

Proposal for Self-Funded Program Status

*Graduate Certificate in Communicating Value and
Web Conversion*

Application for Approval of Self-Funded Status for the
Graduate Certificate in Communicating Value and Web Conversion

College: Journalism and Communications

Department: Mass Communication

Title of Degree Program:

Certificate in Communicating Value and Web Conversion

Degree or Certificate: Certificate

Undergraduate or Graduate: Graduate

If graduate, has the program been approved by the Graduate School? Yes- June 2015

Total credit hours: 12

Length of Program: Approximately 1 year

Cost per credit hour (tuition only, not including fees): \$786

Cost per year: \$9,432

CIP Code: 09.0102

Online Program? Yes

Percent Online: 100%

Requires Physical Presence? No

Requires Internship? No

Proposed Launch Term: Spring 2016

Background

About the College: The University of Florida College of Journalism and Communications (CJC) offers a graduate program in mass communication ranked in the top ten nationally according to U.S. News and World Report. Students in this program learn the ideas and skills they need for leadership careers in mass communication. The CJC is now requesting approval for self-funded status in order to establish a fully online/distance learning version of the Graduate Certificate in Communicating Value and Web Conversion. The CJC already offers specializations in Global Strategic Communications, Social Media, Public Relations Communications Management, and Web Design and Online Communications. This program will complement our strategy of creating innovative, professionally-oriented, digital classes that train 21st century communicators.

About the Certificate: When companies engage audiences online, they have three primary tasks. 1) Understand the behaviors, values, attitudes, and interactions of their audiences. This is the focus of audience analytics. Our college is developing such a program now. 2) Based on this understanding, deliver to online audiences messages that are seen as compelling and relevant. This is typically accomplished through search-related advertising (i.e., Google's sponsored links) or through targeted display advertising (Facebook ads, Twitter ads, etc.). Most often the purpose of both kinds of advertising is to deliver an audience member to an advertiser-sponsored site. As an example, an audience member who is searching for "low-priced phone plans" in Google may see a sponsored link to "low priced Verizon plans." Clicking that link transports the user to a Verizon landing page. 3. Convert the landing page visitor. In step 2 Verizon has paid Google for delivering a prospect to their landing page. The landing page now has the challenge of persuading the visitor to sign up for a phone plan (or do some other desired behavior). Visitors who perform this behavior are converted, and a page's success in converting visitors is called a conversion rate. High conversion rates are essential for successful online engagement. This last step is the focus of the present certificate.

Definition of Terms:

Web conversion is the focus of MMC xxxx Messaging and Effective Offer-Response Methodologies. Web conversion is "the point at which a recipient of a marketing message performs a desired action." In other words, conversion is getting a desired response to a call-to-action. Getting someone to open an email is a conversion. Having them click on the call-to-action link inside that email is another conversion. Going to the landing page and filling out a registration form to read a firm's content is a conversion. And, of course, buying a product is the ultimate conversion.

Message optimization is the focus of MMC xxxx: Customer Research and the Fundamentals of Online Testing. It refers to the processes involved in effectively developing messages that narrow the gap between perceived and actual value of a product or service. Value communication works to the extent that a product or service creates value that is not otherwise obvious to potential buyers but is nevertheless important to them. There are many reasons why value might not be obvious. The less experience a customer has in a market, the more innovative a product's benefits, and the more separated the purchaser is from the actual user; the more likely it is that the value of product or service differentiation will be unrecognized or underappreciated. For example, without a planned communication from the seller, a business buyer may not have considered that a firm's nearby distribution location and resulting short time to delivery, could reduce or eliminate the need to hold inventories.

Customer engagement is the focus of the class MMC xxxx: Customer Relationships and Effective Lead Management. It refers to the engagement of customers with one another, with a company or a brand. The initiative for engagement can be either consumer- or company-led or the medium of

engagement can be on or offline. Customer engagement marketing places conversions into a longer term, more strategic context, and is premised on the understanding that a simple focus on maximizing conversions can, in some circumstances, decrease the likelihood of repeat conversions. CE aims at long-term engagement, encouraging customer loyalty and advocacy through word-of-mouth and social media use.

Value proposition is the focus of MMC xxxx: Strategy and the Centrality of the Value Proposition. It refers to a promise of value to be delivered and acknowledged and a belief from the customer that value will be delivered and experienced. A value proposition can apply to an entire organization, or parts thereof, or customer accounts, or products or services. Creating a value proposition is a part of business strategy. Kaplan and Norton say "Strategy is based on a differentiated customer value proposition. Satisfying customers is the source of sustainable value creation."

Developing a value proposition is based on a review and analysis of the benefits, costs and value that an organization can deliver to its customers, prospective customers, and other constituent groups within and outside the organization. It is also a positioning of value, where Value = Benefits - Cost (cost includes economic risk).

Part A: The Market

1. What is the nature and size of the market?

The market potential for the program is excellent. The surge in popularity of the Internet as a news, commerce, and entertainment medium has created a strong need for individuals who can effectively communicate via this medium. More specifically, this need is only becoming greater as more and more transactions begin to occur solely within an organization's digital channels.

As an example of this need within the corporate sector a search of *Indeed.com* revealed 2,454 open positions in digital communications in the state of Florida. Another 720 jobs were found on the professional networking site *LinkedIn* within the state and another 519 were found on *EmployFlorida.com*.

In addition, the College of Journalism and Communications has tens of thousands of graduates with training in traditional media professions. Many of these individuals may be interested in pursuing a graduate degree if they can do so from home.

Occupational Outlook

According to the U.S. Bureau of Labor Statistics, advertising, promotional, and marketing campaigns will continue to be essential for organizations as they look to maintain and expand their share of the market. Advertising and promotions managers will be needed to plan, direct, and coordinate advertising and promotional campaigns, as well as to introduce new products to the marketplace. They will also be needed to manage digital media campaigns, which often target customers through the use of websites, social media, or live chats. Additionally, companies increasingly use research on consumer behavior to develop improved marketing strategies. By doing so, companies are better able to market directly to their target population

and reduce costs. In addition, digital market research provides companies and organizations with an opportunity to evaluate customer behavior in real-time.

At the national level, the US Bureau of Labor Statistics reported over 216,000 positions in existence within the Advertising, Promotions, and Marketing industries with an average annual salary of \$115,750. They are predicting the addition of 25,400 positions (12% growth rate) within these industries by 2022.

<i>Occupational Outlook</i>			
Position	2012	2022	Change
Advertising and promotions managers	216,000	241,400	12%

Source: U.S. Bureau of Labor Statistics

Degrees Conferred

The tables below shows the number of degrees conferred in the United States.

<i>Bachelor's Degrees Conferred U.S.</i>				
Program	2009	2010	2011	2012
Mass communication/media studies	8,390	8,421	8,767	9,064
Digital communication and media/multimedia	1,127	1,403	1,434	1,596
Advertising	4,901	4,826	4,761	4,728
Marketing/marketing management	32,638	32,995	31,853	30,701
Total	47,056	47,645	46,815	46,089

Source: National Center for Education Statistics

<i>Master's Degrees Conferred U.S.</i>				
Program	2009	2010	2011	2012
Mass communication/media studies	772	922	891	1,110
Digital communication and media/multimedia	142	194	227	296
Advertising	235	190	226	344
Marketing/marketing management	1,791	1,665	1,598	1,843
Total	2,940	2,971	2,942	3,593

Source: National Center for Education Statistics

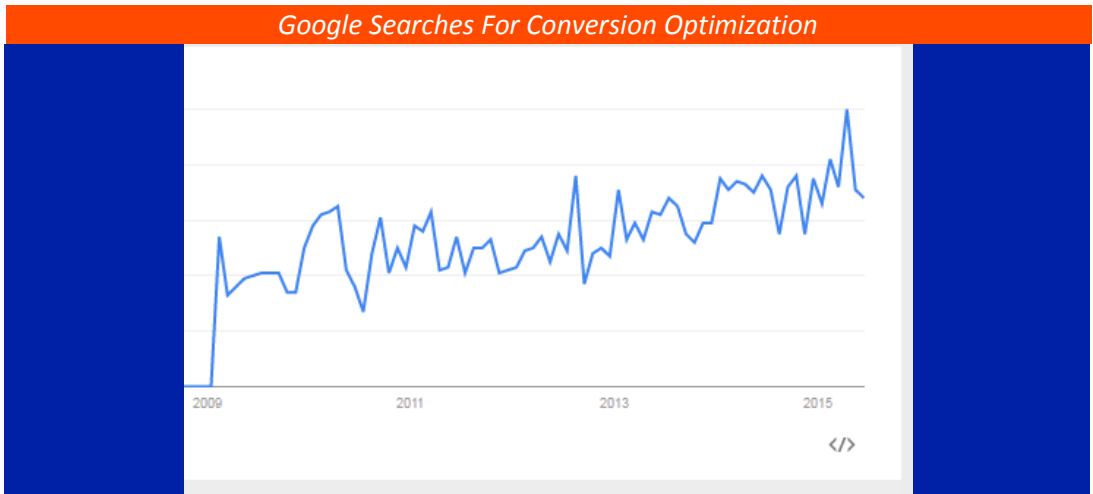
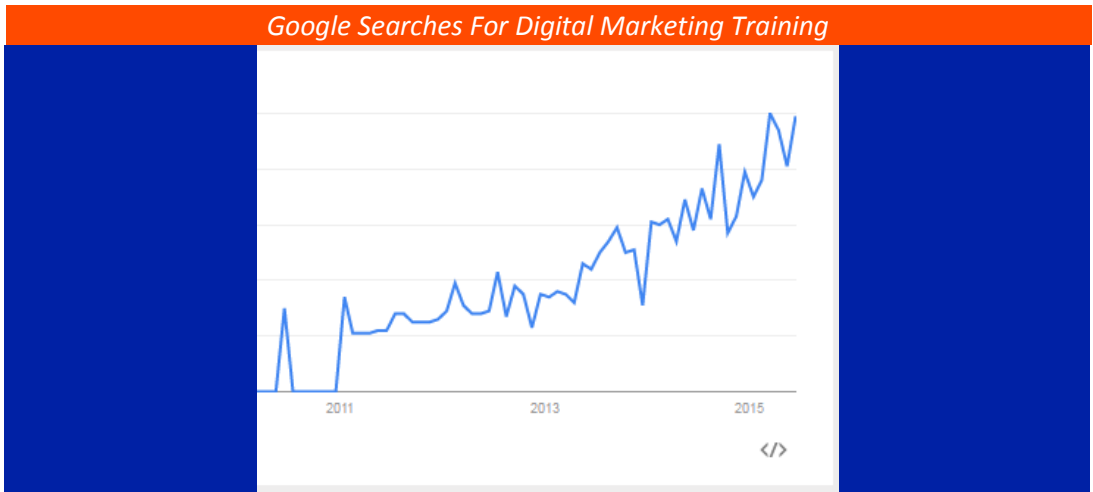
Google Search Volume

Google search volume can be a key indicator of market potential. Below is a chart depicting the total volume of search queries related to the certificate program:

<i>Google Searches</i>		
Keyword	Global Monthly	United States Monthly
conversion optimization	1,600	590
digital marketing training	1,300	260
internet marketing course	1,300	260
cross media marketing	720	140
internet marketing training	720	320
digital marketing certificate	590	390
master marketing online	480	10
online marketing certificate	390	260
digital marketing masters	260	50
internet marketing degree	260	210
online marketing certification	110	50
iab digital media sales certification	90	70
data analytics certificate	90	70
cross media advertising	70	20
internet marketing certificate	70	70
marketing analytics certificate	50	30
multi platform advertising	40	20
digital advertising course	40	10
marketing analytics masters	40	20
ms marketing analytics	40	20
digital media sales certification	30	20
internet marketing certificate online	30	20
digital advertising certification	20	10
marketing analytics certificate online	20	20
marketing analytics masters programs	20	10
conversion optimization course	20	10

The high volume of global and U.S. keyword searches on Google for “conversion optimization” (n=1600 globally and 590 in U.S.) and “digital marketing training” (n=1300 globally and 260 in U.S.) is an indicator of a high degree of interest by prospective students in this program. High volume or high degree of interest is generally considered to be 200 or more global searches monthly for niche programs such as this, based on an historical success indicator.

The charts below illustrate the increase that Google has seen for the searches “digital marketing training” and “conversion optimization” over the past 5+ years. Each term shows an overall increase in Google searches performed.



MECLABS Training Volume

Our education partner, MECLABS, offers a highly abbreviated version of the certificate program to practitioners and executives from companies and organizations across the globe. As an example they have provided a live version of this content to 1,635 individuals in the past two years alone.

2. Who are the students?

The program will target (1) new graduates from our undergraduate specializations and/or (2) professionals, many of whom may be college alumni, who are working in traditional communications industries, (3) working professionals within the advertising, eCommerce, and digital marketing industries. In order to maximize our appeal to the greatest number of students, the certificate will be offered in an online format that does not require students to attend class on campus. This will allow for the targeting of students whose benefit plan with their employer includes a tuition reimbursement benefit.

3. What are the marketing plans?

- The College will promote the offering:
 - On the college's Web site
 - To existing databases of alumni through direct mail and email campaigns.
 - By placing program information within the college's biannual alumni magazine
 - Through the targeted purchase of relevant search engine keywords
 - Press Releases
 - Coursera
- Our education partner, MECLABS, will promote the offering:
 - On their website
 - Via email to their existing customer database
 - At the many conferences and events they speak at throughout the year
 - To their existing research partners as an option for their tuition reimbursement benefits
 - Press Releases

4. Why is the demand not already met?

The demand has not been met because, to the best of our awareness, no other U.S. institution offers such a program. This is due in large part to the fact that the courses are based on 10 patented heuristics which are proprietary to MECLABS, our education partner. In addition the hyper pace at which the marketplace is growing and evolves requires those who have not received formal training to pursue it.

5. What is the competition and who is in the peer competitive group?

While no such program exists in the U.S. exactly specializing in the proposed graduate certificate other institutions are beginning to offer similar certificates and majors in such disciplines as; Integrated Communications, Digital Communications, Internet Marketing, Digital Marketing, and

Digital Analytics and Conversion. The charts below show the national marketplace competition offered **online**.

Online Degree Programs

Institution	Name	Degree	Credits	Cost/ Credit Hour	Total Cost
University of Illinois Urbana-Champaign*	Media Sales	Undergrad Cert	15	na	na
University of San Francisco	Sales and Sales Management	Grad Cert	na	na	\$3,750
University of San Francisco	Internet Marketing	Grad Cert	na	na	\$4,995
Northwestern University*	Medill Integrated Marketing Communications	MS	39	\$1,295	\$50,505
Oklahoma State University	Marketing Analytics	Grad Cert	15	\$817	\$12,255
Villanova University	Analytics	MSA	33	\$1,120	\$36,960
Saint Joseph's University	Business Intelligence & Analytics	MS	30	na	na
Davenport University	Analytics	MS	30	\$613	\$18,390
Davenport University	Data Analytics	Grad Cert	12	\$613	\$7,356
University of Denver	New Media and Internet Marketing	Grad Cert	24	\$599	\$14,376
Full Sail University	Internet Marketing	MS	37	\$838	\$31,006
Full Sail University	Internet Marketing	Grad Cert	12	\$838	\$10,056
Northwestern University*	Medill Integrated Marketing Communications	MS	39	\$1,295	\$50,505
University of Virginia*	eMarketing	Grad Cert	15	\$828	\$12,420

*Member of the AAU

Non-Credit Online Programs				
Institution	Name	Certificate	CEUs/Hours	Total Cost
MECLABS	Landing Page Optimization	Course	na	\$695
Duke University*	Digital Media & Marketing Certificate	Certificate	350 hours	\$2,995
Rutgers University*	Digital Analytics and Conversion with OMCP Certification	Certificate	13 CEU	\$2,195
Rutgers University*	Pay Per Click Marketing	Certificate	15 CEU	\$2,074
Benedictine University	Internet Marketing	Certificate	na	\$620
Temple University	Digital Advertising	Certificate	7 CEU	\$1,980
Temple University	Strategic Communication	Certificate	8 CEU	\$1,980
DePaul University	Practical Internet Marketing	Course	18 CEU	\$1,495
Western Kentucky University	Landing Page & Conversion Optimization	Certificate	40 hours	\$999
Oakton Community College	Digital Marketing Training	Certificate	285 hours	\$6,593
Duke University*	Digital Media & Marketing Certificate	Certificate	350 hours	\$2,995
Rutgers University*	Digital Analytics and Conversion with OMCP Certification	Certificate	13 CEU	\$2,195
Rutgers University*	Pay Per Click Marketing	Certificate	15 CEU	\$2,074
DePaul University	Practical Internet Marketing	Course	18 CEU	\$1,495

*Member of the AAU

Note: Western Kentucky University and Oakton Community College partnered with Market Motive.

6. What will be the program’s competitive advantages?

The program has several competitive advantages. First, it offers classes in an area of anticipated heavy demand. Second, it blends theoretical concepts with the practical application desired by industry. Third, it will be applicable for the majority of corporate tuition reimbursement programs. Fourth, it is the only certification based on 10 patented heuristics which are proprietary to MECLABS, our education partner. Fifth, it is the only certification program that is based upon the meta-analysis of 15 years of statistically-validated market research that spans more than 20,000 tests. Finally, the program will complement other programs the College is developing that educate students in the full range of digital engagement theories and strategies.

Exhibit 1: Strategic Purpose of the Certificate within a broader set of college offerings.



7. Will the program infringe on any others served by the College/University?

No.

8. Will the program have any impact on current or future SCH production?

No, the program is unlike any currently offered at UF.

9. What is the total expected cost to the student (tuition and fees) and how does it compare with the peer group competition?

Approximately \$9588.

10. What is the basis for the cost? Cost recovery or Market Rate?

Cost Recovery.

Part B: The Academics

1. How does this program support/enhance the mission of the College; the strategic plan of the University?

The program enhances the mission of the College and the strategic plan of the university by expanding our leadership in graduate education into a rapidly growing, complex field: online customer engagement. For a broader perspective on the fit of the certificate within the College's distance education vision, refer to Exhibit 1 on page 11.

2. Who will be the faculty? Will their participation be in-load or out-of-load?

The College will hire a full-time lecturer to teach the four classes and offer leadership for the certificate. The instructor will have a PhD and work closely with our industry partner.

3. What is the faculty compensation plan? Explain the compensation model for instruction.

Faculty member will initially be paid as adjunct using standard college payments of approx. \$5000 per course per semester with bonuses and adjunct assistant support for classes that exceed 30. When enrollments achieve stable size of 100 or more, the faculty member will convert to a salaried lecturer position.

4. Are the courses in the program already in the curriculum? If not what are the development plans?

Courses are being developed now. The first course will be ready by July 15, 2015. Second course is to be complete by August 1, 2015. Final two courses to be complete by November 1, 2015.

MecLabs will retain ownership of proprietary content including specific lectures and materials for the courses. UF will reserve the right to continue the Conversion program with new content created either by us or in collaboration with another partner should the relationship be dissolved.

5. Has the proposed program been approved by the Graduate Council or University Curriculum Committee?

Yes, the Graduate Council on June 18, 2015.

6. What is the nature of the platform that will be used to deliver the program?

Courses will be offered asynchronously in Canvas.

7. What are the student learning outcomes associated with the program?

The program has four student learning outcomes (SLOs) with planned assessment methods. Graduates of the UF Certificate in Communicating Value and Web Conversion will be able to:

1. Design effective lead capture pages that enhance the value of advertising and sales communication and help in building long-term customer relationships.
2. Identify and apply state-of-the-industry data-driven techniques to craft messages that maximize desired customer responses.
3. Identify and apply research techniques for developing and refining effective messages.
4. Identify, enhance, and communicate the unique value of their product/company/brand in the market.

8. How will testing or student assessment be accomplished?

The SLOs are assessed on a semester basis in the required courses. Each of the four SLOs will be assessed by the students' earned scores on final projects in each course

9. What is the program's plan to authenticate students and ensure academic integrity through proctoring?

Any examinations used for determining a course grade will be administered via Proctor-U

10. At what location(s) will the courses be offered? (Main UF Campus, Off Campus, Online Off Campus, others)

Online exclusively

11. Who will be the director, departmental contact/coordinator responsible for actually doing the work of setting up the course sections, and contact for daily interface with students? (include name, phone, and email)

Distance Director: Michael Weigold, 352-392-8199, mweigold@jou.ufl.edu (overall leadership/coordination)

Associate Distance Director: Vonne Smith, 352-392-0657, vsmith@jou.ufl.edu (setting up course sections)

Academic Coordinator Amanda Cheng, 352-392-0657, acheng@jou.ufl.edu, (daily interface)

Graduate Director, Andrew Selepak, 352-392-0657, aselepak@jou.ufl.edu, (daily interface)

Part C: Students

1. Student fees. There are fees state mandated and one local fee that ALL students must pay per credit hour.

- Capital Improvement Trust Fund Fee
- Technology Fee

a. What student fees will be associated with the proposed program?

Students will be assessed the fees listed above.

2. Student services and entitlements: The student services that the distance student is entitled to are comparable to those of the resident student and should include:

- a. Student complaints and concerns
- b. Student counseling and advising

- c. Student organizations
- d. Technology assistance

Students are entitled to all of the above save financial aid which the university does not allow for non-degree seeking students.

3. Every degree program must have specific and readily available information about the fee obligations and service entitlements.

The entitlement information and how to exercise the entitlements will be included with the syllabi made available to each student.

Part D: Financials

(Please see attached budget)

1. What is the proposed tuition per credit hour?

Tuition is \$786 per credit hour. Fees per credit hour are \$6.76 (capital improvement), \$6.56 (Technology).

2. Will the program request start-up funds?

No funds will be requested.

3. What is the break even number of students?

15

4. Will the tuition be collected on calendar?

Yes

5. Budget Narrative

About fifteen students are expected to enter the program in FY1. It is assumed that about half of the students will complete the program in a year and the others will take four semesters. The purple highlight represents a mixing of students from FY1 cohort (blue) and FY2 cohort (red).

Instruction cost will be \$5,000 per course per semester. FY1 will offer six courses spread through the three semesters. In FY2 every course will be offered every semester.

There is not a line in the budget for Marketing because MECLABS will be the primary marketer of the program, as they have built-in access to prospects. They believe their immediate client list will provide students right off the bat. They are also an important value added component of our program, in terms of cutting edge, real-world knowledge as well as case studies and other value-added instructional assets.

Graduate Certificate Communicating Value and Web Conversion Budget

Income		Credit hours	FY1	FY2	FY3	FY4
			Enrollments	Enrollments	Enrollments	Enrollments
MMC xxxx Messaging and Effective Offer-Response Methodologies	3	15	25	35	45	
MMC xxxx: Customer Research and the Fundamentals of Online Testing	3	15	25	35	45	
MMC xxxx: Customer Relationships and Effective Lead Management	3	15	25	35	45	
MMC xxxx: Strategy and the Centrality of the Value Proposition	3	8	17	30	35	
	<i>Total</i>	12				
Tuition per credit hour		\$786.00				
Fiscal Year Income			\$124,974	\$216,936	\$318,330	\$400,860
Expected Program Completion Time: 1 Year Approx						
Expenses			FY1	FY2	FY3	FY4
Instruction Cost- \$5000 per course per semester			\$30,000	\$60,000	\$60,000	\$60,000
Partner- MecLabs	50%		\$62,487	\$108,468	\$159,165	\$200,430
Student Services			\$500	\$2,000	\$7,500	\$8,017
Administrative Support	2.5%		\$3,124	\$5,423	\$7,958	\$10,022
Course Accessibility Service			\$400	\$1,000	\$3,000	\$5,000
Course Development/ Refresh			\$5,500	\$0	\$17,000	\$23,000
University Overhead	13.00%		\$16,247	\$28,202	\$41,383	\$52,112
College of Journalism and Communications tax	10.00%		\$6,249	\$10,847	\$22,283	\$40,086
Fiscal Year Expenses			\$124,507	\$215,940	\$318,289	\$398,667
Fiscal Year Net Revenue			+/(-) \$467	\$996	\$41	\$2,194

Approval Signatures:

Department Chair _____
Signature Printed Name Date

Dean of College _____
Signature Printed Name Date

Associate Provost _____
Signature Printed Name Date

Provost and
Senior Vice-President _____
Signature Printed Name Date

To be completed by the Office of the Associate Provost

Special Program Code: _____

ChartField: DeptID _____ Fund _____ Program _____ FlexID _____