan Kettering/CCNY High School: Lecturer: Fall, 2005

**MCA Committees/Activity**
  - Acting Director Ad/PR Program: Fall, 2009
  - Chair, Search Committee: Distinguished Lecturer
  - Executive Committee: 2008-present
  - Fundraising Committee: Chairman 2008-present
  - Curriculum Committee: 2003-present
  - Assessments Committee: 2004-2007
Lynne Scott Jackson  
Department of Media & Communication Arts :: Advertising/Public Relations Program  
The City College of New York - CUNY:: #466 Shepard :: 160 Convent Ave :: New York, NY 10031  
Phone: 212.650.7114 - office; 917.748.8917 – cell lscottjackson@ccny.cuny.edu  

The City College of New York  
Distinguished Lecturer, 2008 - present  

Education  
Howard University  
John H. Johnson School of Communications BA: Journalism 1981  

Professional Experience  
1997 - Present  
Partner / Communications Consultant  
Staff Writer, St. Petersburg Times, Pinellas County, FL  

Related Experience: Reporter, Content Developer, Public Affairs Associate  
The Plain Dealer, Cleveland, OH  
Delco Moraine Division, General Motors, Dayton, OH  
Smithsonian Institution, Washington, DC  
Carl H. Rowan Productions, Washington, DC  
Corporation for Public Broadcasting, Washington, DC  
US Departments of Labor & Veterans Affairs, Washington, DC & Hampton, VA  
Medgar Evers College (CUNY), Brooklyn, NY  
Hampton University, Hampton, VA  

Membership in Professional Societies  
International Association of Business Communicators (IABC)  
Public Relations Society of America (PRSA)  
Public Relations Society of America - New York Chapter (PRSANY)  
New York Women in Communications (NYWICI)  
Publicity Club of New York (PCNY)  
Black Public Relations Society of New York (BPRSNY)  
National Association of Black Journalists (NABJ)  

Academic Honors and Awards  
CCNY Colin Powell Fellow, Spring 2008  
Howard University Outstanding Alumni Award, 1999  

Professional Honors  
Unity First Business Excellence Award, 2005  
Barbers International Board of Directors Award, 2008
Fellowships, Grants and Contracts
Maintained 20 year relationship with Colgate-Palmolive Company, conceptualizing marketing strategies for Bright Smiles, Bright Futures™ (BSBF), an award-winning global oral health improvement program. Serving as senior consultant, helped build program capacity from one market (Oakland) to 20 primary US markets, with global reach to include 100 million youth and their families in 80 countries.

For the Prostate Net, Millynneum directed national community outreach initiatives for more than 50 health centers and scores of community groups, including development of local marketing programs for the award-winning Going to the Barbershop to Fight Cancer promotion, supported by Aventis, MGM and American Airlines; 2005 - Present.

Developed integrated marketing, awareness and fundraising campaign for Harlem United Show House, the first African American interior design showcase and benefit for Harlem United Aids Center; 1998.

Invited Presentations
Seminar Leader: CCNY Student Engagement & Empowerment Development Series (SEEDS), Make Yourself Shine Personal Branding, Spring 2009 – Present
Moderator: NABJ Institute for Media Related Professionals; New York, March 2009
Organizational Development Coach: Craigslist Foundation Boot Camp, 2008
Panelist: Making Every Word Count, NABJ Annual Conference, 2006
Panelist: Professional Career Development, NABJ Annual Conference, 2006
Panelist: Black Data Processing Associates (BDPA), National Conference, 2001

Academic and Institutional Service
Chair, Journalism Faculty Search Committee, Fall 2009
Member, Program Development Committee
CCNY-MCA Ad/PR MA - Branding & Integrated Communication, Fall 2009 - Present
Member, Computer Lab Technician Search Committee, Fall 2008
Instituted Ad/PR Internship Boot Camp, Fall 2009 - Present
Blogmaster, CCNY - MCA Blast
Acting Internship Advisor, Fall 2009
Faculty Advisor
Public Relations Student Society of America (PRSSA)
WE ACT @ CCNY (Environmental Justice)
Member, Sustainable CCNY Community Relations Committee

Professional / Community Service
Public Relations Society of America (PRSA) New York Diversity Committee, 2006 - Present
Black Public Relations Society New York Board Member, 2005 - Present
The Hub, West Harlem Design & Event Space, Board Member, 2008 - Present
Greater Chinatown Community Association, Advisor, 2008
North Capitol Main Street, Advisory Board Chair, 2007
Barbers International, Co-Founder & Director, 2005 - Present
Service, Community, Opportunity & Training in Tidewater (SCOTT), Co-Founder & Director, 2009
Alpha Kappa Alpha Sorority Inc., 1983 - Present
NANCY R. TAG
Media & Communication Arts, Ad/PR Program
469 Shepard Hall  |  212.650.6562  |  ntag@ccny.cuny.edu

THE CITY COLLEGE OF NEW YORK
Associate Professor, 2011
Assistant Professor, 2006 - 2011

>>HIGHER EDUCATION
New School University/Master of Arts, Media Studies – 2003
University of Pennsylvania/Bachelor of Arts, English – 1980
School of Visual Arts/Continuing Education, Portfolio Development

>>WORK EXPERIENCE
Academic:
New School University / Parsons The New School for Design
Adjunct Faculty, Department of Communication Design
12/95 to 6/2006
New School University / Parsons The New School for Design
Adjunct Faculty, Department of Design & Management
1/00 to 8/2005
Fashion Institute of Technology/Baker School of Business & Technology
Adjunct Faculty, Department of Advertising & Marketing Communications
1/00 to 5/2004

Professional:
Tag|Scordato Advertising, Founding Partner
9/1999 to present
Dentsu Corporation of America, Senior Vice President, Creative Director
8/92 to 2/94
AC&R Advertising, Senior Vice President, Creative Director
1/88 to 7/92
NWayer, Vice President, Senior Copywriter
6/82 to 6/87

>>MEMBERSHIP IN PROFESSIONAL SOCIETIES
Association for Education in Journalism and Mass Communication (AEJMC)
The One Club for Art & Copy
The Advertising Club

>>ACADEMIC HONORS AND AWARDS
Colin Powell Leadership Award: 2010
Colin Powell Service-Learning Faculty Fellowship: 2008-2009
CCNY Presidential Junior Faculty Leadership and Service Award: 2008
Parsons School of Design, Henry Wolf Award for Teaching Excellence: 2003, 2004

>>PROFESSIONAL HONORS AND AWARDS
Adweek’s Best of the Month Award, 2000
AICP Award – Museum of Modern Art’s Permanent Collection on Advertising 1994, 1992
Business & Marketing Associations ACE Award, 1994
Mobius Award – for Creative Excellence Worldwide, 1993
The Chicago Festival, 1992
The London Festival, 1992
Caribbean Tourism Award – Best of the Year 1992
>>FELLOWSHIPS, GRANTS, AND CONTRACTS
New York Organ Donor Network – Funding for Ad/PR Workshop: $8,000
Capital One Bank/Financial Literacy Project – Funding for Ad/PR Workshop: $3,000
International Anti-Counterfeiting Coalition – Funding for Ad/PR Workshop: $2,500
WE ACT for Environmental Justice – Funding for Ad/PR Workshop: $2,500
Heritage Heights Village – Funding for Ad/PR Workshop: $2,500
Champion Bank Spend Smart Program – Funding for Ad/PR Workshop: $1,500

>>PUBLICATIONS AUTHORED


>>OTHER SCHOLARLY WORK

Super Bowl Presentation: Research, analysis, script writing, and Power Point presentation to Del Monte Corporation on the effectiveness of the 2008 Super Bowl commercials, 2008.

“How to Effectively Evaluate Integrated Promotions”: Research, analysis, and Power Point presentation on five measurements of effective promotional campaigns for Del Monte Corporation, 2008.

>>SELECTED CREATIVE WORK
Grove School of Engineering: “The future is engineered here” brochure and mailers for fundraising, 2009.

City College of New York: “We’re all CCNY” Mission Campaign for Middle States Assessment including poster ads, T-shirts, buttons, book markers, and website content, 2008.


Kumon (supplemental educational supplier): “Be truly amazing” various print ads, web banners, and educational brochures for Kumon, 2006.

Shiseido Corporation, Tokyo, Japan: Advertising print published in international and national magazines such as Allure, Harper’s Bazaar, and Vogue as well as brochures, press kits, mailers, radio & television scripts

>>ACADEMIC AND INSTITUTIONAL SERVICE
MCA Chair, 2011-present
MCA Deputy Chair, 2008-2011
One Club Competition Advisor. 2007 Client Pitch Winner. 2008 Merit Winner.
CUNY BA/BS Faculty Mentor, 2009-present
Faculty Search Committee, 2008, 2009
Middle States Assessment Departmental Representative, 2007-present
Ad/PR Newsletter Designer & Editor, 2006-present
CCNY Green Communications Committee 2008-2010 (CUNY-wide Initiative on Sustainability)
APPENDIX D: EMPLOYMENT ANALYSIS

GENERAL

Employment of advertising, marketing, promotions, public relations, and sales managers is expected to increase by 12 percent through 2016—about as fast as the average for all occupations. Job growth will be spurred by intense domestic and global competition in products and services offered to consumers and increasing activity in television, radio, and outdoor advertising.

Job Demand Forecast

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising, marketing, promotions, public relations, and sales managers</td>
<td>11-2000</td>
<td>583,000</td>
<td>651,000</td>
<td>68,000 12</td>
</tr>
<tr>
<td>Advertising and promotions managers</td>
<td>11-2011</td>
<td>47,000</td>
<td>50,000</td>
<td>3,000 6</td>
</tr>
<tr>
<td>Marketing and sales managers</td>
<td>11-2020</td>
<td>486,000</td>
<td>542,000</td>
<td>57,000 12</td>
</tr>
<tr>
<td>Marketing managers</td>
<td>11-2021</td>
<td>167,000</td>
<td>192,000</td>
<td>24,000 14</td>
</tr>
<tr>
<td>Sales managers</td>
<td>11-2022</td>
<td>318,000</td>
<td>351,000</td>
<td>33,000 10</td>
</tr>
<tr>
<td>Public relations managers</td>
<td>11-2031</td>
<td>50,000</td>
<td>58,000</td>
<td>8,400 17</td>
</tr>
</tbody>
</table>

Earnings / Compensation

Median annual earnings in May 2006 were $73,060 for advertising and promotions managers, $98,720 for marketing managers, $91,560 for sales managers, and $82,180 for public relations managers.

Median annual earnings of wage and salary advertising and promotions managers in May 2006 in the advertising and related services industry were $97,540.

Median annual earnings in the industries employing the largest numbers of marketing managers were:

- Computer systems design and related services $119,540
- Management of companies and enterprises $103,070
- Management, scientific, and technical consulting services $100,200
- Architectural, engineering, and related services $92,480
- Depository credit intermediation $91,420

Courtesy of US Department of Labor and Bureau of Labor Statistics
Median annual wages for salaried **public relations specialists** were $51,280 in May 2008. The middle 50 percent earned between $38,400 and $71,670; the lowest 10 percent earned less than $30,140, and the top 10 percent earned more than $97,910. Median annual wages in the industries employing the largest numbers of public relations specialists in May 2008 were:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Annual Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of companies and enterprises</td>
<td>$55,530</td>
</tr>
<tr>
<td>Business, professional, labor, political, and similar organizations</td>
<td>$55,460</td>
</tr>
<tr>
<td>Advertising, public relations and related services</td>
<td>$55,290</td>
</tr>
<tr>
<td>Local government</td>
<td>$51,340</td>
</tr>
<tr>
<td>Colleges, universities, and professional schools</td>
<td>$46,660</td>
</tr>
</tbody>
</table>

**SOURCE**

The average salary for social media jobs is $55,000. Average social media salaries can vary greatly due to company, location, industry, experience and benefits. This salary was calculated using the average salary for all jobs with the term "social media" anywhere in the job listing.

**Average Salary of Jobs with Related Titles**

In USD as of Feb. 19, 2010

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Annual Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public affairs specialists</td>
<td>$56,000</td>
</tr>
<tr>
<td>Executive Director</td>
<td>$60,000</td>
</tr>
<tr>
<td>Writer/Editor</td>
<td>$44,000</td>
</tr>
<tr>
<td>Administrative Officer</td>
<td>$58,000</td>
</tr>
</tbody>
</table>

**SOURCE**

**Sample Titles - Communications Positions**

Account Executive - agencies, sales, interactive firms
Duties: day to day point person / liaison between client and services rendered by communication agency / org

Account Manager / Manager – agencies, sales, interactive
- usually manager title denotes mid-level exec

Strategic Relationship Managers - for online advertising, websites

Relationship Manager
Duties: Applicable to banking, healthcare and many other industries. Businesses now realize the importance of strategic, niche communications and have streamlined responsibilities for smaller audiences within their larger targets/publics served.

Communications Manager
Duties: Responsible for overall positioning and management of business, business leaders and product lines for targeted internal and external audiences

Communications Manager / Press Manager
Duties: To generate maximum, positive press for programming, acting as media strategist, campaign planner and spokesperson for assigned shows

Manager, Public Affairs & Communications
Duties: Highly visible, deadline-driven position which requires an ability to manage multiple tasks and interact with multiple business units at corporations.

Community Liaison (For Impact/Non Profit)
Duties: Manage communications, community outreach, facilitate Coalition building, liaison with governmental/public affairs

Development & Grants Officers
Duties: Responsible for fostering cultures of philanthropy within organizations, building relationships between potential donors, corporate America and community groups.

SOURCE
Personal knowledge, various websites over the years & Millynneum Insight, Lynne Scott Jackson’s blog, compilation of presentations from advertising/marketing/public relations industry leaders at New York City / national advertising, public relations conferences http://www.millynneuminsight.blogspot.com (visited February 19, 2010)

Job Description & Sample Responsibilities for PR Practitioner
Source; Career Planner, Discover Your Career Direction, on the Internet http://careerplanner.com/Job-Descriptions/Public-Relations-Specialists.cfm (visited February 19, 2010)

This Job Outlook and Career Forecast covers:
Public relations managers; Promotions managers; Sales managers; Advertising sales agents; Market research managers; Media directors; Marketing managers; Managers; Account executives; Product development managers; Creative directors

Highlights for Advertising, Marketing, Promotions, Public Relations, and Sales Managers

- Keen competition is expected for these highly coveted jobs.
- College graduates with related experience, a high level of creativity, strong communication skills, and computer skills should have the best job opportunities.
- High earnings, substantial travel, and long hours, including evenings and weekends, are common.
- Because of the importance and high visibility of their jobs, these managers often are prime candidates for advancement to the highest ranks.
Engage in promoting or creating good will for individuals, groups, or organizations by writing or selecting favorable publicity material and releasing it through various communications media. May prepare and arrange displays, and make speeches.

Prepare or edit organizational publications for internal and external audiences, including employee newsletters and stockholders' reports.

Respond to requests for information from the media or designate another appropriate spokesperson or information source.

Establish and maintain cooperative relationships with representatives of community, consumer, employee, and public interest groups.

Plan and direct development and communication of informational programs to maintain favorable public and stockholder perceptions of an organization's accomplishments and agenda.

Confer with production and support personnel to produce or coordinate production of advertisements and promotions.

Arrange public appearances, lectures, contests, or exhibits for clients to increase product and service awareness and to promote goodwill.

Study the objectives, promotional policies and needs of organizations to develop public relations strategies that will influence public opinion or promote ideas, products and services.

Confer with other managers to identify trends and key group interests and concerns or to provide advice on business decisions.

Consult with advertising agencies or staff to arrange promotional campaigns in all types of media for products, organizations, or individuals.

Coach client representatives in effective communication with the public and with employees.

Prepare and deliver speeches to further public relations objectives.

Purchase advertising space and time as required to promote client's product or agenda.

Plan and conduct market and public opinion research to test products or determine potential for product success, communicating results to client or management.

**Nature of the Work For Advertising, Marketing, Promotions, Public Relations, and Sales Managers**

Advertising, marketing, promotions, public relations, and sales managers coordinate their companies’ market research, marketing strategy, sales, advertising, promotion, pricing, product development, and public relations activities. In small firms, the owner or chief executive officer might assume all advertising, promotions, marketing, sales, and public relations responsibilities. In large firms, which may offer numerous products and services nationally or even worldwide, an executive vice president directs overall advertising, marketing, promotions, sales, and public relations policies. (Executive vice presidents are included in the Handbook statement on top executives.)
Advertising managers. Advertising managers oversee advertising and promotion staffs, which usually are small, except in the largest firms. In a small firm, managers may serve as liaisons between the firm and the advertising or promotion agency to which many advertising or promotional functions are contracted out. In larger firms, advertising managers oversee in-house account, creative, and media services departments. The account executive manages the account services department, assesses the need for advertising and, in advertising agencies, maintains the accounts of clients. The creative services department develops the subject matter and presentation of advertising. The creative director oversees the copy chief, art director, and associated staff. The media director oversees planning groups that select the communication media—for example, radio, television, newspapers, magazines, the Internet, or outdoor signs—to disseminate the advertising.

Marketing managers. Marketing managers develop the firm’s marketing strategy in detail. With the help of subordinates, including product development managers and market research managers, they estimate the demand for products and services offered by the firm and its competitors. In addition, they identify potential markets—for example, business firms, wholesalers, retailers, government, or the general public. Marketing managers develop pricing strategy to help firms maximize profits and market share while ensuring that the firm’s customers are satisfied. In collaboration with sales, product development, and other managers, they monitor trends that indicate the need for new products and services, and they oversee product development. Marketing managers work with advertising and promotion managers to promote the firm’s products and services and to attract potential users.

Promotions managers. Promotions managers supervise staffs of promotions specialists. These managers direct promotions programs that combine advertising with purchase incentives to increase sales. In an effort to establish closer contact with purchasers—dealers, distributors, or consumers—promotions programs may use direct mail, telemarketing, television or radio advertising, catalogs, exhibits, inserts in newspapers, Internet advertisements or Web sites, in-store displays or product endorsements, and special events. Purchasing incentives may include discounts, samples, gifts, rebates, coupons, sweepstakes, and contests.

Public relations managers. Public relations managers supervise public relations specialists. (See the Handbook statement on public relations specialists.) These managers direct publicity programs to a targeted audience. They often specialize in a specific area, such as crisis management, or in a specific industry, such as health care. They use every available communication medium to maintain the support of the specific group upon whom their organization’s success depends, such as consumers, stockholders, or the general public. For example, public relations managers may clarify or justify the firm’s point of view on health or environmental issues to community or special-interest groups.

Public relations managers also evaluate advertising and promotions programs for compatibility with public relations efforts and serve as the eyes and ears of top management. They observe social, economic, and political trends that might ultimately affect the firm, and they make recommendations to enhance the firm’s image on the basis of those trends.

Public relations managers may confer with labor relations managers to produce internal company communications—such as newsletters about employee-management relations—and with financial managers to produce company reports. They assist company executives in drafting speeches, arranging interviews, and maintaining other forms of public contact; oversee company archives; and respond to requests for information. In addition, some of these managers handle special
events, such as the sponsorship of races, parties introducing new products, or other activities that the firm supports in order to gain public attention through the press without advertising directly.

SAMPLE JOB DESCRIPTIONS:

Marketing & Business Development Manager
Location: San Francisco, CA
Job# 198019

Excellence, integrity, cooperation, individual respect, enthusiasm and pursuit of improvement. At Orrick, these core values make for a great place to work. Our over 1,000 attorney law firm is committed to providing the highest quality of legal service to advance the welfare of our firm and our clients. With offices throughout the United States, Asia and Europe, Orrick's goal is to become recognized as one of the greatest law firms in the world. This is an exciting time to join Orrick.

We currently have an excellent opportunity in our San Francisco office for a Marketing & Business Development Manager.

The Marketing & Business Development Manager will work closely with Practice Group Leaders and other Senior Staff and will report to the Business Development Director located in San Francisco. The M&BD Manager is responsible for the following categories of work:

Practice Support Group – primary point of contact for initiating, directing and providing marketing support, providing strategic guidance and proactive recommendations for the development, implementation and ongoing preparation, review and updating of marketing and business development plans, materials and programs.

Research and competitions – work closely with the Research and Competitions Team to design, manage, analyze and report on research being conducted on industries, trade associations, competitors, clients and prospects.

Client Relationship Program (CRP) Support – supports CRP in business development (strategy, research, statistical analysis, pitches/proposals) and marketing (client communications and newsletters, client-focused education and events, pricing, customized materials, electronic communications).

Communications Team Support – work closely with the Communications Team to create media opportunities, provide proactive ideas to enhance the strategic market positioning and messaging of his/her practice(s) and create content for www.orrick.com and various communication tools.

Management and Reporting – provide guidance, support, training and mentoring to the Marketing Department's coordinators and assistants.

Job Requirements

Qualifications:
B.A. or B.S required. Applicants may be required to complete a writing test
3-5 years marketing or business development experience
Law firm experience strongly preferred
Excellent writing skills
Ability to think strategically, develop tactics and execute
Strong leadership skills and personal authority which commands respect
Strong project management skills and a focus on efficiency
A strong client service approach and team orientation
Excellent organizational and analytical skills

The Manager of External Communications role is within the Corporate Communications framework of the Capital One, supporting all lines of business across the Fortune 500 company. The Manager will provide ongoing public relations counsel for Capital One’s signature community programs and initiatives, in areas including financial literacy, education, and community and economic development. This role is also responsible for helping drive and execute the external communications strategy for multiple business functions, including Community Relations, Community Development Banking, and Human Resources as well as leading corporate-wide strategy for conferences and awards. The Manager will have exceptionally strong written and verbal communication skills, expertise in relationship building, possess strong executive presence, and have good project management skills with the ability to manage multiple projects at once. Responsibilities: · Assist with implementation of integrated, long-term external communications plans that will position Capital One with top tier, industry and consumer media as a leader in financial services; · Provide ongoing public relations support, focusing on the external environment and potential impact to key stakeholders, to include media, customers, activists, community and industry influencers; · Help to coordinate media outreach, leveraging key contacts and managing relationships to ensure media coverage, researching and qualifying opportunities in national and regional dailies, wires, business periodicals, broadcast media, online/social media outlets, industry trades and consumer publications.

Job Requirements
Preferred Qualifications:

· Bachelors Degree in Communications, Journalism, English or Marketing/Public Relations
· Three+ years of media relations/external communications experience
· A strong business background
· Strong written/verbal communications skills (writing sample required)
· Proven ability to work effectively with multiple constituents, including peers, executive management, and senior management, giving simplicity to complex subject matter
· Ability to manage rapidly changing priorities
· Proven ability to manage media interviews for senior executive officers, including national television, radio, global print/broadcast media and all trade publications
· Creative, integrative problem-solving and structured thinking
· Self-motivated with strong organizational skills, analytical talent and attention to detail
· Excellent presentation and persuasion skills
· Ability to manage pressure, meet deadlines and monitor and evaluate results
· Strong project management skills and ability to handle multiple projects simultaneously
· Demonstrated hands-on management, planning, and execution
· Prior experience working with agencies and large partnerships
· Strong understanding of the public relations industry, and related knowledge of key trade publications, genre publications and local and national outlets
· Experience with nonprofit organizations and community development banking is a plus
· Experience in online/social media outreach and campaigns
· Proficiency with MS Outlook, Word, PowerPoint and media analysis tools
Advertising jobs in both the management and creative side of the business exist all across of the country and beyond.

In a random week, here is a sampling of the extensive traditional jobs in advertising found on TalentZoo.com (“the best site on the Net for advertising jobs”):

<table>
<thead>
<tr>
<th>Date Posted</th>
<th>Job Name</th>
<th>Company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/09/2010</td>
<td>Digital Account Executive</td>
<td>MELT</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Account Director</td>
<td>MELT</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Developer</td>
<td>Marketing Drive LLC</td>
<td>Boston, Massachusetts</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>New Business Development Manager</td>
<td>Marketing Drive LLC</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Media Planning Account Manager</td>
<td>Hawthorne Direct</td>
<td>U.S. Nationwide</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Assistant Account Manager, Marketing</td>
<td>Winsby, Inc.</td>
<td>Evanston, Illinois</td>
</tr>
</tbody>
</table>

In a random week, here is a sampling of the extensive marketing jobs found on TalentZoo.com:
In a random week, a sampling of the extensive digital advertising jobs found on TalentZoo.com:

<table>
<thead>
<tr>
<th>Date Posted</th>
<th>Job Name</th>
<th>Company</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>04/10/2010</td>
<td>Senior Development Tech Lead</td>
<td>Anonymous Employer</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/10/2010</td>
<td>Web Development Generalist</td>
<td>Anonymous Employer</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/10/2010</td>
<td>Project Manager</td>
<td>Anonymous Employer</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Information Architect</td>
<td>Anonymous Employer</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Associate Media Director</td>
<td>Universal McCann</td>
<td>New York, New York</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Analyist</td>
<td>Universal McCann</td>
<td>Birmingham, Michigan</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Media Planner</td>
<td>Universal McCann</td>
<td>New York, New York</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Flash Designer</td>
<td>Razorfish</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Senior Art Director</td>
<td>Razorfish</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Associate Art Director</td>
<td>Razorfish</td>
<td>Atlanta, Georgia</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Associate Experience Director</td>
<td>Razorfish</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Senior Flash Designer</td>
<td>Razorfish</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Senior Copywriter</td>
<td>Razorfish</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Interactive Strategist</td>
<td>DDD Advocacy</td>
<td>Ocean Hill, Maryland</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Associate Creative Director</td>
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<td>Chicago, Illinois</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Ad Director</td>
<td>Badger Rutter &amp; Associates</td>
<td>Milwaukee, Wisconsin</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Digital Strategist</td>
<td>Badger Rutter &amp; Associates</td>
<td>Milwaukee, Wisconsin</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Interactive Designer</td>
<td>D2 Creative</td>
<td>Somersat, New Jersey</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Group Director, Engagement Manager</td>
<td>Organic, Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Executive Director, Marketing in...</td>
<td>Organic, Inc.</td>
<td>New York, New York</td>
</tr>
</tbody>
</table>

In a random week, a sampling of the extensive media related jobs found on TalentZoo.com:

<table>
<thead>
<tr>
<th>Date Posted</th>
<th>Job Name</th>
<th>Company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/09/2010</td>
<td>Public Relations Director</td>
<td>MELT</td>
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<tr>
<td>04/09/2010</td>
<td>Accounting Manager</td>
<td>Universal McCann</td>
<td>New York, New York</td>
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<tr>
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<td>Group Administrative Assistant</td>
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<td>Public Relations Senior Account</td>
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<td>Milwaukee, Wisconsin</td>
</tr>
<tr>
<td>04/09/2010</td>
<td>Public Relations Account Executive</td>
<td>Badger Rutter &amp; Associates</td>
<td>Milwaukee, Wisconsin</td>
</tr>
<tr>
<td>03/21/2010</td>
<td>MARKETING &amp; COMMUNICATIONS COORD.</td>
<td>Southern Methodist University</td>
<td>Dallas, Texas</td>
</tr>
<tr>
<td>03/29/2010</td>
<td>ONLINE MEDIA BUYER / ONLINE MEDI.</td>
<td>Troll Brothers, Inc.</td>
<td>United States</td>
</tr>
<tr>
<td>03/29/2010</td>
<td>Intern Account Coordinator</td>
<td>Shazam! Public Relations &amp; Marketing</td>
<td>New York, Michigan</td>
</tr>
<tr>
<td>03/22/2010</td>
<td>Courier Manager</td>
<td>Leo PR</td>
<td>U.S. Nationwide</td>
</tr>
<tr>
<td>03/17/2010</td>
<td>Volunteers Wanted for PR Blog</td>
<td>Talent Zoo</td>
<td>Not provided</td>
</tr>
<tr>
<td>03/15/2010</td>
<td>Copywriter</td>
<td>ElectrCities of NC, Inc.</td>
<td>Raleigh, North Carolina</td>
</tr>
<tr>
<td>03/10/2010</td>
<td>Public Relations Intern</td>
<td>Barton Gilani and Associates</td>
<td>Philadelphia, Pennsylvania</td>
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<tr>
<td>03/03/2010</td>
<td>Digital Director</td>
<td>TMD</td>
<td>West, District of Columbia</td>
</tr>
<tr>
<td>03/03/2010</td>
<td>Marketing/Public Relations Community</td>
<td>Leader Enterprises</td>
<td>Roswell, Georgia</td>
</tr>
<tr>
<td>02/22/2010</td>
<td>Director of Public Affairs</td>
<td>American Express</td>
<td>New York, New York</td>
</tr>
<tr>
<td>02/16/2010</td>
<td>Web Content and Strategy Manager</td>
<td>NYC-based media company</td>
<td>Manhattan, New York</td>
</tr>
</tbody>
</table>

The following jobs are sponsored by Indeed and will open in a new browser window. These listings cannot be sorted.
The following descriptions of mid-level advertising copywriting and art direction jobs are a good indication of the type of positions available for graduates who have pursued the Creative Track in the BIC Program. Note the portfolio requirements.

Title: Sr Copywriter US
Location: Philadelphia, Pennsylvania 19183
Job Code: 25483

Philadelphia Digitas Health

About Digitas Health

Counting as clients many of the world’s leading pharmaceutical, bioscience, and medical device companies, Digitas Health is a next-generation marketing agency that helps build healthcare brands that patients, caregivers, and healthcare professionals feel confident turning to and recommending when they are sick, in need, or helping others.

With offices in Philadelphia, New York, Boston and London, Digitas Health is frequently recognized as one of the best places to work by the Business Journals and as having the best work perks by CNN.com. The company is a recent Webby Award winner and the MM&M 2009 Agency of the Year.

Digitas Health is a unit of Digitas, leading global digital marketing and media agency. For more information, please visit www.digitashealth.com or follow us on Twitter @Digitas_Health.

Portfolio: Your work wins the awards we covet (CLIO, CA, ECHO, EFFIE, ONE SHOW, REVOLUTION, DMA, D&AD, LIAA, CCI) Your work is used as an example of Marketing and Digitas at its best
Your work is as creative as the best "general" advertising.

Conceptual

You can spin facts and features into needs and values as a way to generate brilliant concepts
Absent data, you are adept at developing strong concepts based on your experience and customer knowledge
You are able to support your ideas with well machined copy
Your ideas and copy inspire awe
You can manage the fulfillment of concepts, and ensure that every last detail is covered
You have a strong ability to transfer writing skills to all channels
You can manage multiple projects from start to finish
You seek to use your copy skills to develop innovative, relevant executions of your concepts
You have an ability to understand more than one voice and adapt writing skills as necessary
Art directors who work with you value your opinion regarding design as it supports the concept

Please submit a resume and portfolio

For more information, visit www.digitas.com
Title: Executive Creative Director  
Location: U.S. Nationwide  

Job Code: 8543  
This position will be based out of NY or Dallas only. No other locations will be considered.

We are on the hunt for an all-star Executive Creative Director to provide creative leadership, strategic direction and creative excellence across our Epsilon network. Creative is driven out of our Dallas headquarters and our office in New York; we are open to locating this position in either. Our ideal candidate is an idea person who quickly zeroes in on the marketing problem and generates compelling concepts based on consumer insight. He or she is passionate about integrated campaigns including digital, savvy in all direct marketing media including social and mobile, and has a stellar portfolio showcasing award-winning integrated campaigns to prove it. They will show a progressive career path and successfully helped attain and grow a variety of clients across multiple industries, specifically with expertise in Automotive, Pharma, and Financial services verticals highly preferred.

Creative Talent and Leadership  
- Provides creative leadership and direction across all client accounts, guiding breakthrough thinking and new ideas  
- Acts as the executive creative contact and counsel for all clients  
- Ensures agency's creative product is strategically grounded and maintains the highest standards of innovation, creativity and execution excellence  
- Guides and approves internal creative work at all stages, adhering to timelines and budgets  
- Partners with other agency strategic leaders to develop integrated marketing communications capitalizing on all agency capabilities  
- Key member of Executive Committee, contributing to the overall leadership and development of the agency  
- Exemplifies fiscal responsibility and operational excellence by adhering to agency and client expense management, staff and resource management and workflow processes

Business Development  
- Leads Creative resources in aggressive new business initiatives with agency leaders, Business Development and/or network partners; Plays active role in development of RFP response, creative strategy and presentation of campaigns  
- An integral part of new business pitches and client presentations  
- An integral part of new business pitches and client presentations  
- Actively participates in Executive Committee, collaborating with members in agency strategic direction and operation to lead client initiatives and foster the organic growth and development of client accounts

Talent Development  
- Mentors and develops Creative Department & Creative Services staff  
- Manages the interviewing, hiring, training and evaluation of senior Creative staff  
- Lead staff allocations and optimization to ensure optimal productivity  
- Conducts performance evaluations for all direct reports by reviewing performance, identifying gaps and recommending training or development needs

Qualifications  
- Bachelor's degree plus 10+ years of art or copy experience in a direct/relationship marketing agency environment  
- Portfolio required showcasing award-winning integrated campaigns with an emphasis on direct mail and digital campaign work required  
- 8+ years of supervisory, management and mentoring experience in an agency environment
- Business development experience with a successful pitch-win ratio
- Past P&L/book of business management of at least 50 million in client budgets
- Success in managing creative development and strategy implementation, solving marketing problems and generating positive client feedback
- Experience in and ability to evaluate all mediums, including digital, direct mail, print, television, radio and interactive, to develop fully integrated marketing campaigns with an emphasis on digital
- Diverse account and industry experience; Automotive, Pharma, and Financial Services preferred
- Excellent communication skills; must be articulate and energetic presenter
- Demonstrated ability to collaborate, lead, negotiate & mentor
- Demonstrated ability to exhibit client service approach with results-driven performance
- Ability to work above and beyond the call of duty and provide guidance across departments in both a team and matrix environment

"Realize your brand's full potential" is more to us than a tagline. It's what we strive to do every day for our employees, for our agency, and for our clients.

Title: Associate Art Director
Location: Norwalk, Connecticut 06854

Your Opportunity

Marketing Drive seeks a sharp, dynamic and ambitious Associate Art Director. You will have the opportunity to work with some of the best Fortune 500 clients and an incredibly talented creative team. As an Associate Art Director, you will be expected to continually grow as a designer and improve your computer software knowledge and experience. You will need to bring to each project an increasing awareness of trends and techniques. You will need to be able to channel your creative juices into solid and compelling solutions for our clients.

You will be expected to learn and eventually grow into the role of Art Director, which will then allow you to lead others and infuse them with your talents and creativity.

Who You Are

Ideally, you have some professional experience, but more importantly, you have boundless creative energy and awesome design skills. Additional job requirements include:

- Mandatory formal design training and understanding of our tools (computers, software, etc.)
  - Proficient in Photoshop, Illustrator
  - Knowledge of InDesign
  - Web and digital knowledge a plus
- Skills to create both pencil and electronic layouts from the direction given by the senior creative staff
- Ability to work independently from a creative request form
- A keen eye for typography and overall strong attention to detail
- A positive and professional attitude
- Mad foosball skills a plus
The following descriptions of advertising account management and strategist jobs are a good indication of the type of positions available for graduates who have pursued the Management & Planning Track in the BIC Program.

Adams & Knight
Title: Senior Account Executive, Healthcare or Financial Services
Location: Avon, Connecticut 06001

Adams & Knight, one of the nation's leading specialists in healthcare and financial services marketing, is looking for Senior Account Executives to work with its impressive roster of clients. Agency experience is highly preferred, but will consider relevant client-side experience with a proven track record of delivering measurable results.

Key Responsibilities:
As a Senior Account Executive, you’ll be responsible for acting as the agency’s primary relationship manager for the clients you serve

- Developing sound marketing communication strategies
- Working collaboratively with other agency specialists to refine and execute strategies, drawing upon the agency’s strengths in advertising, media, social marketing, interactive marketing, direct marketing and public relations
- Developing and managing project plans/schedules/budgets; writing and presenting sound communication plans/proposals
- Providing the creative team with audience insights that can be turned into compelling creative
- Setting up appropriate metrics for each initiative and recommending strategic and creative refinements to maximize results
- Articulating the agency’s work and POVs to the client and providing on-the-spot, smart, persuasive thinking

Qualifications:

- Minimum of 5–8 years of relevant experience
- Demonstrated expertise in healthcare (healthcare systems as well as senior living/healthcare services) or financial services marketing (retirement plans, annuities, life insurance, investments, etc.)
- Demonstrated capacity to understand each client’s business, performance objectives and the industry
- Ability to write and present strategic marketing communication plans
- Experience integrating the full range of marketing tactics, such as advertising, direct marketing, interactive marketing, social media and public relations
- Ability to evaluate both copy and design, make recommendations on how to enhance those solutions without over-directing and the ability to “sell” that creative
- Strong organizational and project management skills
- Exceptional presentation skills
- Ability to establish and manage budgets
- Ability to anticipate client needs and communicate clearly while effectively managing client demands
- Eagerness to continue learning and developing

Bachelors’ degree a minimum; a master’s degree in business, marketing or communications a plus. In return, we offer an attractive salary/benefits package and a truly exceptional work environment…where talented individuals accomplish more together than they ever could on their own. Please send resume and business writing samples.
DDC Advocacy

**Title:** Interactive Strategist  
**Location:** Oxon Hill, Maryland 20745

DDC is currently looking for an Interactive Strategist to join our Interactive Campaigns team. This position will ultimately be responsible for guiding and developing interactive strategy recommendations and generating business requirements based on client’s business objectives and the target audience. The ideal candidate will have excellent project management, planning, and relationship management skills with a strong ability to work collaboratively across departments and other groups in the organization.

**Primary Roles/Responsibilities:**
- Plan, develop and assist in executing web and social media marketing programs
- Create site navigational structure to increase usability based on client’s business objectives and their target audience
- Develop social media programs, like Twitter and Facebook, that allow clients to engage their audience to increase awareness and advocacy
- Lead ongoing efforts to integrate emerging media and technologies to client advocacy programs
- Work with internal teams to create and implement short and long term interactive strategies for clients
- Direct multi-channel online campaign strategies, including online marketing, advertising and communications components
- Perform analysis on qualitative and quantitative data and provide comprehensible reports and recommendations to internal teams and clients
- Vendor relationship management – day-to-day reporting, coordination and implementation
- Digital and Social Media trend analysis – assist in keeping team up to speed on the latest developments in the industry and especially related to clients
- Champion digital experience and innovation

**Skills:**
- 5+ years of strategic experience in the interactive space, with a focus on site development, usability and analytics
- Strong project management experience – the ability to manage multiple projects simultaneously in a fast-paced environment
- Strong writing and editing skills
- Strong relationship management skills – both internal and external clients
- Ability to work with multiple teams with different core capabilities (i.e. Design, development, field teams and data services
- Ability to work collaboratively and autonomously
- A creative mind and problem solver!

**Our Company:**

DDC Advocacy is a full service issue-based advocacy firm that offers complete program strategy, development, and execution services to corporate, association, and non-profit clients. Public affairs leaders from these organizations count on DDC Advocacy to empower advocates to participate in the public policy process and help them win on issues. Founded in 1996 as Democracy, Data & Communications, DDC Advocacy works with 50% of the Fortune 100 and many of the largest associations. We are located in National Harbor, MD. Please visit www.ddcadvocacy.com to learn more about our company and our story.

We offer a competitive benefits package that includes medical, dental, 401(k), casual dress, parking and more. Interested candidates can apply by sending cover letter, resume and salary requirements to jobs@ddcadvocacy.com. Please reference job code: INTERACTIVE STRATEGIST in the subject line. No
phone calls please.

**APPENDIX D: EMPLOYMENT ANALYSIS**

**RECENT NEW YORK CITY CENTRIC EMPLOYMENT OPPORTUNITIES**

*Available listing and job descriptions as of January 2012*

Momentum is part of McCann Erickson, an IPG company, specializing in brand experience. Below is a selection of its 27 job listings (14 are for New York City positions). Underneath the listings is a job description for an Associate Creative Director. While there’s no education requirement listed, this is the type of job that requires a portfolio which is obtained through graduate level work.
### We Believe
Creating is our most valuable and boundless resource.
Creating inhabits everyone here and lives in everything we do.
By constantly earning and enjoying the respect of each other,
of our clients and of ourselves—anything is possible.

### Job Search | View All Jobs | Post Resume | Member Login | Manager Portal

<table>
<thead>
<tr>
<th>Title</th>
<th>Location</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Account Executive</td>
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<td>ACD: Copy, Multiple Accounts</td>
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<td>ACD Art: Experiential and Digital</td>
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<tr>
<td>Director, Business Leadership—Trade show and</td>
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<td>Advocacy</td>
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<td>Director, Business Leadership—CPG</td>
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<tr>
<td>General Manager</td>
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<td>906</td>
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<tr>
<td>Integrated Producer Freelance (Video/Interactive)</td>
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<tr>
<td>Interactive Senior Developer</td>
<td>St. Louis</td>
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<tr>
<td>Manager, Business Leadership</td>
<td>New York</td>
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</tr>
<tr>
<td>Manager, Business Leadership—Sports</td>
<td>New York</td>
<td>887</td>
</tr>
</tbody>
</table>

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### Job Search | View All Jobs | Post Resume | Member Login | Manager Portal

<table>
<thead>
<tr>
<th>Title</th>
<th>Location</th>
<th>Ref: #</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP, Director, Corporate Communication, North American</td>
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<tr>
<td>VP, Business Development</td>
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<tr>
<td>VP, Group Creative Director—Art</td>
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<td>843</td>
</tr>
</tbody>
</table>
Job Description

Company: Momentum
Role: ACD Art-Experiential and/or Digital
Duration: Full-time

About Momentum:
Momentum Worldwide is the first and only marketing agency for the Phygital™ world. We create ideas that extend brand engagement with consumers through the interplay of experiences in both the physical and digital spaces – in the Phygital space, where they live today. While the heritage of Momentum is built on live events and sponsorships, our expertise spans across the marketing spectrum and we are truly discipline agnostic. Momentum Worldwide has offices in over 50 countries and client partners including American Express, Anheuser-Busch InBev, Coca-Cola, U.S. Army, Microsoft, Kraft, William Grant & Sons and SeaWorld Parks & Entertainment. For more information, visit: www.momentumww.com

Responsibilities:

• Driving ideation and development of experiences at a variety of trade shows and proprietary events – and learning about each vertical channel to best meet a given brief.
• Crafting of an entire consumer journey in development of ideas
• Understanding and proactive research into best in class tradeshow/event practices, designs, and new technology
• Oversee the design, style and editing of video content to be utilized across a wide variety of different projects including online content, in-booth/at event content, data-viz and infographics.
• Be able to provide feedback to copywriters and art directors on the script prior to presenting to GCD
• Proactive emersion in small business trends, topical news, and best in class industry work
• Utilization and awareness of the technology, social media and other new tools to best connect with small business owners and deepen engagements
• Creation of dynamic presentation decks
• Bringing the brand identity, aesthetic and value proposition to life

Job Requirements

Requirements:

• Minimum 8+ years relevant experience; 2+ years in an agency environment
• Solid understanding of the experiential space plus work on below-the-line projects
• Strong design skills
• Proven success leading teams; proven ability to influence clients

Additional Information

Posted: 10/20/2011
Category: Creative - Art
Job Type: Full-Time

Minimum Experience: -
Required Education: -
Candidates for all the jobs listed below would benefit from having a master’s degree in BIC. Descriptions for some of the jobs follow this list. While many list a bachelor’s degree as the minimum education level, a master’s degree would give job candidates an advantage when seeking these positions.

Job Listings

🌟 Get in the loop! Be the first to know about new postings that match your experience and ambitions with Scoop Jobs.

<table>
<thead>
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<th>Job</th>
<th>Updated</th>
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<td>National Lifestyle Publisher</td>
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<td></td>
</tr>
<tr>
<td>Financial PR: Journalist, Producer or PR Exec</td>
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<td>New York, NY</td>
<td>Full Time</td>
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<tr>
<td>Dukas Public Relations</td>
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<td></td>
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</tr>
<tr>
<td>• Fast-growing agency with excellent clients</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Great potential for growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Great camaraderie &amp; non-corporate setting</td>
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<td>Project Manager</td>
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<td>Account Development Specialist</td>
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<td>Senior Project Controller</td>
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<td>Marketing Account Executive</td>
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<td>SS+K</td>
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<td>Account Manager</td>
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<td>Full Time</td>
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<td>Campus Solutions Inc</td>
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<td>Associate Producer for Children's Media</td>
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<td>New York, NY</td>
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<td>Scholastic Interactive Media</td>
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<td>CDMiConnect</td>
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<td>Manager, Integrated Marketing Creative Solutions</td>
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<tr>
<td>Special Events Assistant</td>
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<td>Media Solution Specialist, Classified</td>
<td>Google Inc.</td>
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<td>Freelance Guest Booker</td>
<td>CNN</td>
<td>Yesterday</td>
<td>New York, NY</td>
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<tr>
<td>Copywriters</td>
<td>NYC Branding, Advertising, &amp;</td>
<td>Yesterday</td>
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<td>Account Executive</td>
<td>DailyMakeover.com</td>
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<td>Public Relations Account Manager</td>
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<td>Social Media Editor</td>
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<td>Senior Marketing Manager</td>
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<td>Web editor</td>
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<td></td>
<td>Challenging opportunity for</td>
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<td></td>
<td>experienced web editor</td>
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<td>Fast growing content ecommerce</td>
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<td>Great team</td>
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<td>Social Media Manager</td>
<td>UrbanDaddy</td>
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<td>Fingerprint Communications</td>
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<td>Hearst Magazines</td>
<td>Yesterday</td>
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<td>Berry &amp; Company Public Relations</td>
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<td>Strong growth opportunities</td>
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<td>Outstanding client roster</td>
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<td>Loft office environment</td>
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<td>Interactive Producer</td>
<td>Digital Marketing Agency</td>
<td>Yesterday</td>
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1–50 out of 568 jobs
Vice President of Brand Marketing & Business Development

Publication or Company
Bankable Enterprises

Industry
Business Development, Marketing

Job Duration
Full Time

Job Location
New York, NY

Experience Level
5 years

Job Requirements
Vice President of Brand Marketing & Business Development

This full-time position is responsible for marketing, building and managing the company's flagship brand and its portfolio of sub-brands worldwide. Equally important, this role will identify, execute and close new business development initiatives. Key responsibilities are:

Developing and executing innovative brand market strategies and marketing plans that result in the branded IP and/or product stickiness and monetization with targeted consumers.
Leverage this customer stickiness for long-term global growth and the creation of a lucrative legacy brand.
Execute the aforementioned for all of the company's IP and new ventures across traditional and digital media platforms and in all relevant consumer product sectors. Strong candidates should have solid experience working with top entertainment and/or retail brands. They have lived and worked both in the USA and in international markets. They have a demonstrated track record in monetizing new brands and in building global consumer brands in brand marketing, digital media, e-commerce and new business development.

Qualified candidates will have a Bachelor's degree in Marketing (or a relevant field of study), an MBA is preferred. At least 5-8 years of experience in a highly-successful consumer products company and a strong entrepreneurial track record of growing new brands and businesses. The ideal candidate is a world-class entrepreneurial marketing whiz. This person must be up on the latest emerging digital media and brand marketing trends and technology and can create innovative strategies and secure strong strategic partnerships.

A clear knowledge of social media, e-commerce and all digital cross platforms is important. Strong leadership and team-building, analytical, organizational, prioritization, communication and presentation skills are essential as well as a high level of intellect. Retail/fashion and digital media industry experience is highly-desired. A strong proficiency in Microsoft PowerPoint is needed.

About
Innovative Media, Beauty & Fashion Company
Director of Client Services

Publication or Company

the Rubicon Project

Industry Internet/Online/New Media

Salary Competitive

Benefits 401K/403B, Bonuses, Dental, Flexible Hours, Health, Stock/Options

Job Duration Full Time

Job Location New York, NY

Experience Level 5 years

Job Requirements

The Director Client Services (DCS) is an experienced, senior leader responsible for delivering strategic, consultative, relevant advice to Rubicon's publisher clients. In doing so, the DCS owns the client relationship including senior sales and operations management. The DCS is expected to be an expert on marketplace trends, Rubicon's capabilities and new offerings, and able to analyze data inputs from Yield Management and develop strategies for brand safety. The DCS functions as a Team Leader and must be able to collaboratively work with other Rubicon team members to meet and exceed a publisher's key performance indicators. The DCS is also expected to deliver significant insight back to the organization and drive innovation through deep understanding of the client.

Responsibilities

- Accountable for overall satisfaction of publisher clients
- Identifying, tracking, and exceeding publishers key performance indicators; may include revenue, brand safety, or sales channel considerations.
- Provide strategic consulting services regarding inventory monetization strategies and policies, marketplace trends and best practices, and development of private sales channels.
- Creating and maintaining strong and effective relationships with executive-level decision makers, influencers and key members of ad operations
- Coordinate team of Yield Management and Account Management experts to oversee and manage all client needs, including revenue lift, brand safety, and strategic policy recommendations.
- Coordinate with Rubicon Sales and Demand teams to ensure demand ecosystem is maximized
- Mastery of all Rubicon tool, feature, and service offerings; interpret client needs and match to most appropriate offerings.
- Develop marketplace insight through communicating with other Directors and appropriate Rubicon leads
- Engage in the sales process where appropriate and bring deep experience and understanding of publisher sales teams and operations requirements

Qualifications

- BA/BS required; MBA a strong plus
- 2+ years experience working in Ad Operations for an online publisher or supply-side platform company with daily involvement/leadership in real-time bidding exchanges and/or remnant monetization
- 2+ years experience in sales or account management for an online publisher, ad
Qualifications

- **BA/BS required; MBA a strong plus**
- 2+ years experience working in Ad Operations for an online publisher or supply-side platform company with daily involvement/leadership in real-time-bidding exchanges and/or remnant monetization
- 2+ years experience in sales or account management for an online publisher, ad network or ad tech company; additional clients services experience a strong plus
- Strategic thinker, able to think flexibly, outside the box
- Must be able to constantly add value to the client, Rubicons product capabilities, and team members
- Experience managing a team required; must demonstrate ability to develop team members skills
- Deep understanding of premium publisher landscape, monetization strategies, sales channel conflict management, brand safety concerns, internet display advertising technologies, industry trends
- Highly organized problem solver, able to multi-task
- Highly developed interpersonal, presentation, and analytical skills

---

**Integrated Media, Art Director**

**Publication or Company**
The McGraw-Hill Companies

**Industry**
Journalism / Printing / Publishing

**Job Duration**
Full Time

**Job Location**
New York, NY

**Job Requirements**
The Integrated Media Art Director is responsible to develop and execute big ideas and small for McGraw-Hill Construction products and its clients. This includes contributing to marketing strategy, conceptual development, designing, and flawless execution. You'll participate in hiring and supervising vendors and ensuring final products meet our standards.

http://mhcstudio.viewbook.com/

**Responsibilities:**

**Concept & execution**

- Demonstrating solid skills and ability to create unique and appropriate ideas including: outdoor, print, radio, TV to rich media banners, websites, emails, direct mail, out of home, events, mobile advertising, collateral, in store POS, new media and beyond.
- Working with various writers to develop award-winning creative & conceptual ideas based on the approved strategy & budgets
- Looking for the big idea, even if the assignment starts small.
- Staying current with the creative landscape & new technologies.
• Staying current with the creative landscape & new technologies available
• Creating all digital work, rich media advertising, website, mobile comps as tight
• layered photoshop files
• Creating all print, outdoor, direct mail comps as tight InDesign files

Presentations
• Demonstrating passion and being comfortable when making internal agency and client presentations of your work

Hiring/Supervising Vendors
• Working with project management teams to hire the appropriate vendors and direct them to complete the job effectively and punctually
• Keeping up to date on the best sources for directors, production companies, digital illustration, photography, type design, music, animation, guerilla video etc.

Quality Control
• Executing or overseeing production to ensure that final assets are built to graphic standards, then sharing and getting approval on those assets from your supervisor

Skills

Required:
• Undergraduate degree and/or equivalent experience
• A minimum of 3 years experience
• Skills: Photoshop, InDesign, Illustrator, Dreamweaver, HTML 5, Microsoft Office
• Ability to work well with others
• Self-starter who needs minimal supervision to succeed
• Must keep current with new and evolving technologies

PR & Marketing Manager

Publication or Company
Roberta Freymann

Industry
Marketing, Public Relations

Salary
Competitive

Job Duration
Full Time

Job Location
New York, NY

Job Requirements
Summary: Responsible for driving strategic marketing plan, maintaining and building press relation, creating marketing materials, planning events in conjunction with management, and upholding the Roberta Freymann/Roberta Roller Rabbit brand image.

Main Duties and Responsibilities:
Marketing
- Work with management to create and implement marketing strategy to support growth
- Manage global marketing/PR budget
- Build Marketing Dept. processes
- Recruit, Hire and Manage interns
- Maintain a workflow/project planning calendar of promotions and events
- Measure effectiveness of marketing efforts
- Coordinate and execute charitable donations
- Identify collaboration opportunities
- Maintain database and contact with press contacts, designers, and VIP clients.
- Photoshoots
- Work Closely with Production, Design teams to ensure calendar compliance with upcoming events/marketing efforts

PR
- Manage and execute editorial loans including: pulling, transferring, and returning merchandise both in and out of PR inventory, scheduling deliveries, and tracking merchandise regularly
- Meet with management regularly to discuss new arrivals and opportunities
- Collect, archive, and maintain editorial credits
- Engage employees by keeping organization informed of PR activities
- Schedule and manage photo shoots for product, look books, and lifestyle images
- Manage the design and production of direct marketing materials
- Recommend new PR partnerships and marketing activities to increase revenue
- Order and send special promotional gifts and/or product baskets to press/company contacts
- Sample management

General
- Reporting: track results and ROI of high risk and/or unknown marketing activities to evaluate success of programs
- Develop and manage PR & Marketing
- Manage & develop RPro mailing list databases
- Develop relationships with company contacts where we have stores to take advantage of center-wide marketing initiatives
- Manage direct mail and Collateral Materials including but not limited to postcards, eblasts, lookbooks, business cards,

Education/Experience:
- Bachelor degree required
- Minimum 5 years prior experience in similar role
- Strong written and verbal communication skills, creative and proactive communication skills
- Ability to work independently
- Strong interpersonal skills
- Ability to effectively organize time, prioritize duties and multitask effectively
- Ability to work under pressure
- Proficient in Microsoft Office applications
Integrated Marketing Director for O, the Oprah Magazine

Publication or Company: Hearst Magazines  
Industry: Other Publishing  
Job Duration: Full Time  
Job Location: New York, NY  
Job Requirements: Reports to the Executive Marketing Director, and is responsible for the day-to-day creation and execution of integrated marketing solutions for advertisers. Ideal candidate must be an innovator - highly creative and resourceful with previous management experience, strong proposal writing and presentation skills. Some of the main responsibilities are as follows:

- Supervise the development and execution of standard and custom merchandising programs including advertorials/impact units, consumer events, digital/social, multi-media, events, etc. Oversee implementation from idea generation/proposal writing through project execution and budget management. (40%)
- Manage three (3) direct reports; including oversight and prioritization of proposal/project workflow, idea generation and creation of associated sales materials including sell sheets and comps. (25%)
- Work as a marketing partner to 2-3 reps including proposal writing and program execution. (20%)

Associate Director, Communications and Marketing

Publication or Company: Council on Foreign Relations  
Industry: Non-profit  
Job Duration: Full Time  
Job Location: New York, NY  
Job Requirements: Preferred Qualifications:

- Minimum of 4-5 years of related experience in media relations
- Proven knowledge of and interest in current U.S. foreign policy and international affairs issues
international affairs issues
- Excellent written and communication skills, including extensive experience writing press releases and copy editing
- Experience developing and implementing social media strategies
- Degree in Communications, International Affairs, or related field
- Proven ability to work effectively and collaboratively in a team environment
- Excellent computer skills including MS Word, Excel, and database management
- Candidates must be flexible, proactive, organized, and able to function in a fast-paced, deadline-driven environment
- Candidates must have the ability and willingness to work flexible hours when necessary

About Our Company
Title: Associate Director, Communications and Marketing
Salary: Based on experience and education

WHO WE ARE
We are RAPP. We deliver comprehensive customer-centric marketing solutions to create a better brand experience. We solve age-old problems of customer acquisition, retention and optimization in new, innovative ways.
Our methods are simple. We start with data. From data we glean insight. That insight ignites our creative solutions. Simple: Data ignites creativity.
Our people are at the top of their game. You are expected to be a leader; to demonstrate passion in all that you do. Be an entrepreneur, a partner and a driver of growth.
YOUR ROLE
In this Senior-level position BRAND focused role, the employee must provide strong conceptual thinking, execution of highly developed designs and expertise in design programs. Push the boundaries of creative excellence and ensure the delivery of required results. Must also have the ability to work with members of the creative department as well as team members from other core departments in order to achieve client satisfaction.
YOUR RESPONSIBILITIES

- Execute creative BRAND concepts that are on strategy across all media (digital, dm, print, interactive, TV, radio) with minimal supervision.
- Generate breakthrough ideas and constantly strive for new, better, more innovative solutions.
- Must be able to handle more high-level projects, as well as several assignments at a time.
- Demonstrates high-level knowledge of typography and graphic design.
- Ability to think strategically.
- Adapt brands to both digital and direct response environments.
- Show understanding of clients’ marketing needs and consumer attitudes.
- Manage workflow efficiently and take responsibility for timing and delivery.
- Ability to work under pressure to meet tight deadlines.
- Demonstrates high-level knowledge of typography and graphic design.
- Ability to think strategically.
- Adapt brands to both digital and direct response environments.
- Show understanding of clients’ marketing needs and consumer attitudes.
- Manage workflow efficiently and take responsibility for timing and delivery.
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- Ability to think strategically.
- Adapt brands to both digital and direct response environments.
- Show understanding of clients’ marketing needs and consumer attitudes.
- Manage workflow efficiently and take responsibility for timing and delivery.
- Ability to work under pressure to meet tight deadlines.

Required Skills

REQUIRED SKILLS

EXPERIENCE

- 6+ years experience.
- Must have demonstrated expertise in BRAND focused campaigns
- Must have a strong portfolio primarily of produced work.
- Must demonstrate experience/knowledge in Digital, DM, Print, interactive, TV and Radio production.
- Experience working in Flash and HTML-based media
- Good sense of animation and layout.
- Action-scripting skills a plus

EDUCATION

- Bachelor’s degree required

OTHER REQUIREMENTS

- Must possess good communication and interpersonal skills.
- Possess the knowledge of a variety of Macintosh related programs
- Must be proficient in Photoshop, Illustrator, and InDesign

Required Experience

6+ Years experience required.

Job Location

New York, NY, US.
SPACE 150
20 Jay Street,
Booklyn, NY

Associate Creative Director

Position Summary
You are the spearhead of the rebellion. Your exceptional skill in directing designers and copywriters in ideation and execution creates disruptive work that is remembered and coveted. The Associate Creative Director (designer/art director) or ACD is accountable for aligning creative with strategy, user experience and technology. Your ability to understand clients’ business problems and achieve their objectives across all media through strategic solutions is essential. Besides being a brilliant designer and conceptor, an ACD mentors other designers and direct copywriters, photographers, illustrators and other vendors. You collaborate with other departmental heads to ensure seamless integration and communication. You possess exceptional orchestration skills to rally your team(s) and lead multiple accounts. Your strong presentation skill sells the work and keeps it sold. You give clients the guts to overturn what isn’t working.

Requirements
• Strong creative portfolio
• 6+ years of digital and/or advertising design/art direction experience
• Extensive client engagement experience
• Significant experience in digital. From campaigns to brand management.
• Early Adopter. A natural hunger for what’s next.
• Excellent oral, written and presentation skills
• Excellent leadership abilities
• Highly responsible, collaborative and self-motivated
• Provide leadership across disciplines and channels

RESPONSIBILITIES
• Follows space150 methodologies and procedures
• May perform other job related duties as assigned
• Keeps abreast of new technologies, best practices, and implementation methodologies in order to continue to improve space150 delivery
• Interviewing skills around identification of business requirements
CURRENT JOB LISTINGS ON TALENTZOO –
AN EMPLOYMENT WEBSITE SPECIALIZING IN ADVERTISING AND MEDIA JOBS.
ON JANUARY 17, 2012

There are currently 40+ jobs in media and communications listed for the New York area. While most of these jobs only listing a bachelor’s degree as the minimum education level, a candidate holding a master’s degree would have an advantage at most of them.

<table>
<thead>
<tr>
<th>Sort By:</th>
<th>DATE POSTED</th>
<th>JOB NAME</th>
<th>COMPANY</th>
<th>LOCATION</th>
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<tr>
<td>01/03/2012</td>
<td>Mid Level/Senior Interactive Art...</td>
<td>Berlin Cameron United</td>
<td>New York, New York</td>
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<td>12/20/2011</td>
<td>Director, Production Services</td>
<td>Anonymous Employer</td>
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<td>Mid Level Creative Team</td>
<td>Berlin Cameron United</td>
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<tr>
<td>01/02/2012</td>
<td>Senior Consultant, Content Mark...</td>
<td>McMurry</td>
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<td>01/03/2012</td>
<td>Art Director</td>
<td>UPROAR!</td>
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<td>01/03/2012</td>
<td>Copywriter</td>
<td>UPROAR!</td>
<td>New York, New York</td>
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<tr>
<td>01/06/2012</td>
<td>Digital Associate Account Direct...</td>
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<tr>
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<td>Social Media Account Manager</td>
<td>Movement Strategy</td>
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<tr>
<td>01/12/2012</td>
<td>SEO Manager</td>
<td>Roacle</td>
<td>New York, New York</td>
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<td>01/12/2012</td>
<td>Senior Interactive Designer</td>
<td>MSDS</td>
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<tr>
<td>01/11/2012</td>
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<tr>
<td>12/16/2011</td>
<td>Ad Sales Luxury Brands Specialist...</td>
<td>McMurry</td>
<td>New York, New York</td>
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<tr>
<td>01/04/2012</td>
<td>Senior 360/Interactive Project M...</td>
<td>Todd Street Productions</td>
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<tr>
<td>12/19/2011</td>
<td>Community Management Specialist</td>
<td>Sideways</td>
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<tr>
<td>01/10/2012</td>
<td>Senior Digital Marketing Manager</td>
<td>The Atlantic</td>
<td>New York, New York</td>
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<tr>
<td>01/03/2012</td>
<td>User Experience Designer</td>
<td>Efficiency 2.0</td>
<td>New York, New York</td>
<td></td>
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</table>

| 01/12/2012 | Copywriter | Media Logic | Albany, New York |
| 01/12/2012 | Associate Creative Director | Media Logic | Albany, New York |
| 12/20/2011 | Director of Interactive Operatio... | L.F. O’Connell Associates, Inc. | Islip, New York |
| 01/02/2012 | Project Manager | Mediaplant | New York, New York |
| 12/20/2011 | Associate Director, Global Client... | Starcom MediaVest Group | New York, New York |
| 12/09/2011 | Interactive Designer | CrowdTwist | New York, New York |
Below is a description of one of the listings above for a Social Media Manager. While indicating that the minimum education level is a bachelor’s degree, a candidate for this position would benefit from a masters degree in BIC.

Company: Snooth Media
Title: Social Media Manager
Location: New York, New York

Snooth Media, a collection of next-generation epicurean sites (Snooth, The Spirit and What's Cookin), is seeking a Social Media Manager based in NYC. This position will develop, execute, and evaluate social media marketing plans for Snooth Media.

Duties Include:
- Develop and execute Snooth Media's marketing plans for Twitter, Facebook, Google+, LinkedIn.
- Develop client-focused programs that deliver on their social media goals
- Expand site strategies to include a higher emphasis on social sharing and interactions
- Integrate social tactics in all marketing efforts.
- Establish content syndication relationship with other publishers.
- Issue press releases and solicit interest from publishers/bloggers

The Scoop
Primary Industry: New Media - Social Media
Secondary Industry: Marketing - Other
Career Level: Early Career (1+ yrs experience)
Minimum Education: Bachelor's
Job Status: Full Time
Below is a description of one of the listings above for a Project Manager. While indicating that the minimum education level is a bachelor’s degree, a candidate for this position would benefit from a masters degree in BIC.

Mediaplanet

Title: Project Manager
Location: New York, New York

Mediaplanet is looking for driven, motivated Project Managers looking to grow within the media sales and advertising arena with a relentless work ethic and love for sales. Mediaplanet is the leading international publisher of independent special interest reports distributed within the most prestigious newspapers across the globe. Mediaplanet New York has partnership agreements with The Washington Post, The New York Times Magazine, USA Today, New York Daily News, am New York, Newsday and The Miami Herald. We produce focused reports on niche topics including Diabetics, Smartphones, Organic Living, Hunger in America, Educational Resources, and Biotechnology. Project Managers manage an entire publication over a 7 week cycle, and have complete control of the sales process, the editorial & design, as well as the creative aspect of their projects.

Key Responsibilities:
- Managing the editorial and advertising sales process for each assigned publication (between 6-8 a year)
- Meeting tight sales deadlines and completing the design & editorial component for each publication
- Prospecting and calling potential advertisers daily to finance reports and achieve profitability
- Learning new topics in healthcare, business, technology, philanthropy, and lifestyle, and liaising with industry experts
- Researching independently and managing your own schedule
- Working with internal graphic designers on layout, review, and creative for each publication
- Commissioning with journalists to ensure editorial quality

The Scoop
Primary Industry: Advertising - Media
Secondary Industry: New Media - Project Management
Career Level: Early Career (1+ yrs experience)
Minimum Education: Bachelor's
Job Status: Full Time
R/GA is an advertising agency that specializes in digital branding. It was named Digital Agency of the Decade and is headquartered in New York City. Last year it hired over 750 employees. Among its many job openings in January 2012, the listing below is an example of one for a graduate of the Master’s Degree in Branding + Integrated Communications.

APPENDIX D: EMPLOYMENT ANALYSIS
RECRUITMENT AT COMPETITIVE MASTER’S DEGREE PROGRAMS

VCU Brandcenter. This is a list of recruiters who flew to Richmond, Virginia, seeking out graduates of VCU Brandcenter program which offers a master’s degree in communications and trains students in the specializations of Art Direction, Copywriting, Communications Strategy, Brand/Account Management, and Creative Technology.

The places that are highlighted have offices in New York City.

AKQA
Arnold Worldwide
BBDO
Barefoot Proximity
Big River Advertising
Butler, Shine, Stern & Partners
Campbell-Ewald
CarMax
Carmichael Lynch
Cline Davis & Mann
Colossal Squid
Cramer-Krasselt
Crispin, Porter + Bogusky
DDB
David and Goliath
Deutsch
Digitas
Draft FCB
New York University SCPS. These are some of the companies where students from NYU’s School of Continuing and Professional Studies Master’s of Science in Integrated Marketing have been employed.

The places that are highlighted have offices in New York.

- Nestle, brand manager
- Dannon, brand manager
- Google, senior strategist for Europe, Middle East, and Asia (London)
- Draft FCB, search supervisor
- Donnelley Marketing, vice president of business strategy
- Double Click, strategy director
- Organic, customer engagement manager
- Microsoft, regional marketing manager
- Digitas, account executive
- Avenue A/Razorfish, account executive
- WeightWatchers.com, CRM manager
- Lacoste, director of e-commerce
- Ogilvy, senior analyst
- G2 Direct & Digital, strategic planner (SF)
- Oxygen Media, manager of affiliate marketing
- Epsilon, account supervisor
- Elizabeth Arden, director of e-commerce
- MRM, strategic planner
- SAP, strategic planner
- Citigroup, vice president of card marketing
LIST OF INDUSTRY SUPPORT & LETTERS

Ad PR Advisory Board Addresses
2009-2010

Belle Frank, Executive Vice President
Director of Strategy and Research
Young and Rubicam
285 Madison Avenue,
New York, New York 10017
T: +1 212 210 4887 | C: +1 917 972 3706
belle.frank@yr.com

Grace Leong, Chair and President
Hunter PR
41 Madison Avenue 5th Floor
New York, NY 10010
212-679-6600
gleong@hunterpr.com

Donna Renella
230 Park Avenue, 10th Floor Suite 153
New York, NY 10169
drenella@donnarenella.com
212-551-1737

Art Stevens, Managing Partner
StevensGouldPincus
artstevens@worldnet.att.net
732-748-8583

Additional Letters

Sallie Mars, SVP, Chief Diversity Officer
McCann Worldgroup
622 Third Avenue
New York, NY 10017

Stewart Alter, Executive Vice President
Worldwide Director of Employee Learning
McCann Worldgroup
622 Third Avenue
New York, NY 10017
Dr. Zeev Dagan  
Provost/Vice President of Academic Affairs  

Professor Lynn Appelbaum  
Ad PR Program Director  

Profession Nancy Tag  
MA Program Director  

Department of Media & Communication Arts  
The City College of New York  
Shepard Hall, Room 473  
Convent Avenue at 138th Street  
New York, New York 10031  

Dear Provost Dagan and Professors Appelbaum and Tag:  

I am pleased to offer a letter of support for the proposed Master of Arts Degree in Branding and Integrated Communications (BIC) at City College of New York.  

As Director of Strategy and Insight, responsible for the hiring and development of marketing communications strategic planners for Young & Rubicam, the largest agency group in the WPP holding company, I can assure you that our industry desperately needs graduates with the type of training you plan to give them. I am particularly impressed with the design of your program as I believe you will be creating a uniquely qualified group of prospective employees. Here’s why:  

1. You are providing an enormously valuable resource to companies.  
   
   Our industry has changed dramatically since its early days. The media have changed, people have changed and the pressures on advertising and public relations firms have never been more intense. We are expected to produce increasingly sophisticated communications programs to keep up with the dynamic technology-driven market with streamlined staffing, more quickly than ever before. And fewer and fewer agencies have the kind of formal training programs they once had. While our business has become more complicated, our young people are being forced to develop their own skills in the absence of good discipline.
Research and strategy are the core of our business and they are integrally important to your curriculum. Based on the applied focus you have built into the design of the program, and the specifics of your curriculum, it is my expectation that your graduates will come to our industry especially well-prepared. I believe strategists who come with an understanding of research and measurement will be better business people and I know this focus will make them more valuable than MBA candidates who may come with general business theory knowledge and a much less applied perspective.

2. Your program reflects the integrated marketing perspective our industry is developing.

Your decision to focus on new media tools and the marketing opportunities they enable is a fundamental one. Marketing with new media requires specialized understanding of the need to create strategies and programs that leverage technology to create brand experiences. We only hire people now who have a good ability to consider the potential of new media and expect them to come with an understanding of how media work together to create brand meaning and experience. Your curriculum focus on brand experience is quite important.

3. You are expanding our ability to achieve greater diversity in our industry.

For the good of the industry, our client’s businesses, and our world, Y&R and all marketing agencies in NY need to create more diverse workplaces. Quality graduates of the CCNY AD PR Program have helped us do that but Strategic Planning is a discipline that appreciates thinkers who have completed graduate training and the multi-cultural nature of the CCNY student body combined with the quality program design you are creating offers great potential to help us achieve our goals.

I heartily endorse the new program and look forward to meeting many of your graduates.

Very truly yours,

Belle Frank
Executive Vice President
Director of Strategy & Research
Young & Rubicam
285 Madison Avenue
New York, New York 10017
April 30, 2010

Lynn Appelbaum  
Advertising and Public Relations Program Director  
The City College of New York  
Shepard Hall, Room 47  
Convent Avenue at 138th Street  
New York, NY 10031

Dear Lynne:

With great anticipation I read your proposal for The City College of New York/City University of New York’s Masters of Arts Degree Program in Branding and Integrated Communication (BIC). I have been very excited about the development of this program since you and I spoke of it last year.

As I mentioned, there is a great need for a program such as the one you have outlined. Integrated communication is practiced widely in brand marketing, and advertising and public relations practitioners are being tapped by marketing teams to lead the process and develop communications solutions that meet brand marketing objectives.

An understanding of one marketing discipline is no longer sufficient enough to thrive in the integrated marketing and branding world. Practitioners must have a firm proficiency in all aspects of the marketing mix and have the ability to decide what combination of marketing strategies will best meet the brand’s objectives. They must also be trained to think strategically, lead discussions and teams and present/sell-in sound and viable solutions.

The program you are proposing will thoroughly prepare marketing communications professionals to succeed when leading or participating as a member of an integrated marketing or brand team. Your program contains the right balance of academics and practical experience. I am particularly glad to see the inclusion of a “relationship building” course. Building solid relationships is central to the work in integrated communications and requires a foundation in negotiating and consensus building skills.

I am also thrilled to see a course related to idea development. The success of brand marketing most often is based on a BIG idea, and I glad that BIC program includes a course that will help students take a discipline approach to brainstorming and getting to breakthrough ideas.

In short, I applaud you for developing such a robust program. Please accept this letter as an enthusiastic endorsement of your proposal.

Sincerely,

Grace T. Leong, APR  
Managing Partner
July 15, 2010

To Whom It May Concern:

Please accept this letter of endorsement for the Masters Degree Program in Branding and Integrated Communication (BIC) at City College of New York.

As CUNY alumni (BA and MA Degrees, Hunter College, 1976) and a human resources professional in the Public Relations industry, I feel uniquely qualified to address both the validity and the value of such a program. First off, this integrated and cross-disciplinary graduate program will be a truly twenty-first century solution for preparing students to enter and advance in the communications industry. With New York City as the media capital of the world, our educational institutions are ideally positioned to evolve and respond to the changing face of brand identity. A multi-channeled, disciplined approach to marketing communication studies will enable students to learn the practical and philosophic methodology of branding without creating vocational experts – indeed, this academic approach to educating communications professionals will produce a generation capable of leading the industry.

In addition, the reasonable cost of this graduate degree will enable the challenging curriculum to be within reach of all New Yorkers. One of our great challenges in communications is diversity (with diversity defined as including economics), and having a program that is priced for all city residents will be another point of pride. Finally, this program will be able to attract the top faculty and adjuncts in the country, as many of this group currently work within the New York City vicinity. All of the above should position the Master Degree Program in Branding and Integrated Communication at City College of New York as a robust and vibrant program that is incredibly well received by all potential stakeholders – students, faculty and the businesses that will benefit from the graduates.

Should you have any additional questions, please feel free to call me at 212.551.1737 (office), 914.271.1321 (home) or 914.419.2582 (cell). I am passionate about the work CCNY does, and this addition to its degree portfolio is needed.

Respectfully,

Donna M. Renella
President, ABW Solutions
July 26, 2010

Media and Communication Arts
The City College of New York
Shepard Hall, Room 472
160 Convent Avenue
New York, NY 10031

To Whom It May Concern:

As a senior practitioner in the public relations profession and as someone who has been an industry leader for more than forty years, I wholeheartedly endorse the proposal to create a Masters Degree Program in Branding and Integrated Communication at City College of New York.

I have taught both graduate and undergraduate courses in public relations and management case studies at Fairleigh Dickinson University. I have authored many articles on public relations subjects in such publications as Harvard Business Review and Nation’s Business. I am a member of the College of Fellows of the Public Relations Society of America and a former president of the New York Chapter of the Public Relations Society of America.

I authored the book “The Persuasion Explosion” which was used as supplementary reading in public relations courses in a number of colleges and universities. In other words, I know whereof I speak.

I can also attest to the fact that advertising and public relations agency executives confirm that they are looking for professionals trained to respond to the rapidly changing communications environment. I presently consult with public relations agencies and can validate the view that they are unable to provide the in-house training programs of the past. Agencies seek graduates who can immediately add value to their organizations, think nimbly and solve problems in the age of global, experiential and digital communications. These very words are stated in the proposal and I repeat them here for my own emphasis.

Careers in the communications arts are becoming more complex and sophisticated. Entry level employees must be considerably better trained than traditional curricula allow. This graduate program, as it is presented, will do wonders to better prepare those who choose communications as a career.

The proposal is well thought out and presents a foundation which will achieve desired results in preparing talented students with the knowledge they must have. I heartily endorse the proposal.

Sincerely,

Art Stevens, APR, Fellow PRSA
Managing Partner
Nancy,

We are delighted to finally have a full masters degree program in advertising and public relations in the capital of the ad industry – New York City.

As the Chief Diversity Officer for McCann Worldgroup and a proud CCNY graduate, I am personally delighted to be the point person supporting this program for our company. McCann Worldgroup is made up of thousands of employees around the world with headquarters in NYC. Under our umbrella are leading advertising and PR companies like McCann Erickson and Weber Shandwick. Our company is part of holding company Interpublic Group with many more top agencies like R/GA, Deutsch and Draft/FCB. Interpublic has a generous tuition reimbursement policy for all its employees who are encouraged to use this benefit to further their job-related education. But there has been a lack of options up until now.

In addition to my job at McCann Worldgroup, I serve the industry as the Chairman of the 4A’s Diversity Committee. When you presented the plans for your BIC program to our members at the last meeting the reaction was unanimously favorable. Committee members felt that CCNY BIC program will be a great resource for the industry which is struggling to increase diversity in its workforce.

Thank you for bringing this idea to fruition. You can count on me and the agency to help in any way we can.

All the best,

Sallie

Sallie Mars,
SVP, Chief Diversity Officer
McCann Worldgroup
622 Third Avenue
New York, NY 10017
(646) 865 3227
(917) 209 2224
sallie.mars@mccann.com
View my blog: dlintel.wordpress.com
January 19, 2012

Professor Nancy R. Tag  
Chair, Media & Communication Arts Department  
The City College of The City University of New York  
160 Convent Avenue  
New York, NY 10031

Dear Professor Tag,

As someone who has been witness to the many recent changes in the advertising and marketing communications industry, I would like to applaud CUNY/CCNY’s proposal to launch a Master of Arts program in Branding and Integrated Communication. My own career experience in this ever-evolving field—as an advertising-trade magazine editor, as a corporate communications director, as an ad agency chief learning officer—has convinced me of the need here in New York for a graduate program dedicated to this area of expertise.

The explosive growth in both digital and integrated communications is having a transformative effect on the advertising and public relations businesses. As a result, many traditional foundations require significant rethinking. This encompasses all of the fundamentals of how to understand consumers and marketplace dynamics, of how to develop persuasive and engaging communications through all media and methods, and of how to build brands. Previous distinctions between practice specializations (e.g., advertising vs. public relations vs. promotion) no longer hold as communications integration has become the new norm. Established practitioners at all levels, as well as new people entering the business, are confronting the challenges of how to adapt and expand the knowledge base about how best to employ marketing communications in all of its practice areas.

Given the importance of New York City as the main global center of commercial communications, the decision to establish this type of knowledge center here within the CUNY system is welcome and of great value. New people entering the field through this M.A. program will have the advantage of exposure to, and career opportunities with, the many advertising agencies, public relations firms and media companies that operate in New York. Moreover, the timing is right for them to enter this field backed by the rigorous perspective provided by a graduate-level academic program, one that can itself serve as a knowledge resource within the industry as a whole.

Sincerely,

Stewart Alter, Ph.D.

SA/jh
Experience: Young & Rubicam New York
Executive Vice President, Director of Strategy & Applied Research
2004 – Present

- Co-management of 18 person department with oversight of strategic planning and consumer research for all the agency’s clients

- Primary responsibility for Campbell’s brand portfolio strategic planning (Pace, Prego, V-8) in the US, Europe and emerging markets, Bayer Reproductive Health Care, Pfizer (Prevnar13 & Dimebon) and MetLife.

- Analytic direction of the agency’s proprietary brand equity model, Brand Asset® Valuator

- Resource for all Y&R clients on research design and advertising evaluation

- Specialty in the development of multi-disciplinary strategic approaches for projects that encompass advertising, research, media, digital, relationship marketing and public relations

1978-2004: Numerous line as well as staff jobs at Y&R including Account Service, Strategy and R&D positions

Personal Statement

In my 29 years with Y&R, I have been responsible for marketing communications strategy directed to a wide-range of target audiences. My clients have included packaged goods and services companies across industries from personal well-being (both health and financial) to technology and telecommunications. I started in Account Service and joined the Advertising Research & Strategy Department in 1984 to work on a number of the agency’s proprietary research tools including our worldwide consumer segmentation. Beginning in 1993, I was a member of the small innovation team assigned to develop Y&R’s brand equity model, BrandAsset® Valuator, and I continue to be part of the tool’s management committee. One of my favorite professional challenges is the application of research to the development of communications activities. I have been noted for my ability to make complex concepts inspiring and easy to understand to help clients realize maximum benefit from their research activities.

My husband and I are true New Yorkers. We have 2 children and the moment they left for college we sold our home in the suburbs to move back to the city.
Belle Frank, page 2

Education

- 1976 Bachelor of Arts, magna cum laude, French Language and Literature, Tufts University
- 1977 Masters of Education in Human Development, Harvard University Graduate School of Education
- 1987-1990 Nights, Coursework towards Doctorate in Measurement, Education, & Statistics, Columbia Teachers College

Honors/Awards/Activities

- 2006 Advertising Women of New York Trailblazer Working Mother
- Tufts University Communications and Media Studies Alumni Committee
- 2005 WPP Integrated Marketing Partnership Award for Pella Windows Campaign
- 2001 Adjunct faculty, NYU School of Continuing and Professional Education
- 2000 YWCA Business Woman Achiever
- 1995-1997 President School Parents Association, Haworth, NJ

Publications

- Reinventing Qualitative Research, Admap Magazine, February 2007, with Anne Manning

References on request
GRACE LEONG, APR, Managing Partner, Hunter Public Relations

Grace Leong has 21 years experience lending strategic marketing communications counsel to national consumer brands teams within large corporations such as Kraft Foods, Kellogg’s, 3M and Hasbro. She is currently the managing partner of Hunter Public Relations, a marketing communications consultancy based in New York City.

Grace began her career at D-A-Y /Ogilvy & Mather Public Relations, a top 20 public relations firm, working on national branded accounts such as Joseph E. Seagram & Sons and Tabasco brand products. Grace helped found Hunter Public Relations in 1989 and immediately began working on the agency’s Kraft Foods accounts. Ten years later, Grace was named President of the firm. During this time, Grace and her team won numerous public relations awards for their work including a Silver Anvil from the Public Relations Society of America for the “100th Anniversary of Jell-O” campaign and the International Public Relations Association’s, “campaign of the year” award for work on the Jell-O brand.

In partnership with four other employees of the firm, Grace purchased Hunter Public Relations in 1999 upon the retirement of Barbara Hunter. Within the first two years under the new management, Hunter Public Relations almost doubled its billings by adding additional clients in the wine and spirits industries. The firm is now the second largest food and beverage-focused practice (by billings) among independently-owned U.S. public relations agencies and the 16th largest independent public relations firm in the country.

Grace holds a bachelor’s degree in communication from the University of Delaware, where she was named the 1988 outstanding graduate in the study of public relations. She also earned a master’s degree in business administration with a concentration in marketing from Rutgers, The State University of New Jersey.

Grace is an accredited member of the Public Relations Society of America (PRSA) and served on its national board of directors in 2000-2002. She is also served on the board of directors of the New York Chapter of the PRSA since 1992 and serves as an advisor to the University of Florida’s and the Fashion Institute of Technology’s public relations programs. In 2009, Grace was appointed to the Dean’s Advisory Council for the College of Arts and Sciences at the University of Delaware.

Grace was raised in Scotch Plains, New Jersey and currently lives in Hoboken, New Jersey with her husband, Todd, and their three children.
ART STEVENS is Managing Partner of StevensGouldPincus, LLC, a consulting organization headquartered in New York that specializes in facilitating mergers and acquisitions in the public relations and related marketing communications industries. The firm also provides consulting in PR agency management, profitability and strategic planning.

Mr. Stevens was the CEO of LobsenzStevens, one of the most prestigious independent public relations firms in the country for many years. Among the clients his firm served are American Express, Bristol-Myers Squibb, Johnson & Johnson, Pitney Bowes, The New York State Lottery, McKinsey & Company, Ernst & Young, Hertz and many others.

In 1999 LobsenzStevens was acquired by Publicis and Mr. Stevens stayed on to manage what became the New York office of Publicis Dialog. In 2003 he and Rick Gould formed StevensGouldPartners which changed its name several years later to accommodate two additional partners – Ted Pincus and Mike Muraszko. The firm now includes senior associates throughout the country.

Mr. Stevens has served as instructor of public relations and management case studies at Fairleigh Dickinson University and has lectured at the New School, New York University and many other colleges and associations. A frequent lecturer and program chairman at American Association seminars in public relations, Mr. Stevens redesigned AMA’s course for corporate public relations managers. He has also spoken before such other organizations as the American Marketing Association, Association of National Advertisers and various Public Relations Society of America chapters.

Listed in Who’s Who in America, Mr. Stevens has written numerous articles for financial, management, marketing and public relations publications. He is the author of the *The Persuasion Explosion*, a book published by Acropolis Books dealing with the role and influence of contemporary public relations practices.

A former president of the Publicity Club of New York and an accredited member of the Public Relations Society of America, Mr. Stevens was elected to PRSA’s College of Fellows, an honor given to a select group of public relations practitioners for meritorious professional lifetime achievements. As chairman of the Public Relations Committee of PRSA, he initiated a program to establish a closer relationship between the profession and national media.

A former member of the executive committee of the Counselors Academy, Mr. Stevens founded the organization’s ethics committee and helped institute a new code of ethics and a grievance process. He was honored by the New York Chapter of PRSA several years ago when he was the recipient of the annual John Hill Award for service to the PR industry, the Chapter and lifetime achievement. He was also inducted into the City College of New York Communications Alumni Hall of Fame, which also includes David Finn, The Kalb Brothers and The New York Times’ A.M. Rosenthal.

Mr. Stevens has remained active in the Public Relations Society of America. He served as president of the New York Chapter in 2006 and on the national board as Secretary and board member. In 2008 he received the Patrick Jackson Award from PRSA for lifetime achievement to the organization and the profession.
APPENDIX E: EXTERNAL EVALUATION LETTERS & EVALUATORS’ CV

Professor Ken Yednock
Senior Lecturer
Department of Advertising & Public Relations
College of Communications
Penn State University
119 Carnegie Building
University Park, PA 16802
key2@psu.edu
Professor Nancy Tag  
Deputy Chair of Media & Communication Arts  
The City College of New York  
Shepard Hall, Room 469  
138th Street & Convent Avenue  
New York, NY 10031  

Dear Professor Tag,  
This letter provides my assessment of, and perspective on, the proposed Master of Arts Degree Program in Branding and Integrated Communication (BIC) at the City College of New York. This assessment is based on my years of experience in the professional advertising business as well as from my current academic position.  

Program Assessment  
The proposed program is clearly well defined as primarily a pre-professional program, but one solidly grounded in broad-based market research. As such, in addition to the obvious applicability for the pre-professional track students, there is application for students who may be interested in using this masters program as an academic step toward an eventual doctoral degree. This makes the BIC program most unique in its overall mission...and definitely a challenge for City College to deliver on these dual goals. From a pre-professional perspective, and being located in New York, the program has tremendous upside potential being a better portfolio school option given the sound academic grounding.  

Your needs assessment is impressive. The professional communications industry has been through a period of tremendous change fueled by company consolidation, the role of the internet and the need to deliver more integrated services for clients in a cost-effective manner. When I began at Leo Burnett in the 1970s, the company had an extensive training program for creative, management and media personnel. This program and those at most large agencies have been curtailed because of cost, however the need to have personnel up-and-running very quickly remains important. This is in large part the reason for the growth of portfolio schools offering various programs that supply the industry need for trained young professionals. And, the growth of the internet and subsequent digital communication vehicles have further expanded a need for academia to offer well experienced “hybrids” for today’s communication companies.
Additionally, it is well-documented that the advertising and public relations profession has very low multi-cultural representation. Both the American Advertising Federation (AAF) and Public Relations Society of America (PRSA) have conducted surveys which confirm this under representation among minorities. A number of New York-based agencies (e.g., Publicis Group and WPP) have committed to improving multi-cultural representation in the business. If I understand the multi-cultural/female make-up of the current undergraduate Ad/PR majors at City College, the BIC program should have an opportunity attract underrepresented populations to New York and from the multi-cultural fabric of New York City itself.

The three specialized tracks are also very unique among graduate and portfolio programs, and also reflect the integrated aspects of today’s business and the needs for trained “hybrids” in all areas of communication. The creative track will be competing with established portfolio programs. The management track is replicated by many graduate programs and even by VCU Brandcenter, but inclusion of the PR track has the potential to make the BIC program very distinctive.

The BIC program has an opportunity to draw students from the entire Northeast quadrant of the country. Having worked with the AAF National Student Advertising Competition (NSAC), I know that a number of students from the various undergraduate programs in Districts 1 and 2 would be drawn to a unique portfolio-type post graduate program in New York.

Lastly, on the application process, it is clear that you have studied competitive graduate programs and have designed a comparable, if not better, process than a number of the other schools. You will gain an appreciation for the potential of the student by their “statement of purpose” and examples of their writing and/or portfolio samples. As you evolve, you might want to consider having the student also provide an answer to a marketing or creative problem to further gain insight into their ability to handle the rigors of your graduate program from a case perspective since many of your courses will use the case approach to education. Of course, this would also necessitate additional review of each application.

**Curriculum**

The curriculum philosophy is very well articulated on page 14 of your proposal. It is well balanced between professional development and theoretical learning. What I think is especially strong is the extensive opportunity for real-world professional contact throughout the program...a huge plus for your students. This will come from case partnerships, critique, mentoring and internships. Overall, the approach to the curriculum is excellent. And, the proposed curriculum appears to offer a sound educational foundation based on research, but is still flexible enough for the specific tracks of creative, management/branding and public relations.

The foundation courses appropriately cover the learning needs of qualitative and quantitative primary research, market research, understanding the transformation of strategy into ideas and the holistic branding experience. This certainly covers the basics. The use of case studies is excellent, and one that I use extensively and that we advocate for most communications courses at Penn State University.
The management track courses of consumer behavior, leadership, ethics and relationship building cover the needed components for account managers in the real world based on my experience. We recently added a Client/Relations course (one that I developed) on the undergraduate level at Penn State. We utilize a combination of lecture, real-world application and MARCOM case projects, similar to those as written in your course descriptions...these skills are very much needed. Creative track courses (concepts, multi-media writing, art direction and design) are most appropriate, as are the public relations courses (stakeholder communication, corporate and PR branding). And, the electives seem to fill other desired areas of media, ethics and professional development.

Content and usefulness of all of these courses will be driven by the quality of the instructors and their ability to engage and challenge students with current-day real world application. While I have not seen or reviewed the full syllabi for each course, I feel that key areas of direct-response marketing (strategy and creative), customer relationship management (CRM) and the newest and ever-changing components of social networking appear to be missing. Perhaps, they are included under the above-referenced courses in the curriculum. We, at Penn State, have begun to include social networking as another communication tool to be utilized in both the public relations and advertising courses that cover specifics of campaign executions, creatively and from a contact planning standpoint.

Finally, the Senior Thesis and the required second-year Convergence Workshops are absolutely excellent. I especially like the campaign practicum options with both Not-for-Profit organizations and corporate branding. Working with an actual client, in partnership with a New York agency is most beneficial for the student and is an excellent venue for the BIC program to connect with the professional community. These courses will complete the educational program for students, help with their career focus and offer the potential for professional engagement. While all courses are needed in the tracks of study, these latter two requirements provide capstones experiences for the students.

**Industry Relationship**
Second year Convergence workshops, senior theses, cases throughout the program and use of quality adjunct professors provide excellent and important venues for City College to build relationships with the professional community in New York. Industry relationships will be important to enhance the content of the program, but also critical for eventual hiring of graduates (success determinants for the program) and longer term funding to help grow and sustain the BIC program.

Running a quality program will require a substantial financial investment in labs, software, library materials and attracting and retaining top-notch professors. The New York advertising community can help with sponsored endowments for things like computer software, library resources (e.g. MRI/Simmons, Yankelovich Monitor etc.) and scholarships. We, at Penn State, have been fortunate to have endowments from our alumni and a Board of Visitors for these kinds of materials and scholarships. Advertising agencies and communication firms who will be hiring your graduates can and should be asked to help with financial needs...perhaps even sponsor each program track. Miami Ad School, VCU Brandcenter and the Portland Colaboratory, to name a few, have strong relationships with major agencies in their communities. Why not in New York?
Success Determinants
Strength of graduate programs/portfolio schools is based on their relationship with the professional community and the underlying success of their graduates. Most post-graduate portfolio programs tout the hiring and job success rate for their graduates...after all is said and done, this is what will attract potential students. This may take a number of years for BIC to build a track record of success and a viable network among BIC graduates. In the interim, industry mentoring, internships and advising will be the key for attracting quality students.

The Internal Evaluation and Learning Outcomes, as written, are clear and each member of the faculty should be participating in this assessment. I would propose continuing the evaluation even past the first five years of the program. This is especially important in the Learning Outcomes for your students. The business is constantly changing and even at a greater pace in last five years. It will be important to measure each course on student learning, projects and the growth of their individual portfolios. You may also want to consider creating a Board of Visitors to help with monitoring learning outcomes and to provide an ongoing assessment of each course in the curriculum. This will assure the BIC program is always current, relevant to the needs of the professional community and growing from an academic perspective as well.

One final thought is to consider the potential accreditations of the program by an academic body like AEJMC. This has both pros and cons. It will elevate/require strict academic requirements, type and use of adjuncts etc., but it does afford the opportunity for further validation of the BIC for future student recruiting.

The real key will be the ability of the BIC to attract qualified students (including multi-cultural minorities) and then to successfully educate and place them in the professional community. This will enhance the credibility of the program and allow for eventual growth. It is common knowledge that success breeds even more success.

Conclusion
I have covered an assessment of the program, in the absolute and from a competitive standpoint, the curriculum and learning objectives, opportunities for industry relationship building and eventual success determinants from my perspective. I did not cover too much in the way of assessing the financial aspects of the BIC program. My experience is limited in this area and I will leave this to others who may be more qualified to provide perspective in this area.

Overall, your program is well defined and has the potential to be uniquely positioned against the competitive set of portfolio schools, graduate programs and other New York-area institutions. The location in New York (the advertising capital of the United States and the world) affords an opportunity to attract students, quality adjuncts and industry engagement. I feel that the BIC program at the City College of New York has excellent potential. The key will be in attracting top notch professors, adjuncts and students. I trust that my assessment and comments will be helpful in getting it off the ground.
Sincerely,

Ken Yednock
Senior Lecturer, Advertising & Public Relations
College of Communications
119 Carnegie Building
Penn State University
University Park, PA 16802
TEACHING EXPERIENCE

The Pennsylvania State University, University Park, PA 2004 - Current
Senior Lecturer
Teach Advertising Creative Strategy, Advanced Message Strategy, Client/Agency Relations and Agency Management and the AAF NSAC classes...the latter two courses that I personally developed. Responsible for all class content, syllabi, lectures and student consulting.

Advisor for AAF Student Chapter (3rd largest in the U.S.) and Co-Advisor to Ad Club. Mentor and advisor for the AAF NSAC Student Advertising team competition, AAF Most Promising Minority Student Program and all other AAF student activities. The Penn State AAF NSAC teams finished 2nd respectively in District 2 in 2008 and 2010. The number of Penn State MPMS winners has ranked 2nd or 3rd nationally in each of the past four years.

Work closely with Assistant Deans of Academic Advising, Career Placement and Internships and Assistant Dean of Multicultural Affairs in on-going advising of individual advertising and public relations students.

Received Deans’ Excellence Award for Teaching in 2006-07.

Recipient of Penn State College of Communications Alumni Society Board award for Excellence in Teaching, September, 2009.

Towson University, Towson, MD 2001 - 2004
Adjunct Professor
Taught Principles of Advertising, Advertising/Marketing Campaigns and Media Planning courses, with responsibility for all course content. Member of the Board of Visitors and actively involved on the Curriculum Development and Technology Committees.

Served as advisor and liaison between interns and the Baltimore advertising community. Frequent guest lecturer in marketing and advertising classes at other universities (e.g. Loyola College Executive Education, Morgan State University, McDaniel College and College of Notre Dame)
EDUCATION

Northwestern University, M.S., Advertising Management, Medill School of Journalism, 1970. Member of Kappa Tau Alpha Honorary Society. Recipient of George M. Lazarus Scholarship.


PROFESSIONAL EXPERIENCE

Gray, Kirk/VanSant Communications, Baltimore, MD 1996 - 2004
Executive Vice President, Chief Operating Officer
Agency Principal. Directed all strategic and executional aspects of Management Group. As Chief Operating Officer, responsible for development of agency branded strategic process for all communication disciplines, management development, training and other operational and new business needs of $80MM full-service advertising/communications agency. Major clients were Choice Hotels, Med Star Health, Coventry Healthcare, Lance Foods, Ahold (Giant, Tops/Finast), and Penn State Smel Business College among others.

W. B. Doner, Southfield, MI 1987 – 1996
Senior Vice President, Group Management Director and Director of Management Development/Training
Member of Board, and directed account group of National Car Rental, Red Roof Inns, Lowe’s Home Centers, Comerica, A & W Brands and others with billing over $50 MM. Established and led account management and media training program, consisting of seminars, lectures and campaign development projects.

Vice President Management Supervisor
Member of Operations Committee, Business Development team, and Director of Management Group including; Illinois Bell, Kentucky Fried Chicken Chicagoland Co-Op, and Buddig meats with billing over $25 MM.

Young & Rubicam, Chicago, IL 1984 – 1985
Vice President Management Supervisor
Responsible for management of Tupperware, Wesley-Jessen and Rust-Oleum Paint businesses. Member of “Chicago Whole Egg” strategic planning group that included integrated disciplines of Direct Marketing, Public Relations, Promotion and Advertising.
Leo Burnett, Inc., Chicago, IL

1970 – 1984

Vice President Account Supervisor (1979 to 1984)
Supervised and directed all advertising and promotion activity for Kimberly-Clark Household Division and Kellogg Adult Cereal businesses.

Professional Development and Training (1978 to 1984)
Member of Professional Development Team that established the Leo Burnett Training Program for account management personnel. (1978 – 1984).

Account Executive (1973 to 1979)

PROFESSIONAL RESEARCH & PRESENTATIONS

Published Articles:
Advertisers Play Through Economic Pain: Op-ed article for Centre Daily Times on 2009 Super Bowl advertising, February 1, 2009

Strategic Research Projects:

Evolution of Advertising Business and Creativity: Understanding the connection of business development, culture, creativity and technology, 2009-2010

Return on Ideas: Understanding and evaluating MARCOM effectiveness, 2003-2004

Marketing to Tweens: Uncovering the cool in snack foods, 2002

Gen X...A Perspective on the Women of this Generation: 2001

Relevant Presentations:

Brand Personality & “Lovemarks”: Presented to a Regional American Marketing Association Student Group in State College, April, 2009

Current State of Newspapers as a Medium: Represented College of Communications as keynote speaker at IAMA (Newspaper Advertising Managers) in State College, September, 2006

Best Practices in Management Training: Web conference with MBA Graduates Club, 2005

Strategic Planning and Training within your Organization: Presented to ASC Convention, 2003; and Boy Scouts of America Northeast Regional Conference, 2003 and 2004

Lighthouse Branding: Presented to Choice Hotels ELFA Convention, 2000-01
BUSINESS AWARDS & HONORS

Recipient of four (4) Effies for Advertising Effectiveness, from AMA, New York
  W.B. Doner: Red Roof Inns, 1992 and 1994
  W.B. Doner: Lowe’s Company Inc., 1993

EDUCATIONAL/PROFESSIONAL AFFILIATIONS

Member of AEJMC Advertising Division, Current

Member of American Academy of Advertising Industry Relations Committee, Current

One of the Founding Members of the I-99 Ad Club in Central Pennsylvania, Current

Ex-Officio Member of Towson University Mass Communications Department Board of Visitors.

Marketing Board member, US Lacrosse Association (2004-08)

Executive Board member of Baltimore Area Council/Boy Scouts of America...served as Vice Chairman of Marketing and Public Relations (1998-2002). Northeast Region Vice President of Marketing and Communications (2003-2004).

Association of Travel Marketing Executives, Retail Advertising/Marketing Association; Bank Marketing Association and others during professional career.
APPENDICES

Part Two

APPENDIX F  PROGRAM CONTENT AND REQUIREMENTS (SED)  Page 136
APPENDIX G  COURSE SCHEDULING (SED)  Page 137
APPENDIX H  FACULTY TEACHING ASSIGNMENTS  Page 140
APPENDIX I  PROJECTED EXPENDITURES (SED)  Page 145
APPENDIX J  PROJECTED REVENUE (SED)  Page 146
APPENDIX K  PROJECTED CAPITAL EXPENDITURE (SED)  Page 147
### APPENDIX F: PROGRAM CONTENT AND REQUIREMENTS (SED Form)

<table>
<thead>
<tr>
<th>Program Content and Requirements</th>
<th>Place an “x” in the appropriate column</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of credits A new course? Revised course?</td>
</tr>
<tr>
<td>Required courses</td>
<td></td>
</tr>
<tr>
<td>B2000 Research &amp; Awareness</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B2001 Strategy &amp; Measurement</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B2002 Idea Development</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B2003 Brand Experience</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3003 Internal Management</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3001 Relationship Building</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3002 Consumer Behavior &amp; Persuasion</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3010 Creative Concepts</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3011 Multi-Media Executions</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3012 Design &amp; Portfolio Development</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3020 Stakeholder Analysis &amp; Issues Management</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3021 Corporate Brand Communications</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3022 PR Branding Campaigns</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3201 BIC Campaign – Non-Profit</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B3202 BIC Campaign – Corporate</td>
<td>3 Yes</td>
</tr>
<tr>
<td>Electives</td>
<td></td>
</tr>
<tr>
<td>B2050 Strategic Media</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B2051 Leadership, Ethics, &amp; Legal Issues</td>
<td>3 Yes</td>
</tr>
<tr>
<td>B2052 Public Affairs</td>
<td>3 Yes</td>
</tr>
</tbody>
</table>
APPENDIX G: COURSE SCHEDULING (SED FORM)
Program Scheduling for the Master of Arts in Branding and Integrated Communications

Four-Semester Sequence for Full-Time Program: All Tracks (Management, Public Relations, Creative)

<table>
<thead>
<tr>
<th>FALL Semester (One)</th>
<th>SPRING Semester (Two)</th>
<th>FALL Semester (Three)</th>
<th>SPRING Semester (Four)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Cr</td>
<td>Course Title</td>
<td>Cr</td>
</tr>
<tr>
<td>B2000 Research &amp; Awareness F</td>
<td>3</td>
<td>B2002 Idea Development F</td>
<td>3</td>
</tr>
<tr>
<td>B3003 Internal Management MT</td>
<td>3</td>
<td>B3002 Consumer Behavior &amp; Persuasion MT</td>
<td>3</td>
</tr>
<tr>
<td>B2050 Strategic Media E</td>
<td>3</td>
<td>B3010 Creative Concepts CT</td>
<td>3</td>
</tr>
<tr>
<td>B3022 Public Relations Branding Campaigns PRT</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total Credits*     | 9 | Total Credits | 9 | Total Credits | 9 | Total Credits | 9 |

*Note: not all students take all courses listed. See track designations

F=Foundation, MT=Management Track, CT=Creative Track, PRT=Public Relations Track, W=Workshop, E=Elective
### Six-Semester Sequence for Part-Time Program: Management Track

<table>
<thead>
<tr>
<th>FALL Semester (One)</th>
<th>SPRING Semester (Two)</th>
<th>FALL Semester (Three)</th>
<th>SPRING Semester (Four)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Cr</td>
<td>Course Title</td>
<td>Cr</td>
</tr>
<tr>
<td>B2000 Research &amp; Awareness F</td>
<td>3</td>
<td>B2002 Idea Development F</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FALL Semester (Five)</th>
<th>SPRING Semester (Six)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Cr</td>
</tr>
<tr>
<td>B3001 Relationship Building MT</td>
<td>3</td>
</tr>
<tr>
<td>B3201 BIC Campaign Non-Profit W</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

*F=Foundation, MT=Management Track, W=Workshop, E=Elective*
Six-Semester Part-Time Program for Public Relations

<table>
<thead>
<tr>
<th>FALL Semester (One)</th>
<th>SPRING Semester (Two)</th>
<th>FALL Semester (Three)</th>
<th>SPRING Semester (Four)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Cr</td>
<td>Course Title</td>
<td>Cr</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FALL Semester (Five)</th>
<th>SPRING Semester (Six)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Cr</td>
</tr>
<tr>
<td>B3001 Relationship Building E</td>
<td>3</td>
</tr>
<tr>
<td>B3201 BIC Campaign Non-Profit W</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

*NOTE: Because of the nature of the Creative Track, it can only be offered as a full-time program.*
APPENDIX H: FACULTY TEACHING ASSIGNMENTS (SED FORM)

Faculty Assignment CHART 1

Listed are the names and qualifications of each faculty member, for each course in the major and for each new, required non-major course, using the tables on this and the following page. The core faculty responsible for the course is indicated with an asterisk. Faculty resumes are available on request (faculty curricula vitae are in Appendices Part I).

<table>
<thead>
<tr>
<th>Course Title (a)</th>
<th>Credits (b)</th>
<th>Faculty Member(s) Assigned to Each Course (“D” indicates Program Director) (c)</th>
<th>Highest Earned Degree &amp; Discipline, College or University (d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3021 Corporate Brand Communications Internship (Elective)</td>
<td>3 3</td>
<td>Lynn Appelbaum (D-BA Communications)</td>
<td>MA Arts Administration, Indiana University</td>
</tr>
<tr>
<td>B3020 Stakeholder Analysis and Issues Management B2052 Public Affairs (Elective)</td>
<td>3 3</td>
<td>Eugene Donati</td>
<td>MPA, American University M Sc F, University of Toronto</td>
</tr>
<tr>
<td>B3001 Relationship Building</td>
<td>3</td>
<td>David Harris</td>
<td>MBA Marketing, U of North Carolina, Chapel Hill</td>
</tr>
<tr>
<td>B3003 Internal Management B3202 BIC Campaign Corporate Workshop</td>
<td>3 3</td>
<td>Ed Keller</td>
<td>MBA, Columbia University</td>
</tr>
<tr>
<td>B3022 PR Branding Campaigns</td>
<td>3</td>
<td>Lynne Scott Jackson</td>
<td>BA Journalism, Howard University</td>
</tr>
<tr>
<td>B2002 Idea Development B3010 Creative Concepts B3201 BIC Campaign Non-Profit Workshop</td>
<td>3 3 3</td>
<td>Nancy R. Tag (D-MA BIC)</td>
<td>MA Media Studies, New School University</td>
</tr>
<tr>
<td>Relevant Occupational Experience (e)</td>
<td>Relevant Other Experience (certificate/licensure) (f)</td>
<td>Recent Scholarly Contributions (g)</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td>[David Harris] Mindshare, Senior Partner, Director; Bates USA, Senior Vice President; Lockhard &amp; Pettus, Senior Vice President; Ogilvy &amp; Mather, Account Supervisor; Ayer; Vice President; Ketchum, Account Supervisor; FCB, Account Executive.</td>
<td></td>
<td>Text book chapter: Investor Relations in <em>Reputation Management</em>, by Doorley and Garcia, 2006, Routledge</td>
<td></td>
</tr>
<tr>
<td><strong>[Ed Keller]</strong> Blueknife Communications, President; The Handler Group, Executive Vice President; Lifetime Television, Director of Advertising; McCann Erickson, Vice President; Ogilvy &amp; Mather, Account Supervisor; Dancer, Fitzgerald Sample, Account Management; Lois, Holland, Callaway, Account Executive; The New York Times Co, Sales Promotion Writer</td>
<td><strong>Wanted:</strong> Account Executives Who Know How to Foster Great Creative; <em>Advertising Age</em>: 2006; <em>The Trump Institute</em>, 23 articles between 2006-2008. (see resume)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Super Bowl Presentation</strong>: Research, analysis, script writing, and Power Point presentation to Del Monte Corporation on the effectiveness of the 2008 Super Bowl commercials, 2008.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>“How to Effectively Evaluate Integrated Promotions”</strong>: Research, analysis, and Power Point presentation on five measurements of effective promotional campaigns for Del Monte Corporation, 2008.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Faculty Assignment CHART 2

<table>
<thead>
<tr>
<th>Faculty Member</th>
<th>Title of Position at CCNY</th>
<th>Fulltime Faculty (FF) or Adjunct (AF) at CCNY</th>
<th>Fulltime Faculty (FT) or Part-time (PT) in BIC Program</th>
<th>If part-time in the program, specify other course responsibilities</th>
<th>Related Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynn Appelbaum</td>
<td>Professor</td>
<td>FF FT</td>
<td>MCA 209 Intro to PR</td>
<td>MCA 362 PR Writing</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCA 468 Ad PR Workshop</td>
<td>MCA 299, 399, 499 Internships</td>
<td>2(4)</td>
</tr>
<tr>
<td>Eugene Donati</td>
<td>Assistant Professor</td>
<td>FF FT</td>
<td>MCA 209 Intro to PR</td>
<td>MCA 350 Corporate Communications</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCA 362 PR Writing</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>David Harris</td>
<td>Lecturer</td>
<td>FF FT</td>
<td>MCA 101 Intro to Media Studies</td>
<td>MCA 210 Intro to Advertising</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCA 375 Advertising Management</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Ed Keller</td>
<td>Associate Professor</td>
<td>FF FT</td>
<td>MCA 101 Intro to Media Studies</td>
<td>MCA 210 Intro to Advertising</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCA 375 Advertising Management</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Lynne Scott Jackson</td>
<td>Distinguished Lecturer</td>
<td>FF FT</td>
<td>MCA 350 Corporate Communications</td>
<td>MCA 362 PR Writing</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCA 468 Ad PR Workshop</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Nancy R. Tag</td>
<td>Associate Professor</td>
<td>FF FT</td>
<td>MCA 363 Ad Copywriting</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCA 468 Ad PR Workshop</td>
<td></td>
<td>2(4)</td>
</tr>
</tbody>
</table>
Faculty Assignment CHART 3
FACULTY TO BE HIRED
Listed here are the full-time faculty and adjunct/part-time faculty that have not yet been retained, but which the program requires

<table>
<thead>
<tr>
<th>Title/Rank of Position</th>
<th>No. of New Positions</th>
<th>Minimum Qualifications (including degree and discipline area)</th>
<th>F/T or P/T</th>
<th>Percent Time to Program</th>
<th>Expected Course Assignments</th>
<th>Expected Hiring Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor for Advertising Creative Track</td>
<td>1</td>
<td>PhD or MFA or equivalent and professional experience in the creative end of the field</td>
<td>F/T</td>
<td>70-80%</td>
<td>B3011 Multi-Media Executions B2002 Idea Development B3012 Design &amp; Portfolio MCA 363 Ad Copywriting MCA 468 Ad/PR Workshop</td>
<td>9/2012</td>
</tr>
<tr>
<td>Assistant Professor in Branding or Research &amp; Measurement</td>
<td>1</td>
<td>PhD or MFA or equivalent and professional experience in the research end of the field</td>
<td>F/T</td>
<td>70-80%</td>
<td>B2000 Research &amp; Awareness B2001 Strategy &amp; Measurement B3002 Consumer Behavior MCA 376 Ad Planning MCA 360 Market Research</td>
<td>9/2013</td>
</tr>
<tr>
<td>Adjunct Professor</td>
<td>4</td>
<td>PhD or MFA or equivalent and professional experience in the field</td>
<td>P/T</td>
<td>100%</td>
<td>B2050 Strategic Media B2003 Brand Experience B3010 Creative Concepts B2015 Leadership, Ethics, Legal Issues</td>
<td>9/2013</td>
</tr>
</tbody>
</table>

Note: Using current full-time faculty teaching in the undergraduate Ad PR Program will necessitate an increase in Adjunct Faculty in that program (see Appendix I).
APPENDIX I: PROJECTED EXPENDITURES (SED FORM)
Including full-time faculty, adjuncts, seminar instructors, administrative staff, and tech staff.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (incl. fringe benefits)</td>
<td>$86,000 (one new FT Faculty)</td>
<td>$174,580 (two new FT Faculty)</td>
<td>$179,817</td>
<td>$185,211</td>
<td>$190,767</td>
<td>New FT, includes 3% increment</td>
</tr>
<tr>
<td>[replaces FT faculty in UG courses with adjuncts]</td>
<td>3 + 4 adjuncts in MA/6 + 4 replacement adjuncts in BA</td>
<td>2 + 2 adjuncts in MA/5 + 3 replacement adjuncts in BA</td>
<td>2 + 2 adjuncts in MA/5 + 3 replacement adjuncts in BA</td>
<td>2 + 2 adjuncts in MA/5 + 3 replacement adjuncts in BA</td>
<td>Includes adjuncts for MA and increase in adjuncts for BA</td>
<td></td>
</tr>
<tr>
<td>New Resources</td>
<td>$55,000</td>
<td>$41,650</td>
<td>$42,899</td>
<td>$44,186</td>
<td>$45,511</td>
<td>Adjuncts, includes 3% increment</td>
</tr>
<tr>
<td>New Resources</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>Seminar Instructors (10 session each semester @ $500)</td>
</tr>
<tr>
<td>Equipment</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Other New Resources</td>
<td>$58,500</td>
<td>$60,255</td>
<td>$62,063</td>
<td>$63,925</td>
<td>$65,843</td>
<td>Administrative staff with fringe benefits, incl. 3% increment</td>
</tr>
<tr>
<td></td>
<td>$9,000</td>
<td>$9,000</td>
<td>$9,000</td>
<td>$9,000</td>
<td>$9,000</td>
<td>Materials (including subscriptions and licenses)</td>
</tr>
<tr>
<td></td>
<td>$40,000</td>
<td>$41,200</td>
<td>$42,436</td>
<td>$43,709</td>
<td>$45,020</td>
<td>Tech Support CLT, incl. 3% increments</td>
</tr>
<tr>
<td>TOTAL NEW RESOURCES</td>
<td>$263,500</td>
<td>$341,685</td>
<td>$351,215</td>
<td>$361,031</td>
<td>$371,141</td>
<td></td>
</tr>
</tbody>
</table>
### APPENDIX J: PROJECTED REVENUE RELATED TO THE PROPOSED PROGRAM (SED FORM)

<table>
<thead>
<tr>
<th>Revenues</th>
<th>1&lt;sup&gt;st&lt;/sup&gt; Academic Year: 2012</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Academic Year: 2013</th>
<th>3&lt;sup&gt;rd&lt;/sup&gt; Academic Year: 2014</th>
<th>4&lt;sup&gt;th&lt;/sup&gt; Academic Year: 2015</th>
<th>5&lt;sup&gt;th&lt;/sup&gt; Academic Year: 2016</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Revenue From New Sources</td>
<td>30FTx$4275x2 10PTx$2240x2</td>
<td>56FTx$4275x2 18PTx$2240x2</td>
<td>56FTx$4275x2 18PTx$2240x2</td>
<td>56FTx$4275x2 18PTx$2240x2</td>
<td>56FTx$4275x2 18PTx$2240x2</td>
<td>Inflation was NOT used for projections. Tuition incl. semester maintenance of matriculation fee. Tuition is based on RESIDENT students.</td>
</tr>
<tr>
<td>Total</td>
<td>$301,300</td>
<td>$559,440</td>
<td>$559,440</td>
<td>$559,440</td>
<td>$559,440</td>
<td>tuition</td>
</tr>
<tr>
<td>State Revenue New Sources Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Revenue New Sources</td>
<td>College Tech Fee $150x40=$6000</td>
<td>College Tech Fee $150x74=$11,100</td>
<td>College Tech Fee $150x74=$11,100</td>
<td>College Tech Fee $150x74=$11,100</td>
<td>College Tech Fee $150x74=$11,100</td>
<td><em><strong>CORPORATE FUNDING TBD</strong></em></td>
</tr>
<tr>
<td>Total</td>
<td>$14,000</td>
<td>$25,900</td>
<td>$25,900</td>
<td>$25,900</td>
<td>$25,900</td>
<td></td>
</tr>
<tr>
<td>TOTAL NEW REVENUE</td>
<td>$315,300</td>
<td>$585,340</td>
<td>$585,340</td>
<td>$585,340</td>
<td>$585,340</td>
<td>Tuition &amp; Fees</td>
</tr>
</tbody>
</table>

### Expense/Revenue Comparison

<table>
<thead>
<tr>
<th></th>
<th>Total Expense</th>
<th>Total Revenue</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$263,500</td>
<td>$341,685</td>
<td>$51,800</td>
</tr>
<tr>
<td></td>
<td>$341,685</td>
<td>$585,340</td>
<td>$243,655</td>
</tr>
<tr>
<td></td>
<td>$351,215</td>
<td>$585,340</td>
<td>$234,125</td>
</tr>
<tr>
<td></td>
<td>$361,031</td>
<td>$585,340</td>
<td>$224,309</td>
</tr>
<tr>
<td></td>
<td>$371,141</td>
<td>$585,340</td>
<td>$214,100</td>
</tr>
</tbody>
</table>

*Potential Corp. Funding not incl.
## APPENDIX K: PROJECTED CAPITAL EXPENDITURE (SED FORM)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Capital Facilities</em></td>
<td>$135,700</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Furnishing, Security, Servers &amp; Routing Hardware</td>
</tr>
<tr>
<td><em>Equipment</em> (not included in operating budget)</td>
<td>$121,500</td>
<td></td>
<td></td>
<td>$12,150</td>
<td>$36,450</td>
<td>Computers, Peripherals &amp; Software</td>
</tr>
<tr>
<td><strong>Total Capital Expenditures</strong></td>
<td><strong>$257,200</strong></td>
<td></td>
<td></td>
<td><strong>$12,150</strong></td>
<td><strong>$36,450</strong></td>
<td></td>
</tr>
</tbody>
</table>