



Proposal to the Senate Educational Policy Committee

PROPOSAL TITLE: Establish A New Master of Science in Strategic Brand Communication (M.S. in S.B.C.), to be jointly offered by the Department of Advertising in the College of Media, and the Department of Business Administration in the College of Business.

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BRIEF DESCRIPTION: Strategic Brand Communication (SBC) is a data-driven, purposeful conversation with a brand's stakeholders. SBC combines traditional advertising practices with contemporary business thinking that pertains to delivering consistent, meaningful messages to consumers. In so doing, SBC seeks to integrate multiple consumer contact points that occur through the purchase of commercial messages in paid, earned, and owned media to deliver persuasive and impactful statements about brands and companies. This management process integrates all aspects of marketing communications such as advertising, public relations, personal selling, social media, sales promotion, and direct marketing. Such integration impacts a firm's business-to-business, marketing channel, customer-focused, and internally directed communications. Some organizations that deliver a consistent and integrated brand message and consumer experience are Disney, Ritz-Carlton, Harley Davidson and Apple, among others. Recently, the University of Illinois Division of Intercollegiate Athletics, in partnership with Nike,

has also started deploying a new branding strategy. These are examples of great brands that deliver a superior product, customer experience, culture and service by integrating their mission statement, objectives, and their measurement and reporting tools with their hiring, training, retail environments and locations, packaging, marketing, public relations and advertising campaigns.

There are several graduate-level programs in marketing communications offered around the globe. However, they are either typically offered by a business program or a communications/advertising program. None are jointly offered by both business and advertising. According to a research study undertaken by Illinois Business Consulting for the MS SBC, this positions us in a unique niche in the competitive marketplace¹. The feasibility study was conducted by students as an Illinois Business Consulting project. They researched 14 successful online communication programs. They also solicited inputs from employers and from over 100 industry professionals. We have referred to this study during our deliberations that has helped us shape our program. For example they recommended that the program length be 18 months with two courses at a time, tuition be about \$30,000 and students have 2-3 years of work experience.

The advantage of our proposed joint degree is that students will gain a deep knowledge of advertising and other marketing communications within a broader business context, along with integrative thinking skills. The Colleges of Media and Business – specifically the Department of Advertising and the Department of Business Administration – are uniquely situated to take advantage of this niche, by jointly offering a Master of Science degree in Strategic Brand Communication.

The Department of Advertising at the University of Illinois was the first advertising department in the country, established in 1959 by Charles H. Sandage, considered by many to be the "father of advertising education." Today, the Charles H. Sandage Department of Advertising celebrates his legacy and vision by offering B.S. and M.S. programs that are professionally relevant, yet broad enough that students acquire mastery of critical, analytical and problem solving skills. The Department of Advertising has been consistently ranked in the top five departments in the country in the past 20 years (rankings are based on scholarship and perceptions of peers as well as advertising industry personnel).

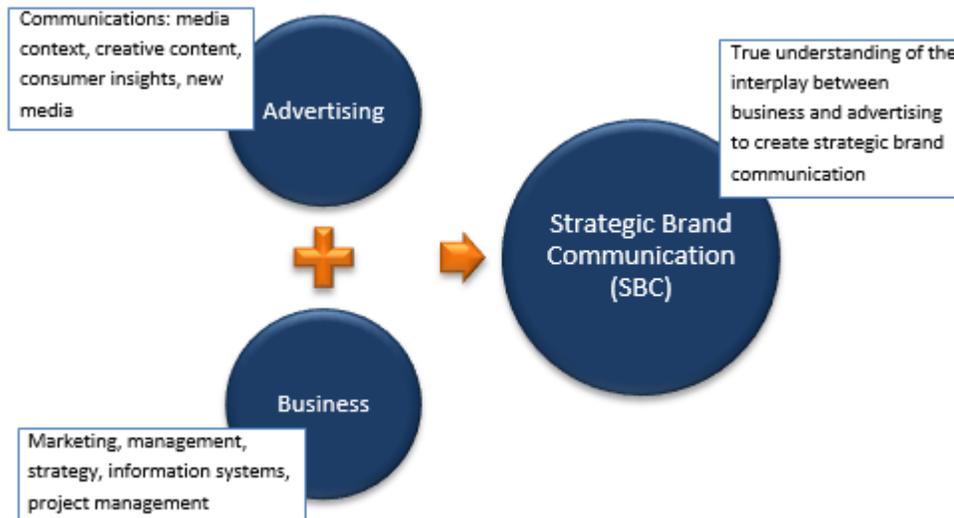
The Department of Business Administration in the College of Business at the University of Illinois brings together multiple business disciplines to nurture a diverse and supportive learning community. The Illinois College of Business is a recognized leader in many fields. The curricula across its degree programs offer a strong emphasis in technology, globalization, and entrepreneurship. A combination of innovative majors and world-class faculty means graduates of the College are heavily sought after by businesses around the world.

In both Colleges, many faculty members are consistently named to the List of Teachers Ranked as Excellent and have won campus-level teaching awards. The faculty members are also award-winning scholars and leaders in the fields of advertising, marketing and other related disciplines.

Convergence in the field of communications – from programming to technology to job functions – is an accelerating trend. The proposed graduate curriculum reflects these changes and helps prepare students for management positions in the communications field. The courses proposed in the MS SBC would be taught by a combination of faculty from both of these prominent academic

¹Illinois Business Consulting report, "Integrated Marketing Communications: UIUC ADV/BUS," May 9, 2013.

departments, as well as by industry leaders. The figure below demonstrates the combined benefit of creating this joint SBC degree.



POSITIONING AND TARGET AUDIENCE: The proposed degree program is designed for current working professionals with at least two years of full-time experience in their field. The proposed program is designed to be completed in 15 months. The curriculum – a hybrid between a traditional Master’s degree in Marketing and Master’s degree in Advertising – will prepare students to:

- be strategic leaders in an ever-changing global media environment;
- be integrative thinkers;
- be effective brand communicators and managers;
- respond agilely to new technologies, emerging media, and market trends;
- be team-oriented in their approach to management and communications; and
- be prepared to continue to learn as the media environment evolves.

This proposed degree program will be especially attractive to professionals who desire to:

- switch careers into the communications field;
- lead communications efforts or departments in companies or non-profit organizations;
- advance to upper management in the communications field; and
- pursue other exciting career opportunities with a strategic brand communication context.

According to the U.S. Bureau of Labor Statistics, the 2010 average salary for advertising, promotions and marketing managers was just over \$108,000². While an advanced degree is not required for these positions, earning such a credential certainly offers candidates for these jobs a competitive advantage over their peers without advanced degrees, and may accelerate the

² Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2012-13 Edition*, Advertising, Promotions, and Marketing Managers, on the Internet at <http://www.bls.gov/ooh/management/advertising-promotions-and-marketing-managers.htm> (visited **October 09, 2012**).

promotion timeline. Through a Corporate Partners Program, we will form strategic alliances with recruiters to make their hiring process effective and productive for both companies and students (see Appendix D). A range of employers representing various facets and functions of the communications industry will have the opportunity to recruit from the proposed MS SBC.

JUSTIFICATION: Strategic Brand Communication combines a traditional media education with business concepts that are designed to emphasize the “big-picture view” of any advertising or media campaign. Today, the most successful advertising campaigns rely on multiple and new/emerging contact points, which span many different media, yet still deliver a consistent message. Because of this emphasis on cross-communication, most successful advertising and communications agencies offer services that cross media boundaries, including: internet, television, radio, print, mobile, social media, and viral outlets.

According to the U.S. Bureau of Labor Statistics, a job growth rate of 14% is projected for managers of advertising, marketing and promotion.³ This will continue to be an important field of employment as companies strive to maintain sales and market growth. In addition, Monster.com’s job outlook report for marketing reports that areas of continued growth in the field will be located in Search Engine Optimization, web analytics, and other areas of emerging technology/media. This proposed program will educate students in management strategy and emerging media, to best suit them for higher-level positions in the field.⁴

At present, students seeking graduate degree options from the University of Illinois at Urbana-Champaign in communications management and SBC must choose either a Master of Science in Advertising or a Master of Business Administration degree. Neither of these provides the blend of business and communications that the proposed degree offers. Additionally, both must be completed on campus, forcing professionals who live outside of the Champaign-Urbana area to curtail their employment in order to complete one of these degree programs. The proposed program is designed to be offered either in a traditional manner on campus or in an innovative, blended live-online format that allows working professionals to complete it while they continue their careers. The program is intended to launch in an online format but it has the potential to expand to a residential program at a later date.

The primary differences between this program and existing graduate degree programs are focus and purpose. The proposed professional degree program is designed to prepare participants for success in a professional field. This is in contrast with the Department of Advertising’s existing research orientated graduate programs, which are designed to help students develop mastery of a particular field. It is also different than the Master of Business Administration a professional degree that is not as focused as the proposed degree. The culmination of the proposed program is a capstone project with a very applied approach, such as developing a comprehensive campaign that addresses a specific client need. This contrasts with many existing graduate research-oriented programs, which conclude in a more general research project or thesis that addresses a theoretical question rather than a client need.

³ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2012-13 Edition*, Advertising, Promotions, and Marketing Managers, on the Internet at <http://www.bls.gov/ooh/management/advertising-promotions-and-marketing-managers.htm> (visited **October 09, 2012**).

⁴ Rossheim, John. "2012 Marketing Jobs Outlook." Monster.com. Monster.com, n.d. Web. 09 Oct. 2012. <<http://career-advice.monster.com/job-search/company-industry-research/marketing-jobs-outlook-2012/article.aspx>>.

Additionally, this program would help both sponsoring Departments to recruit faculty who are conducting research and teaching in these areas.

PROPOSED STRUCTURE: We expect about 25 students will be accepted into the SBC program in its first year. The degree is designed to be completed in 15 months. Only students enrolled in this program will be allowed to take online SBC classes. The courses will be designed to be scalable to accommodate even larger numbers of students (who meet our admissions criteria). As the course enrollment grows, instructors will be additionally compensated according to policies in the Colleges of Business and Media, and course support in the form of teaching assistants and graders will be added. These teaching assistants and graders will provide instructional support but will not engage in actual instruction. The decision to offer the program if the enrollment is lower than 25 will be taken by the two deans and the department heads.

This program can be structured to fit either an online or face-to-face format. The intention is to launch the program in the online format in the first year. For those students completing the degree, class sessions will be offered primarily online. The on-campus module at the beginning of the program will be about one week in length and will include program and University orientation, course sessions, workshops, and professional development seminars. The on-campus module at the end of the program will occur in the last week of the capstone course and will also include a graduation ceremony. For an example timeline for the program delivery, please see Appendix C.

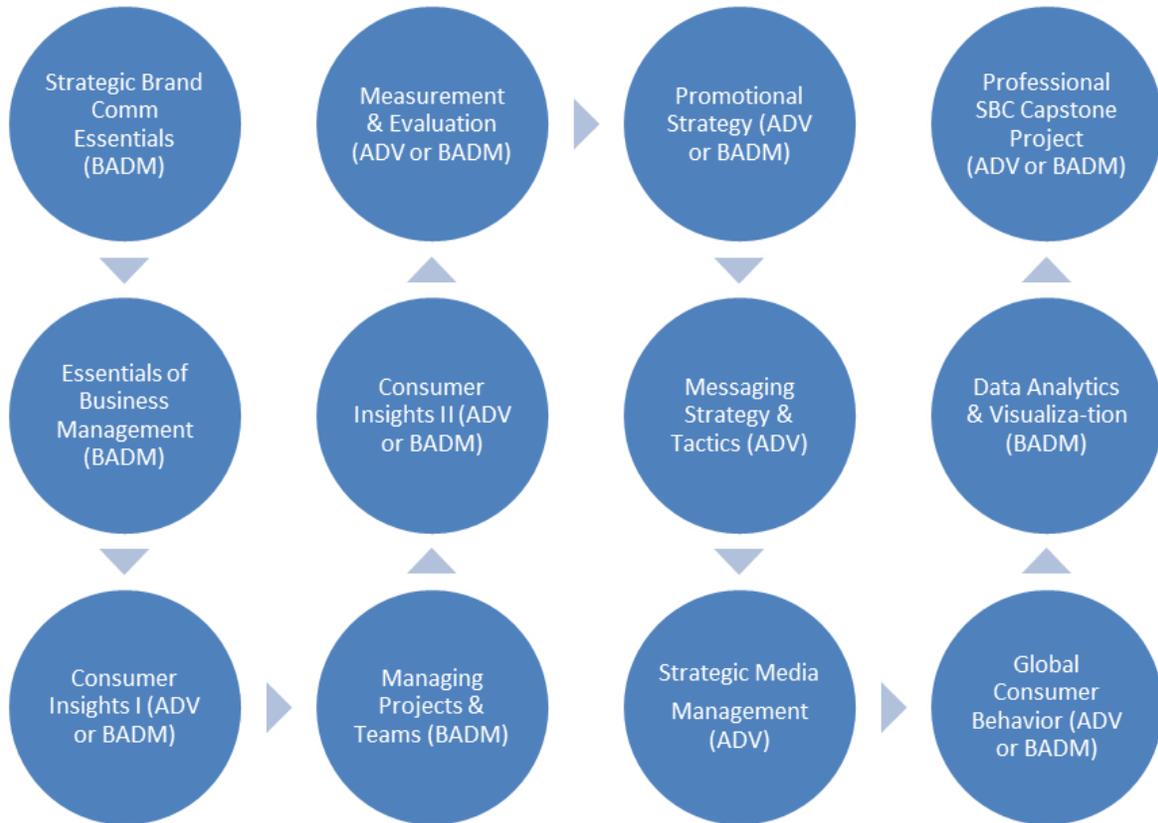
PROPOSED SBC CURRICULUM: The proposed curriculum consists of 32 credit hours of coursework, with approximately 16 credits being offered by the Department of Advertising and approximately 16 credits by the Department of Business Administration. Courses within the proposed curriculum would be offered under a designated SBC rubric, rather than the existing ADV or BADM rubrics. This approach is similar to that followed by other units who have started new programs, such as Vet Med. The curriculum includes a professional capstone project, to ensure practical experience in applying newly-learned SBC tenets. All courses are required; there are no electives in the proposed program.

Course materials will be provided to students in the program, and will include e-reserves, course packets, electronic books, and so on. The proposed program will not require or use traditional textbooks, but instead course materials will be made available via an approved University learning platform. The Department of Advertising has used electronic course packs developed for online delivery in its professional development programs, with considerable success.

Courses will be designed by Department of Advertising and Department of Business Administration faculty. Academic Directors from each department will review course syllabi periodically. Course quality will be assessed within the departments under the guidance of the Academic Directors for each department. Student evaluations will help to inform the Academic Directors of the quality of the courses and student learning outcomes. Additionally, the Department of Business Administration undergoes a review of courses and student learning outcomes as part of the College of Business AACSB reaffirmation of accreditation.

The proposed curriculum for the program follows, with the department that will likely teach each

course listed parenthetically. Those that are listed as ADV or BADM could be taught by either department, or co-taught with ADV and BADM instructors. Instruction for each cohort will be divided evenly between the departments. The fact that some of these courses can be taught by either department’s faculty is a strength of this joint initiative. This provides some flexibility in staffing the courses. Initially Department of Business Administration will be responsible for SBC 501-505 and SBC 511, and Department of Advertisement will be responsible for SBC 506-510 and SBC 512.



Courses are shown in the order in which they would be offered. For more information about the proposed courses, please see Appendix B.

In addition to for-credit courses, professional development workshops will be offered by industry professionals on an as-needed basis, outside of the courses (on a pro-bono basis). Workshop topics might include: International Marketing; Multicultural Advertising; Crisis Communications; Reputation Management; Investor Relations; Social Media Metrics; Search-Engine Marketing; Leadership; and Budgeting and Financial Management. These workshops will be video archived on our program website, and thus available to Illinois students in other programs.

Workshops will be delivered while students are on campus and via webinars while students are completing the online portion of the program. Webinars will be delivered via an approved campus platform and will be archived for future viewing and delivery.

BUDGETARY AND STAFF IMPLICATIONS: The proposed MS in Strategic Brand Communications would be a self-supporting program, requiring 32 credit hours of graduate coursework, to be completed in a 15-month timeframe.

a. Additional staff and dollars needed

Director, SBC Program (100% FTE, \$90,000 per year, to be paid through program funds)

The proposed SBC program would be led by a Director, who will:

- Identify and recruit corporate partners (please see Appendix D);
- Maintain relationships with corporate partners and Faculty Advisory Board (FAB) through regular communication and interaction (please see the section on Faculty for the composition of the FAB);
- Serve as primary point of contact for the students and alumni of the MS SBC Program;
- Serve as logistics lead for all MS SBC events and programs;
- Oversee program recruitment;
- Direct activities of the Program including career fairs, events, an internship program, and mentoring;
- Direct student advising from matriculation to graduation
- Working in concert with career services offices in each College, direct career placement for SBC students;
- Work with academic departments and faculty to establish and maintain an effective SBC curriculum.

The Director will have experience in recruitment and administration activities in a university setting as well as marketing and/or advertising industry experience. The Director will assess and identify other staffing needs in order to establish and expand the proposed MS SBC Program as appropriate. The Director would be hired prior to the program launch, in order to recruit students and corporate partners. The Director will work closely with the academic directors (more information follows) on academic issues, and will report jointly to the two department Heads on non-academic issues.

eLearning Specialist (50% FTE, \$30,000 per year, to be paid with program funds)

The eLearning Specialist will focus on developing online components for fully online courses for graduate and undergraduate programs, with emphasis in development for cross platform applications, including web and mobile based components. The eLearning Specialist will collaborate with faculty in the development of course materials including web development, media development, instructional design, and assessment and evaluation of instructional outcomes. This specialist will also conduct one-on-one consultations with faculty, staff and students; and develop faculty training programs or materials to promote best practices in teaching and learning technologies. The eLearning specialist will be part of the eLearning Office in the College of Business and will also act as coordinator for online activities. However, the eLearning Specialist will also jointly report to the proposed program Director.

The eLearning Specialist will:

- Assist in the development of complete online versions of new and existing courses
- Support new curricular activities
- Develop multimedia training tutorials as requested
- Train and support instructors as needed
- Evaluate and assist with developing multimedia content produced in the Program to ensure that it is universally accessible.

The eLearning specialist will have a Master's degree in Education or Instructional Design, or relevant work experience in online courses, or a Bachelor's degree and at least two years of relevant work experience in online learning and educational technologies.

The eLearning Specialist will also be hired prior to the start of the program, in order to work with faculty and students to create the courses and advise and support incoming students, in regard to technology.

Support Staff (50% FTE, \$25,000, to be paid with program funds)

Support Staff will be needed to assist in application processing and verification of application materials and official communication with applicants regarding their application status. Other areas of support would be in managing logistics for live sessions, facilitating corporate partner and prospective student visits, and assisting otherwise as needed.

We propose starting with a 100% FTE Director, and 50% each for the eLearning Specialist and Support Staff. As the program grows, staffing can be adjusted as budget and workload allow.

- b. Internal reallocations (e.g., change in class size, teaching loads, student-faculty ratio, etc.)

Academic Directors (2 Directors, 1/12 Salary each, to be paid with program funds)

Oversight of the proposed program's curriculum will be provided by two academic directors; one from each sponsoring Department. These Academic Directors will be tenured faculty. They, with the program Director will be responsible for oversight of the degree and its curriculum; as well as admissions strategy, criteria, and selection. Curricular changes will be suggested by these Directors for review within appropriate channels in both Departments and Colleges, before being forwarded to the campus for approval. Academic Directors will be selected by the respective department Chair or Head, and will serve a two-year appointment. At the end of the first two-year cycle, the program will assess the work to be done by incoming Academic Directors.

Faculty (approximately \$5,000-\$6,481 per credit hour, with a floor of \$15,000 (\$10,000 for a 2-credit course) and a ceiling of 1/9 salary for a 3-credit course, to be paid with program funds)

Courses offered as part of the proposed program would be taught by Department of Advertising and Department of Business Administration faculty and adjunct instructors. These faculty will be SBC Affiliate Faculty, as the MS SBC will not have a dedicated faculty, per se. The courses taught in the SBC program will be taught off-load or on-load depending on faculty availability. The program will intend to use adjunct faculty sparingly and only to

fill in need-based gaps to meet the demand. Faculty will be compensated for developing and teaching these courses.

Faculty members will be selected to teach in the SBC program based on area of expertise and academic qualifications. Each department may seek industry experts to serve as adjunct instructors as needed in which case industry experience will also be taken into account as appropriate. Hiring committees of faculty and Academic Directors from the Department of Advertising and Department of Business Administration will use appropriate Human Resource channels for hiring. They will also seek Department Head approval for hiring decisions.

Several faculty have already expressed interest in teaching in the program and the departments have identified backup instructors as well. Please see Appendix H for more information on specific courses and instructors. There is also an overlap of expertise in the two departments for some courses in the program. Only six courses per year need to be staffed by each department (this could be three to four offered by faculty, and two to three offered by industry experts). The budget reflects costs associated with tenure track faculty members teaching each course. The assumption is that the expense associated with compensating a tenure track faculty member would be higher than hiring an adjunct professor if needed. Therefore, if a faculty were to leave and another instructor from either department cannot be identified, the amount budgeted would be sufficient to hire a replacement to teach the affected course.

The Department of Advertising has 14 faculty (11 tenured/tenure track) and the Department of Business Administration has 72 faculty (44 tenured/tenure track). Thus, between these two departments, there are sufficient faculty resources to staff this proposed program

To coordinate the program and to provide oversight, a SBC Faculty Advisory Board (FAB) will be formed. The composition of the SBC FAB will include the two academic directors (who will be tenured faculty), the two Director/Executive Director of Graduate Studies, two members of Graduate Studies Committee of the Department of Advertising and two members of the Graduate Studies Master's Committee of the Department of Business Administration. Please see Appendix F for more information on the structure of this committee.

- c. Effect on course enrollment in other units and explanations of discussions with representatives of those departments

None. The SBC Program would only allow students admitted to the SBC program to enroll in the online courses.

- d. Impact on the University Library (*A letter of acknowledgement from the University Librarian must be included for all new program proposals.*)

Class size is anticipated to be greater than 25 students. However, as the program is primarily online, effect on classroom space and the library will be minimal. A letter of support from John Wilkin, University Librarian, is attached.

- e. Impact on computer use, laboratory use, equipment, etc.

The proposed program will deliver course materials (as part of their student fees) via an approved University learning platform. The students will pay for these course materials. There will be no additional fees.

DESIRED EFFECTIVE DATE: August 2016 or as soon as possible thereafter.

STATEMENT FOR PROGRAMS OF STUDY CATALOG:

Strategic Brand Communication

<http://sbc.illinois.edu>

Sponsoring Departments

Business Administration

Head of Department: Aric Rindfleisch
350 Wohlers Hall
1206 South Sixth Street
Champaign, IL, 61820
(217) 333-4240

Charles H. Sandage Department of Advertising

Head of Department: Jacquie Hitchon
119 Gregory Hall
810 South Wright Street
Urbana, IL 61801
(217) 333-1602

Email: sbc@illinois.edu

Major: Strategic Brand Communication

Degree offered: M.S.

Graduate Degree Programs

This Master of Science in Strategic Brand Communication (MS SBC) degree program is jointly sponsored by the Charles H. Sandage Department of Advertising in the College of Media and the Department of Business Administration in the College of Business. Graduates from this program receive the MS SBC degree awarded by the Graduate College. Strategic Brand Communication (SBC) is a data-driven, purposeful conversation with a brand's stakeholders. SBC combines traditional advertising practices with contemporary business thinking that pertains to delivering consistent, meaningful messages to consumers. In so doing, SBC seeks to integrate multiple consumer contact points that occur through the purchase of commercial messages in paid, earned, and owned media to deliver persuasive and impactful statements about brands and companies. This management process integrates all aspects of marketing communications such as advertising, public relations, personal selling, social media, sales promotion, and direct marketing. Such integration impacts a firm's business-to-business, marketing channel, customer-focused, and internally directed communications.

The MS SBC degree program is designed for current working professionals with at least two years full-time experience in their field. The proposed program is designed to be completed in 15

months. The curriculum will prepare students to: be strategic leaders in an ever-changing global media environment; be analytic and integrative thinkers; be effective brand communicators and managers; respond agilely to new technologies, emerging media, new demographics, and market trends; be team-oriented in their approach to management and communications; and be prepared to continue to learn as the media environment evolves.

Admission

To be admitted into this program, applicants must have at least two years of full-time work experience. All applicants are expected to have a minimum grade point average of at least 3.0 (A = 4.00) for the last two years of undergraduate study and a 3.0 for any previous graduate work completed. All applicants whose native language is not English must submit a minimum Test of English as a Foreign Language (TOEFL) score of at least 102 (iBT), 253 (CBT), or 610 (PBT); or minimum International English Language Testing System (IELTS) academic exam scores of 6.5 overall and 6.0 in all subsections. Prerequisite: course in Statistics or Calculus from an accredited institution. The admissions criteria will be based upon an evaluation of each applicant’s work experience, GPA, English aptitude, and letters of recommendation.

Degree Requirements

*For additional details and requirements refer to the program’s Web site and the Graduate College Handbook.

Master of Science

Required Courses:	Hours
Core Courses	30
Project	2
Total Hours	32
Minimum 500-level Hours Required Overall:	32
Minimum GPA:	2.75

Addendum Added on 27th April 2015

In response to the questions and concerns from the Senate Education Policy Subcommittee,

1. The sponsors will seek formal modification of the MOU so as to eliminate any potential conflicts with specific language of the proposal, especially regarding faculty status of those involved in directing the program.
2. The program intends to employ adjunct instructors for no more than two of the 12 courses in the curriculum.
3. The program will request and review applicants' work history and select for admission those seeming to possess the desired minimum of two to three years of relevant professional experience.
4. The sponsors envision eventually serving 160 students in each cohort, will start with 25 students and believe the program can be self-supporting financially at an even lower level of enrollment than that.
5. Implementation of the proposal is contingent on expected expansion of e-learning staff within COB and CITL.

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**Appendix A:
(Budgetary and Staff Implications)**

New Degree Programs – Required Budgetary Implication Questions

1) How does the unit intend to financially support this program?

The program will be self-supporting. No campus or unit funds will be required for the new program. Conservative budget projections are outlined in the following table.⁵ According to an agreement with the Office of the Provost, campus overhead will be waived for the first two years. Additionally, the College of Media and the College of Business will equally share the start-up expenses.

Cohort	Term Dates	Students per Cohort	# Students	Revenue (Tuition & Fees)	Personnel Cost	Other Expenses	Total Cost	Projected Surplus
	Startup Costs			\$ -	\$ 122,291.67	\$ -	\$ 122,291.67	\$ (122,291.67)
1	Jan-June 2016	25	25*	\$ 300,781.25	\$ 167,855.59	\$ 45,750.00	\$ 213,605.59	\$ 87,175.66
1	July-Dec 2016		25*	\$ 328,125.00	\$ 193,746.57	\$ 45,500.00	\$ 239,246.57	\$ 88,878.43
1+2	Jan-June 2017	30	55*	\$ 616,931.25	\$ 135,987.42	\$ 54,450.00	\$ 190,437.42	\$ 426,493.83
2	July-Dec 2017		30*	\$ 404,550.00	\$ 194,742.08	\$ 47,400.00	\$ 242,142.08	\$ 162,407.92
2+3	Jan-June 2018	40	70*	\$ 764,778.90	\$ 210,198.82	\$ 59,700.00	\$ 269,898.82	\$ 494,880.08
3	July-Dec 2018		40*	\$ 503,308.80	\$ 210,198.82	\$ 51,200.00	\$ 261,398.82	\$ 241,909.98
3+4	Jan-June 2019	50	90*	\$ 969,943.97	\$ 216,981.71	\$ 66,300.00	\$ 283,281.71	\$ 686,662.25
4	July-Dec 2019		50*	\$ 646,322.58	\$ 198,351.82	\$ 55,000.00	\$ 253,351.82	\$ 392,970.76
4+5	Jan-June 2020	60	110*	\$ 1,215,169.17	\$ 223,986.22	\$ 53,100.00	\$ 277,086.22	\$ 938,082.95

* Campus overhead waived for the first two years.

2) Will the unit need to seek campus or other external resources?

The units proposing this program will not seek campus funds to support the MS SBC. The waiver of campus overhead will help defray the startup costs. The two colleges have agreed to share any additional deficit incurred during the starting phase.

3) If no new resources are required, how will the unit create capacity or surplus to appropriately resource this program? (What functions or programs will the unit no longer support?)

N/A

4) Please provide a market analysis: What market indicators are driving this proposal? What type of employment outlook should these graduates expect? What resources will be required to assist students with job placement?

⁵ The course development costs for projected years are intended to cover faculty turnover. The rate of faculty turnover was calculated at a conservative rate of 1/3 turnover per year.

Please see the “Justification” section of the proposal.

5) If this is a proposed graduate program, please discuss the programs intended use of waivers. If the program is dependent on waivers, how will the unit compensate for lost tuition revenue?

As a self-supporting program, no waivers will be granted.

Appendix B: Course Descriptions

SBC 501, Strategic Brand Communication Essentials, 2 credits (BADM)

Basic concepts of strategic brand communication (SBC) related to business planning and strategy. Focus will be on marketing and brand management; brand positioning, brand and consumer analysis, brand integration, and brand metrics and value.

SBC 502, Essentials of Business Management, 3 credits (BADM)

Covers basic principles of business strategy; understanding of financial accounting and budgeting; the importance of ethics; principles of leadership; and the importance of the global business environment.

SBC 503, Consumer Insights I, 3 credits (BADM)

The course explores how cultural, sociological and psychological factors shape consumer behavior. This course will provide an overview of the key concepts of the discipline of consumer behavior and will enable students to put into practice their newfound understanding of consumer behavior to shape branding strategies.

SBC 504, Managing Projects and Teams, 3 credits (ADV or BADM)

Successful SBC requires working on a series of projects. Thus learning to effectively manage projects is a critical skill. The objectives of this course are to master the technical and sociocultural dimensions of the Project Management Process. The technical dimensions deal with needs analysis, work breakdown, scheduling, resource allocation, risk management, and performance tracking and evaluation – within the allocated timeframe and cost. The sociocultural dimensions include attributes of sound leadership, formation and management of impactful teams, and managing customer expectations in order to formulate consistent, integrated campaigns across channels.

SBC 505, Consumer Insights II, 3 credits (ADV or BADM)

This course will provide an overview of the key qualitative methods used to gain strategic insights into consumer behavior and will provide practice in planning research projects, data collection, and analysis.

SBC 506, Measurement and Evaluation, 3 credits (ADV or BADM)

This course will focus on the method and analysis for consumer insights but also for measuring effectiveness of various promotional strategies and campaign effectiveness. This includes an overview of quantitative research methods with emphasis on analysis and interpretation of data, and application to evaluating effectiveness of promotional strategies.

SBC 507, Promotional Strategy, 3 credits (ADV or BADM)

This course will familiarize students with the topic of marketing communications and promotion management, and will teach students the steps for strategically planning a strategic brand communications campaign. The culmination of this course will be a campaign for a real-world client.

SBC 508, Messaging Strategy, 3 credits (ADV)

Creating and executing successful messages across communication channels. Explores the development of persuasive messaging through theories of persuasion, consumer-information processing and theories of creativity. The course examines the relationship between creative strategy and creative executions while allowing students to practice creating content for traditional and non-traditional media.

SBC 509, Strategic Media Management, 3 credits (ADV)

Analyzes the markets served by various advertising media and factors to consider in the selection and evaluation of media. Markets include investors, employees, and consumer segments. This course will also cover managing media in a global context. This course is designed to provide students with an advanced understanding of media analysis, planning, buying and optimization.

SBC 510, Global Consumer Behavior, 2 credits (ADV or BADM)

Within the context of globalization, the course underscores the importance of understanding consumers' values, attitudes, and behaviors for effective product positioning, brand value and effective marketing communications across borders. Focus on consumer behavior and brand positioning across local, regional, and global contexts. This course is designed to provide students with an advanced understanding of consumer behavior in a global context.

SBC 511, Strategic Analytics & Data Visualization, 2 credits (BADM)

The course will prepare students to utilize database-generated information for targeting and building customer and brand relationships, with an emphasis on new and emerging media. The students will get exposure to principles of working with structured data using relational databases, and data warehouses. They will understand how to work with unstructured data from the web. They will also get exposure to select data mining methods relevant to data commonly worked on by marketing and communication executives and apply these concepts with cases/exercises during each of these modules.

SBC 512, SBC Professional Capstone Project, 2 credits (BADM or ADV)

This course serves as a capstone, requiring the student to demonstrate a mastery of knowledge in the primary areas of Strategic Brand Communication. The project is designed to allow the student to demonstrate his/her mastery of strategic brand communication, focused on Creating and Executing a Research Plan; Repositioning Analysis and Strategy; Strategic Brand Communication Strategy & Tactics; Media Strategy & Tactics; Campaign Monitoring and Evaluation.

Appendix C: Example Timeline, Blended Delivery

2016

January						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
Spring Break						
27	28	29	30	31		

April						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
Fall Break						
27	28	29	30			

December						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
Holiday Break						

2017

January						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
Spring Break						
26	27	28	29	30	31	

Live/online Course 1 (live 1 week- Urbana, online 3 weeks; total 4 weeks)

Online Course 2 (online, 10 weeks) + Course 3 (online, 10 weeks)

Online Course 4 (online, 10 weeks) + Course 5 (online, 10 weeks)

Online Course 6 (online, 10 weeks) + Course 7 (online, 10 weeks)

Online Course 8 (online, 10 weeks) + Course 9 (online, 10 weeks)

Online Course 10 (online, 6.5 weeks) + Course 11 (online, 6.5 weeks)

Online Course 12 (online, then live; 4 weeks)

Appendix D: Corporate Partners

Corporate Partners will provide the students with additional optional professional development opportunities and links to the corporate world. However, the funding model of the SBC program does not rely on the success of the Corporate Partner program, nor are corporate partners involved in academic aspects of the program. Student engagement with the corporate partners is not mandatory or part of the SBC curriculum, and is meant to be a benefit to the students. Approved university channels, such as I-Link will be utilized as a vehicle for students to connect with corporate partners.

Corporate partners will be identified and recruited by the SBC Program Director and will require approval from the SBC FAB. To prevent any ethical challenges arising from such relationships with corporations, the activities of the corporate partners as it relates to the program will be developed in consultation with the FAB. Furthermore, a yearly report of activities of the corporate partners will be provided for review to the FAB.

The SBC Program “Corporate Partners” is inspired by other successful academic programs that have some relationships with corporations. One example in the College of Business is the Hoeft Technology & Management Corporate Affiliates Program. For more details on this program, please visit: <http://www.techmgmt.illinois.edu/corporate/>. Another example is the College of Engineering Career Partner Program: <http://ecs.engineering.illinois.edu/recruiting-students/ecs-career-partner-program/>.

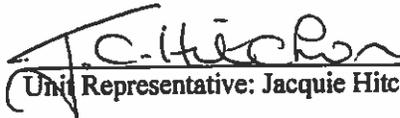
Examples of benefits for the SBC Corporate Partners may include:

- Preference in scheduling for recruiting activities, including career fairs, company information sessions, professional development activities and interviews. This will lead to enhanced promotion of corporate recruiting activities to students.
- Visibility to students through a presence on the SBC Program website and in SBC Program facilities. This might also include primary logo recognition on the SBC Program website as well as in newsletters and other publicity materials;
- Preference to participate in special events and activities including speaking opportunities.

CLEARANCES:

Signatures:

Department of Advertising, College of Media


Unit Representative: Jacquie Hitchon, Head

11.17.14
Date:


College Representative: Jan Slater, Dean

11-20-14
Date:

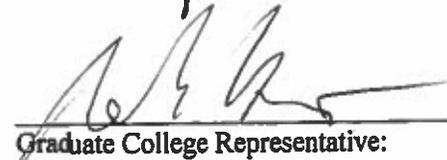
Department of Business Administration, College of Business


Unit Representative: Aric Rindfleisch, Head

11/16/14
Date:


College Representative: Greg Northcraft, Assoc. Dean

11/14/14
Date:


Graduate College Representative:

3/15/16
Date:

Council on Teacher Education Representative:

Date:

Appendix E: Additional Clarifying Points

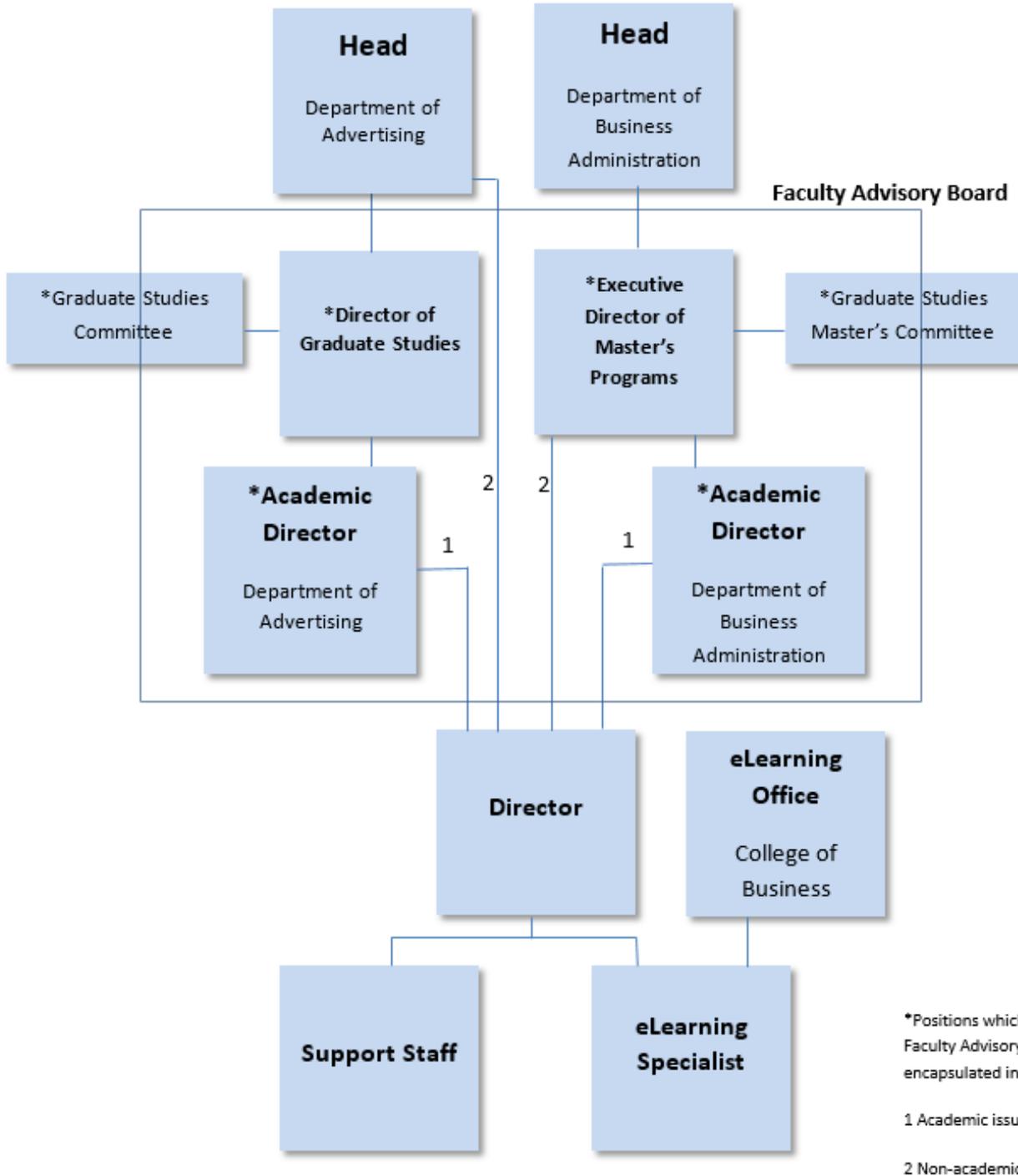
Recommendations

The Graduate College subcommittee had recommended additional questions to be answered for programs to be housed outside of departments:

1. Include an organizational chart, which outlines the organizational structure of the proposed program, reporting lines, position titles, and anticipated personnel at program launch (denoting TT faculty members and %FTE for non-TT faculty)
 - The proposal identifies various staff members dedicated to the program (Director, eLearning specialist, support staff, etc...). An organization chart is attached in Appendix F to display reporting lines.
2. Provide all relevant MOA's and/or MOU's, which should outline all necessary financial agreements, and the roles and responsibilities of each unit in the proposed program
 - The MOU is attached in Appendix G.
3. Describe the physical home of the program, including long-term plans for new facilities, if applicable
 - The proposed SBC program will not require new facilities. The Academic Directors and faculty members will be housed in their respective departments. The location of the program director and support staff will be determined at a later date based on available space and proximity to needed resources.
4. Describe how critical academic functions such as admissions and student advising will be managed
 - The student advising will be managed by the Director and the administrative staff who are dedicated to the program. The online technical help will be provided by CITL and the eLearning specialist.
5. Describe how members of interdisciplinary councils or committees will be composed and how membership will be selected and maintained/rotated
 - The two academic directors will be the main point persons between the program and the departments. Further oversight and strategic direction will be provided by appropriate committees in each department.
6. Outline a reporting process that allows faculty to document their involvement in the program and the merit of their contributions
 - The involvement of faculty in the program will be reported in the annual report by faculty and will be used in the faculty's evaluation and feedback.
7. Include a phase-down plan or a mechanism to shutter the program once it is no longer needed
 - If either unit wants to withdraw from the plan, the other unit may take complete ownership if so desired. This will require sufficient notice so that students currently enrolled or admitted in the program are not affected. If both units do not desire to continue offering the program, then university guidelines on closing a degree program will be followed.

Appendix F: Organizational Chart

SBC Program Organizational Chart



UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Dean
College of Media
119 Gregory Hall, MC-462
810 South Wright Street
Urbana, IL 61801



**Memorandum of Understanding
between
College of Media
and
College of Business**

This Memorandum of Understanding (MOU) sets the terms and understanding between the College of Media and the College of Business as they relate to the development, implementation and management of the joint Strategic Brand Communications Master of Science degree program.

Background

The Charles H. Sandage Department of Advertising in the College of Media and the Department of Business Administration in the College of Business will jointly offer a Master of Science degree in Strategic Brand Communication. The degree will be offered in blended format, on the Urbana campus and online, through the Office for Information Management in the College of Business and the Center for Innovation in Teaching and Learning. The proposed starting date for the program is January 9, 2016.

The proposed program will educate students in management strategy and emerging media, to prepare them for higher-level positions in the field. Strategic Brand Communication combines an advanced advertising education with business concepts that are designed to emphasize the "big-picture view" of brand messaging and delivery.

The curriculum – a hybrid between a traditional Master's degree in Business and Master's degree in Advertising – will prepare students to:

- be strategic leaders in an ever-changing global media environment;
- be integrative thinkers;
- be effective brand communicators and managers;
- respond agilely to new technologies, emerging media, and market trends;
- be team-oriented in their approach to management and communications; and
- be prepared to continue to learn as the media environment evolves.

The proposed curriculum consists of 32 credit hours of coursework, with approximately 16 credits being offered by the Department of Advertising (ADV) and approximately 16 credits by the Department of Business Administration (BADM). All courses are required; there are no electives in the proposed program.

Program Administration

Staffing

The program will be self-supporting and staff will be paid with program funds.

Director

The SBC program would be led by a Director, who will: identify and recruit corporate partners; maintain relationships with corporate partners and advisory council through regular communication and interaction; serve as primary point of contact for the students and alumni of the MS SBC Program; serve as logistics lead for all MS SBC events and programs; oversee program recruitment; direct activities of the Program including career fairs, events, an internship program, and mentoring; working in concert with career services offices in each College, direct career placement for SBC students; work with academic departments and faculty to establish and maintain an effective SBC curriculum; and staff courses.

The Director will work closely with the academic directors (more information follows), but will report jointly to each department (each department will determine whether the Director will report to the Department Head or Executive Director, etc.).

eLearning Specialist

The eLearning Specialist will focus on developing online components for fully online courses for graduate courses with emphasis in development for cross platform applications, including web and mobile based components. The eLearning specialist will be part of the eLearning Office in the College of Business and will also act as coordinator for online activities. However, the eLearning Specialist will also jointly report to the proposed program Director.

Support Staff

Support Staff will assist in application processing and verification of application materials and official communication with applicants regarding their application status. Other areas of support would be in managing logistics for live sessions, facilitating corporate partner and prospective student visits, providing on-going support to students, interacting with Graduate College and other administrative units on campus, and assisting otherwise as needed.

Academic Directors (2 Directors)

Oversight of the proposed program's curriculum will be provided by two academic directors; one from each sponsoring Department. These Academic Directors will be tenured faculty (or the equivalent level of long-term visiting faculty, clinical faculty, etc.). They, with the Program Director, will be responsible for oversight of the degree and its curriculum; as well as admissions strategy, criteria, and selection. Curricular changes will be suggested by these Directors for review within appropriate channels in both Departments and Colleges, before being forwarded to the campus for approval. Academic Directors will be selected by the respective department Chair or Head, and will serve a two-year appointment. At the end of the first two-year cycle, the program will assess the work to be done by incoming Academic Directors.

Faculty

Courses offered as part of the proposed program would be taught by Department of Advertising and Department of Business Administration faculty and adjunct instructors. These faculty will be SBC Affiliate Faculty, as the MS SBC will not have a dedicated faculty, per se. Each department will determine if the faculty teach on- or off-load, given the human resource available, and the timing of the courses. Each department may seek industry experts to serve as adjunct instructors as needed. Only six courses per year need to be staffed by each department. It is agreed that faculty will be paid \$5,000-\$6,481 per credit hour, with a floor of \$15,000 (\$10,000

for a 2-credit course) and a ceiling of 1/9 salary for a 3-credit course, to be paid with program funds.

There may be up to 30% of the courses taught by adjunct instructors who are industry experts and leaders in the field. These instructors would be paid from program funds at a rate of \$5,000-\$6,481 per credit hour, to be negotiated by the Program Director and approved by the Department Heads and would be contracted with on an as-needed basis. Tuition for each cohort will be divided evenly between the departments.

Searches

Both Departments and/or Colleges will be involved in the searches for staff positions. At least one position on the search committee should be designated for a faculty member or administrator from each College. Remaining positions on the search committee will be allocated to areas of expertise relevant to the search. The chair of the search committee can be from either College.

Recommendations made by the search committee for hiring will first be reviewed by the Department Heads who will then make a recommendation to the Deans of both Colleges.

Roles & Responsibilities

Marketing

The Program Director will oversee communications about the degree program, and will author an annual marketing plan for the Program.

Admissions

An admissions committee of faculty from the two departments and the program director will review applications and determine admissions for each cohort.

Applicants will be asked to write an essay to describe their significant accomplishments, and to relate work experience to their career goals, the program, leadership lessons, etc. Letters of recommendations from professionals will help evaluate candidates' professional motivation, work ethics, and problem solving abilities.

Advising

Academic advising will be accomplished via telephone, email, or computer conferencing (Skype or Blackboard Collaborate), and the scheduling of special advisement days on the times of face-to-face meetings. The Program Director will be responsible for academic advising.

The program director will work with the Department Heads, Executive Director of Master's Programs (in the Department of Business Administration, specifically), and academic directors in each department (per the staffing plan, and position descriptions therein) to ensure that department requirements are met. The faculty responsible for each course will ensure that academic requirements for the courses are met. The program director will ensure that each student has completed each course and earned the requisite grades for degree completion.

Phase-Down Plan

If the program was discontinued, students admitted to the program will be offered the classes that were promised in the curriculum, and if the number of students is low the department will consider incorporating those students to similar graduate classes offered in other programs. If the classes are on campus, students will be provided with the possibility of taking the classes via web conferencing.

Review

Formative and summative evaluation of the program will be conducted by the Office of eLearning in College of Business which has experience in conducting evaluation of online and blended initiatives. The office uses Quality Matters to evaluate the quality of the course design, and surveys will provide information to monitor the quality of the courses and overall program offering in terms of faculty and students' satisfaction and performance.

The office of eLearning and CITL will include the program in their constant review of resources provided to online and blended courses will ensure proper maintenance and continuous innovation of resources and support. The faculty directors will evaluate the program in terms of academic and content currency.

Resources

The program will be self-supporting. No campus or unit funds will be required for the new program. Conservative budget projections are outlined in the following table.

Cohort	Term Dates	Students per Cohort	# Students	Revenue (Tuition & Fees)	Personnel Cost	Other Expenses	Total Cost	Projected Surplus
	Startup Costs			\$ -	\$ 106,111.11	\$ -	\$ 106,111.11	\$ (106,111.11)
1	Jan-June 2016	25	25	* \$ 300,781.25	\$ 159,105.59	\$ 45,750.00	\$ 204,855.59	\$ 95,925.66
1	July-Dec 2016		25	* \$ 328,125.00	\$ 177,102.47	\$ 45,500.00	\$ 222,602.47	\$ 105,522.53
1+2	Jan-June 2017	30	55	* \$ 616,931.25	\$ 126,996.80	\$ 54,450.00	\$ 181,446.80	\$ 435,484.45
2	July-Dec 2017		30	* \$ 404,550.00	\$ 189,445.75	\$ 47,400.00	\$ 236,845.75	\$ 167,704.25
2+3	Jan-June 2018	40	70	\$ 764,778.90	\$ 200,960.96	\$ 59,700.00	\$ 260,660.96	\$ 504,117.94
3	July-Dec 2018		40	\$ 503,308.80	\$ 200,960.96	\$ 51,200.00	\$ 252,160.96	\$ 251,147.84
3+4	Jan-June 2019	50	90	\$ 969,943.97	\$ 207,489.81	\$ 66,300.00	\$ 273,789.81	\$ 696,154.16
4	July-Dec 2019		50	\$ 646,322.58	\$ 192,780.46	\$ 55,000.00	\$ 247,780.46	\$ 398,542.12
4+5	Jan-June 2020	60	110	\$ 1,215,169.17	\$ 214,233.28	\$ 53,100.00	\$ 267,333.28	\$ 947,835.88

* Campus overhead waived for the first two years.

Tuition

Tuition for the entire program (32 credit hours) is \$32,000. This is in line with other graduate programs in the College of Business at Illinois, and with similar graduate degrees in Integrated Marketing Communications offered by peer institutions. In addition to tuition, students will be assessed a fee of \$3,000, which covers non-curricular costs associated with the program (travel, marketing, housing for on-campus sessions, etc.).

Tuition will be reviewed by the Program Director annually, based on costs to administer the program, revenue projections, and actual revenue. Tuition changes will be proposed through the appropriate campus channels.

Students will be assessed the tuition rate set by the Program. Tuition will be assessed three times during each cohort: once in the spring semester, once in the summer term, and once in the fall semester; for courses that occur during those terms.

Administration

The College of Media will manage the business functions of this degree. The College business office will be responsible for billing tuition and fees, and will administer financials and human resources functions for the program.

The College of Media business office will issue a budget report annually to the Deans of the College and the Program Director. At such time, the College of Media will disperse revenue to the College of Business at a rate of 50% of tuition and fees after program costs.

Each College will be responsible for their own revenue sharing agreements with their respective departments.

It is mutually understood and agreed by and between parties that this MOU will be reviewed bi-annually and can be modified with approval from both College's Deans.

If a decision is made to terminate the joint program, the non-terminating party may continue the program with additional partners if desired. If both parties wish to terminate, they will implement the Phase Down plan.

Signatures

We, the undersigned have read and agree with this MOU.

By  _____
Larry DeBrock, Dean, College of Business

Date 11/14/2014

By  _____
Jan Slater, Dean, College of Media

Date 11-20-14

Cc:

Assistant Dean for Administration, College of Media
Associate Dean for Administration, College of Business
Department Head, Charles H. Sandage Department of Advertising
Department Head, Department of Business Administration

**Appendix H:
MS SBC Proposed Faculty Assignments**

Course Rubric/ Number	Course Title	Credit	Required or Elective	Semester Format	Timing of Offering	Mode of Delivery	Controlling Dept.	Primary Instructor	Rank	Secondary Instructor	Rank
SBC 501	Strategic Brand Communication Essentials	2	Required	6 weeks	Every Spring Term	Blended	BADM	Tiffany White	Associate Professor	Cele Otnes	Professor
SBC 502	Essentials of Business Management	3	Required	10 weeks	Every Spring Term	Online	BADM	Alex Slepstov	Visiting Assistant Professor		
SBC 503	Consumer Insights I	3	Required	10 weeks	Every Spring Term	Online	BADM	Tiffany White	Associate Professor	Sharon Shavitt	Professor
SBC 504	Managing Projects & Teams	3	Required	10 weeks	Every Summer Term	Online	BADM	Nick Petruzzi	Associate Professor	Fataneh Taghaboni-Dutta	Clinical Professor
SBC 505	Consumer Insights II	3	Required	10 weeks	Every Summer Term	Online	BADM	Cele Otnes	Professor	Sharon Shavitt	Professor
SBC 506	Measurement & Evaluation	3	Required	10 weeks	Every Fall Term	Online	ADV	Patrick Vargas	Associate Professor	Kevin Wise	Associate Professor
SBC 507	Promotional Strategy	3	Required	10 weeks	Every Fall Term	Online	ADV	Jan Slater	Dean, College of Media	Tiffany White	Associate Professor
SBC 508	Messaging Strategy	3	Required	10 weeks	Every Fall Term	Online	ADV	Shachar Meron	Lecturer	Mike Yao	Associate Professor
SBC 509	Strategic Media Management	3	Required	10 weeks	Every Fall Term	Online	ADV	Brittany Duff	Assistant Professor	Sela Sar	Assistant Professor
SBC 510	Global Consumer Behavior	2	Required	6 weeks	Every Spring Term	Online	ADV	Michelle Nelson	Associate Professor	Sharon Shavitt	Professor
SBC 511	Strategic Analytics & Data Visualization	2	Required	6 weeks	Every Spring Term	Online	BADM	Vishal Sachdev	Visiting Assistant Professor	Eric Larson	Assistant Professor
SBC 512	SBC Professional Capstone Project	2	Required	6 weeks	Every Spring Term	Blended	ADV	Michelle Nelson	Associate Professor	Jacqueline Hitchon	Professor

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

University Library
Office of Dean of Libraries
and University Librarian
230 Main Library, MC-522
1408 West Gregory Drive
Urbana, IL 61801



December 20, 2013

Aric Rindfleisch
John M. Jones Professor of Marketing and
Head, Department of Business Administration
350 Wohlers Hall
M/C 706

Kevin Wise
Associate Professor and Interim Head, Charles H. Sandage Department of Advertising
810 S. Wright Street
M/C 462

Dear Professors Rindfleisch and Wise:

Thank you for giving the University Library the opportunity to review the proposal for the College of Media's Department of Advertising and the College of Business' Department of Business Administration to establish a new jointly-supported Master of Science in Strategic Brand Communication (M.S. in S.B.C.). In preparing this proposal, I understand that you met with several of our librarians and received differing impressions from them and from your own faculty about the impact that this program would have on the Library's services and about potential gaps within the Library's collections that would be necessary to fully serve the students enrolled in the program.

In the follow up meeting that you held with Tom Teper on 19 December 2013, it was agreed that the Library would support the program, and if particular needs emerge as this program develops, we will work with you to determine how we would collectively address them.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Wilkin', with a long horizontal flourish extending to the right.

John Wilkin
Juanita J. and Robert E. Simpson
Dean of Libraries and University Librarian

c: Lisa Romero
Rebecca Smith
Thomas Teper



Senate Educational Policy Committee Proposal Check Sheet

PROPOSAL TITLE (Same as on proposal): MS in Strategic Brand Communication

PROPOSAL TYPE (Please select all that apply below):

A. **Program and degree proposals**

1. This proposal is for a graduate program or degree

Yes No

2. **Degree** proposal (e.g. B.S., M.A. or Ph.D.)

New degree — please name the new degree: Master of Science in Strategic Brand Communication

Revision of an existing degree — please name the existing degree to be revised:

3. **Major** proposal (disciplinary focus, e.g., Mathematics)

New major — please name the new major: _____

Revision of an existing major — please name the existing major to be revised: _____

4. **Concentration** proposal (e.g. Financial Planning)

New concentration — please name the new concentration: _____

Revision of an existing concentration — please name the existing concentration to be revised: _____

5. **Minor** proposal (e.g. Cinema Studies)

New minor — please name the new minor: _____

Revision of an existing minor — please name the existing minor to be revised: _____

6. Proposal for renaming an existing degree, major, concentration, or minor

degree major concentration minor

Please provide the current name: _____

Please provide the proposed new name: _____

7. Proposal for terminating an existing degree, major, concentration, or minor

Please name the existing degree, major, concentration, or minor: _____

8. Proposal for a multi-institutional degree between Illinois (UIUC) and a foreign institution

Please name the existing Illinois degree or program: _____

Please name the partnering institution: _____

B. **Proposal for renaming existing academic units** (college, school, department, or program)

Please provide the unit's current name: _____

Please provide the unit's proposed new name: _____

C. **Proposal for reorganizing existing units** (colleges, schools, departments, or programs)

Change in status of an existing and approved unit (e.g. change from a program to department) — please indicate current unit name including status: _____

Transfer an existing unit

Please provide the current unit's name and home: _____

Please provide the new home for the unit: _____

Merge two or more existing units (e.g., merge department A with department B)

Please provide the name and college of unit one to be merged: _____

Please provide the name and college of unit two to be merged: _____

Terminate an existing unit — please provide the current unit's name and status: _____

D. **Other educational policy proposals** (e.g., academic calendar, grading policies, etc.)

Please indicate the nature of the proposal: _____