

See you in
Chicago!

MME Record

Page 5

Spring 2008

Number 57

Report from Midwinter meeting: AEJMC planners continue to rethink mission, organization

By Gracie Lawson-Borders
University of Wyoming
MME Research Chair

We are off to the Windy City for AEJMC 2008. Chicago is home of numerous national media outlets and the Media Management and Economics Division wants you to spend some time with us during a session with media executives. MME has an off-site panel (literally across Michigan Avenue from the Marriott convention hotel) from 11:45 a.m. to 1:15 p.m., Thursday, August 7 in Campbell Hall at Tribune Tower.

In a world where Google has become a verb and YouTube is live 24/7 with streaming video, traditional media outlets continue to tweak their strategies in a multimedia world. The talk about convergence, multi-media journalism, cross-platform usage, promotion, management and innovation run the gamut with different perspectives and ideas. Members and affiliates of the MME Division are specifically interested in research and practical

Make Your Plans Now:

**2008 AEJMC Convention
Chicago
August 6 - 9
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http://aejmc.org/_events/convention/08convention/index.php

Special Teaching Issue

“Focus on instruction and learning in the Media Management Classroom

Pages 4, 5, 6

application of economic and management issues as digitization and other technological advances impact the changing media landscape. Senior management and executives for media organizations are charged with leadership that not only includes a fiduciary duty, but long-term strategic planning and setting a vision for the organization.

AEJMC and the future

Your input important, valued as association ponders goals

By Hugh J. Martin
University of Georgia
Vice Head/Program Chair

Division members are invited to help shape our contribution to the AEJMC's goal of becoming “the most influential academic association among media practitioners and media policy makers.”

The association has developed a strategic plan that outlines how to reach its goal. President Charles Self

The MME off-site panel will focus on these issues and facilitate an audience dialogue on these topics.

The executive media panel *Focus on the Future: Business Strategies for Mainstream Media in a Multi-Platform World* includes top executive and management leaders in the Chicago market. They will have a dialogue with the audience addressing three challenges that their organizations face as we look to the future in the media industry. A launching point is the visceral nature of the media and the impact of technology, industry, economics and other factors. MME members Randall Beam

Please turn to page 2

has written that he considers long-term change crucial “if AEJMC is to thrive in our changing environments.” The MME division will have a special session in Chicago to discuss our contribution to the plan.

The alternative, according to the plan documents, is to risk shrinking membership and financial support as the industries that are our reason for being struggle to navigate the

Please turn to page 2

Chicago panel will explore multi-media issues

Continued from Page 1

and Gracie Lawson-Borders organized the panel for AEJMC 2008.

The invited panelists include: Ann Marie Lipinski, Editor and Vice President, *Chicago Tribune*; George de Lama, Managing Editor/News, *Chicago Tribune*; Mike Smith, Director, Media Management Center at Northwestern University.

The Tribune Tower is located at

Your opinion needed

Continued from Page 1

Schumpeterian gale of creative destruction that seems to keep getting stronger. The association's plan, in development since December 2006, will be voted on in Chicago. I'll include the time and place to vote in the pre-convention newsletter.

Some elements of the plan are already visible, such as increased efforts to market the association which prompted the e-mail newsletters we've all been receiving (or should be receiving). The plan also calls for strengthening our core values, and a proposed code of ethics was published in May's AEJMC News. The blogs and other new features at www.aejmc.org are part of an effort to expand member services. The strategic plan also calls for increased fundraising and more staff support.

Efforts to raise our profile will include outreach to professionals, and public private partnerships to bridge the oft lamented gap between practitioners and association members, according to the plan. We will also refocus our expertise on responding to the problems afflicting media industries. The plan calls for recruiting more students and educators to join AEJMC.

The plan recognizes that much of this won't be easy. AEJMC must overcome the kinds of organizational problems that many MME members

435N. Michigan Avenue. You will need identification in order to enter the building through security. If you are interested in attending this MME sponsored off-site event, please contact Gracie Lawson-Borders at glawsonb@uwyo.edu so that your name and affiliation can be added to the list to submit to Tribune Tower. The seating is limited so please e-mail by **July 31**.

routinely teach about or research – a lack of incentives to change, limited resources, conflicting priorities, and a focus on internal specialization at the expense of general organizational goals.

The problems are not just internal, the plan warns of a trend toward marginalization of our discipline at many universities. A particular focus is the limited funding available for members at smaller institutions who often cannot attend the annual convention, and finding ways to address this problem.

The goals and problems identified in the plan are broad enough to apply across divisions and interests groups, so the MME division must fill in the specifics of how to respond. Members should be especially prepared to make suggestions on specifics given our understanding of organizations and strategy.

I hope each of you will participate, even if you cannot attend the convention session. Division Head Cindy Price and I are eager to hear suggestions and comments. You can reach Cindy at cprice@uwyo.edu My email is hjmartin@uga.edu.

All of the documents explaining the plan are available on the AEJMC website at www.aejmc.org/strategicplan/index.php. Please take time to read this material, and then let us know what you think.

Midwinter meeting explores variety of MME topics

*By Dane S. Claussen,
Point Park University
Teaching Standards Chair*

Media management and economics presentations and papers could be found throughout the AEJMC Midwinter Conference (even outside the MME Division), held Feb. 29-March 1 at Point Park University, Pittsburgh, Pa.

The MME Division co-sponsored, along with the Mass Communication & Society Division and the Visual Communication Division, a panel called, "Communication and Society: Trends, Challenges, and Opportunities." Panelists were Anne Linaberger, KDKA-TV News (Pittsburgh, Pa.) and an adjunct at Point Park U.; Tom O'Boyle, the circulation marketing manager of the Pittsburgh Post-Gazette; Larry Dailey, University of Nevada - Reno; Bonnie Stewart, West Virginia University; and Dane S. Claussen, Point Park U. Moderating was Diana Knott Martinelli, also West Virginia.

Panelists talked primarily about current trends in technology and the mass media, including multitasking by journalists, synergy, and convergence (and the lack of true convergence occurring in the U.S. news media). Attendance was light, with about a dozen people in the audience at 9 a.m. on a Saturday and competing sessions at the same time, but audience interest was keen and the panel went some minutes overtime.

Continued on Page 3

Professional activities

Midwinter meeting attendees explore wide-ranging topics

Continued from Page 2

Papers of interest at the conference included "Minority Ownership of Broadcast Radio: an issue of Black and White or Big and Small?" by Christopher Terry, U. of Wisconsin, Madison; "Digital terrestrial television strategy: Hungary and Poland," by Katherine McAuliffe, U. of Florida; "Cokesbury's Challenge: Adapting to the New Landscape of the Religious Publishing Industry," by Drexel Perry, Middle Tennessee State U.; "Fine-Feathered Adversaries: The FCC and Avian Mortality at Communications Towers," by Benjamin W. Carmer, Penn State U. (MME Division); "Evaluating the Federal Communication Commission's Outlet Diversity Policy: A Two Market Case Study of Radio Competition and Viewpoint Diversity," by Chris Terry, U. of Wisconsin, Madison (MME Division); "The role of community newspapers in a transformed South African media landscape," by Thalyta Swanepoel, North-West U. (South Africa) and Elanie Steyn, U. of Oklahoma (MME Division); "Resistance to the Chosun Media Group in South Korea: The Propaganda Model and Participatory Media for Social Change," by Chun-Hyo Kim, Southern Illinois U.; "When women run the newsroom: How changes in management change (and don't change) news content," by Damon T. DiCicco, U. of Washington, and Randal A. Beam, U. of Washington (MME Division); "The Challenge to incorporate team-

work as a managerial competency in South Africa's mainstream media newsrooms," by Elanie Steyn, U. of Oklahoma, and Derik Steyn, Cameron U. (MME Division); "Value in a Converged Media Marketplace: Competition, Substitutes, and Added-Value," by Benjamin Bates, U. of Tennessee—Knoxville (MME Division); "Newspapers' Use of Weblogs: An Analysis of Investing Resources to the Latest Online Product," by TJ Adeshola, U. of Georgia, and Geoffrey Graybeal, U. of Georgia (MME Division); "The Wikipedia Seeker," by Kyle J. Holody, Bowling Green State U. (MME Division); "You' and Me: The Reason Google and News Corporation Used Acquisition to Enter New Markets: An Exploratory Case Study Analysis of the YouTube and MySpace Purchases," by Geoffrey M. Graybeal, U. of Georgia (MME Division); "The Relationship between Videogame Websites' Critical ratings and sales volume," by Christopher M. Toula, Penn State

U. (MME Division); "Gaming to Build, Gaming to Kill, or Gaming Just to Hang On? Applying synergistic theory to synergistic media," by Mary F. Casey, Cleveland State U.; "Selling Passion: Marketing Movies to Religious Audiences," by James Y Trammell, Saint John Fisher; "The Launch of Fox Faith (...and the Targeting of Other Faith-Based Audience Markets)," by Andressa Lyra, Middle Tennessee State U.; "The Birth and Growth of Educational Television in Mississippi: A Relentless Journey for William R. Smith Jr.," by Lawrence Strout, Mississippi State U. (MME Division); "Truth? Or Truthiness? Analysis of Countdown with Keith Olbermann and the O'Reilly Factor," by Kyle J. Holody, Bowling Green State U. (MME Division); "Vertical Integration and the Big Ten and NFL Networks: Consequences of league-specific sports networks for anti-competitive behavior and consumer welfare," by T.C. Corrigan, Penn State U. (MME Division).

Future AEJMC Conference Locations

- **2009: Boston** Sheraton Boston -- Aug. 5-8
- **2010: Denver** Adam's Mark -- Aug. 4-7
- **2011 St. Louis** Renaissance Grand and Suites Hotel -- Aug. 10 -13

Claussen: The importance of teaching media management and economics

By Dane S. Claussen,
Point Park University
Teaching Standards Chair

I don't know about you, but when I teach a course called Newspaper & Magazine Management here at Point Park University, with its 550 undergraduate and graduate students in the Department of Journalism & Mass Communication, I'm lucky to have more than eight students in the course—and it's offered only once every two years.

This also was true when I taught at Missouri State University. Perhaps it's because the course is always and only in the summer, but -- on the other hand -- I don't require my usual term paper because the entire course is only six weeks long—at 8 hours per week!

The most common reason I hear from print journalism students about why they don't take the course is that they don't think they will ever be in management, and some go so far as to say they don't want to be in management. If I had the opportunity to talk to each student who could take my Newspaper & Magazine Management course but doesn't, the first point I would make is that a lot of newspaper editors, newspaper publishers, magazine editors, and magazine publishers (not to mention people in middle management) also at some point—perhaps for a long time—said and thought the same thing. (We all know this is true in academia, too: think about how many department chairs and deans long thought they would never be there.) I might add that some of them won't know whether they like being in media management, or if they're any good at it, until after they have done it, but that is getting even more speculative than making an “odds are” prediction to a student about ending up in management.

But let's take the student at her

word: that she doesn't want to go into media management, and thinks the odds are slim that she'll ever be there in any case. Over the years, I've made a number of other arguments to print journalism students about why they should know something about media management and economics. I've probably forgotten at least a few of the arguments that I've made, but here are some:

- You'll be in a better position to intelligently detect executive B.S. and then form opinions (and perhaps make decisions) accordingly. I'll give you an example: when I was working for Capital Cities/ABC nearly 20 years ago, I was executive editor of two international publications—one a weekly consumer publication and the other one a biweekly trade publication—that just so happened to be headquartered, in all of places, Albany, Oregon. The local daily there, the *Albany Democrat-Herald*, was a few blocks away and also was owned by “Cap Cities,” and the *Democrat-Herald* printed and mailed our two publications. One year, it was announced that the *Democrat-Herald* was canceling its annual Christmas party because the newspaper wasn't doing as well as it needed to, or some such language. The reality was that come late October or early November, the *Democrat-Herald* was projected to make a profit of “only” 28+% for the year, rather than the Capital Cities/ABC-required 30%! Executives and managers who knew this were told to keep the facts quiet. Well, no wonder! No doubt some staffers were so naïve about newspaper economics that they thought their newspaper, which was in reality highly profitable, was just breaking even or losing money. Who would have blamed such staff members if they had started looking for a new job?

Other staff members probably knew something closer to the truth,

only that the paper was profitable but not profitable enough for HQ in New York, and one could react to that in various ways. As seems to be so common in the U.S. newspaper industry, some people who knew the real truth—the projected 2% shortfall on a 30% profit target—surely thought that 30% profit margins are necessary and/or normal in the U.S. economy (I'm sure everyone reading this knows otherwise), or at least the newspaper industry. (How and why the newspaper industry shot itself in the foot on Wall Street by trying to sell high-growth stocks in a mature industry [which often trade as income stocks], and now is living with relatively low stock prices in a still highly profitable industry, is a topic for another day. GateHouse Media was [is?] finally trying to get this right.) I'm not sure that anyone other than me knew the whole truth about the *Democrat-Herald*, the newspaper industry, and the stock market; thought the secrecy benefited no one but HQ in New York, and that the *Democrat-Herald* staff would revolt if they knew their Christmas party was being canceled to try to get a 28% margin closer to 30%. Does the typical journalism student want to be in this scenario and, if so, in which role?

- You'll have a better idea who to work for and who not to work for. The good news was that Capital Cities/ABC, for instance, was highly decentralized. Rank-and-file employees didn't get any orders from New York, and even the profit goals trickled down from the Senior Vice President for Newspapers, Phil Meek, to a regional group publisher, to my publisher. Newhouse is similarly decentralized and some other newspaper chains are to greater or lesser degrees. Working for Newhouse, on one hand, or for Gannett, on the other, with so much stuff coming from HQ that local publishers and

Continued on Page 5

Oyedeji: The international grad student challenge: How teachers can help

By Tayo Oyedeji
University of Georgia

International graduate students' educational goals and aspirations are similar to their American-born counterparts': they want an educational experience that will put them in a good position to improve their lives after graduation.

They are different from American students, however, because they have traveled a long way from home to achieve these goals. Therefore, their educational backgrounds, learning styles, and class expectations are often dissimilar

from those of their American colleagues.

I experienced this paradox firsthand in August 2003, when I somehow managed to survive my first graduate class in an American university. I had spent the previous two months preparing to smile, nod appropriately, and maintain my scholarly "game face" without saying a word throughout the class period. Unfortunately, nobody warned me that American professors ask students in seminar-style classes to introduce themselves, while pos-

ing inexplicable questions like, "What do you think about today's reading assignment?"

I earned my bachelor's degree in a teaching system where the relationship between professors and students was extremely formal. Professors taught; students listened. Therefore, it took me a while to adjust to the American system where I was expected to hold independent thoughts and ideas. A pre-semester course on the intricacies of the American graduate education system could

Continued on Page 6

Claussen: What students should be told

Continued from Page 4

editors don't have to be very creative or even very bright, is different. The bad news about Newhouse and the former Capital Cities/ABC is that they are/were highly decentralized; trying to go from reporter at one newspaper to city editor at another (especially outside the same region), or from managing editor of one newspaper to editor of another, was/is tough. The young journalist who wants to move up—even or especially by moving around—might want to take that Gannett job. And so if a journalism student should be so lucky as to get one job offer from a Newhouse newspaper and another one from a Gannett newspaper, she should know that the decision is not only about which city to live in.

- I don't know about you, but when I'm working in a newsroom, I want to know at least something about what is going on in production, circulation, advertising, business management, research, promotions, and so. Part of it is curiosity

(and every good journalist must be and is curious.) Part of it is paranoia (see B.S. detection above). Part of it is that it can be helpful to you and your newspaper. As just one example, imagine applying for a job at paper X while working at paper Y. The editor at paper X says during the interview, "Jane Doe, here at paper X, was at paper Y until last month," and the reporter who has been completely oblivious about anything outside his newsroom simply says, "Who?" or "Oh, really, what did she do at Y?"—and it turns out she was Retail Advertising Manager or the Controller at Y. That makes an impression—a bad one. Or a reporter is at the neighborhood 4th of July picnic, and his next-door neighbor says, "How much is a monthly subscription?" and the oblivious reporter says, "I don't know. I just read a copy at work every day." That doesn't make you or the paper look good, and it doesn't help sell a subscription, either. Likewise, keeping a wall up between advertising and news

doesn't mean that every journalist must be, or even should be, willfully ignorant about what goes on in ad sales. (I've worked with enough advertising salespeople who were willfully ignorant about a publication's news/editorial content, and—believe me—they didn't make themselves or the publication look very good to advertisers and potential advertisers.) To advertisers and the public, everyone who works at a newspaper works for the same company, because—guess what?—they do.

- How about perspective about long-term career planning? It seems like a lot of our students are hesitant about going into the newspaper industry, for instance, because they think it won't be around in 50 years. Perhaps that is right, but that's no reason to not go into it now. And perhaps it is wrong, in which case, why make a decision based on such speculation. Some seem to think the U.S. newspaper industry won't be here next month, which certainly is not true.

Oyedeji: How to help foreign graduate students be successful

Continued from Page 5

have prepared me for this classroom culture shock. Unfortunately my school did not offer such a class, therefore I (like other graduate students) was left to sink or swim in the unfamiliar system.

Academic and social mentoring is another area where the needs of international graduate students are different from those of their American counterparts. International graduate students typically face the dual problem of adjusting to the social challenge of living in America at the same time they are learning to manage the academic rigor of graduate school.

I was fortunate to have academic mentors who went the extra mile to help me make the transition from my country to the United States' Midwest while challenging me to excel academically. However, many of my colleagues were not as fortunate. Their academic mentors related to them by the book, and some students, swamped by extracurricular issues, failed to live up to their academic potentials. Journalism programs seeking to improve their international graduate students' classroom performance would be well served to look beyond the classroom by implementing programs aimed at easing incoming international graduate students' social anxieties and cultural transitions.

The final area where international graduate students need additional support is in the job search process. The international student centers in many universities conduct generic job search/

interviewing seminars for international students. However, these seminars are often inadequate for international graduate students in journalism and mass communication, especially those seeking faculty positions.

The faculty job search process is esoteric: with norms, conventions, and expectations that are known to the initiates, and expected from job applicants. My doctoral adviser, Dr. Stephanie Craft, took time out of her busy schedule to prepare me for the process and help me craft (pun intended) a compelling presentation that highlighted my strengths as a budding scholar.

I recently graduated from a journalism and mass communication doctoral program and can attribute my successes to an academic mentor who identified my

unique struggles and instinctively proffered solutions that mitigated future problems. I can, however, surmise from the comments I hear from other international graduate students that my adviser's intrinsic ability to relate to my struggles is the exception rather than the norm. Therefore, journalism programs seeking to help their faculty members become better mentors for international graduate students may consider organizing training programs geared towards that end.

The MME division pioneered this process by co-sponsoring a teaching panel session titled "Educating International Graduate Students: Opportunities and Challenges" during the 2007 convention. Other divisions should consider following the lead of the MME division in this regard.

Yang: Old school journalist goes to the dark side when he encounters media management

By Yan Yang,
University of Florida
Graduate Representative

I used to be an old school journalism person. Seven years of study in journalism and two years working in the newsroom made me believe "content is king"—as long as we produce high quality programs, the audience will follow. Then I went to New York City and worked at a top TV rep firm where I dealt with account executives, sales staff and station managers every day.

That's when I began to see the business side of the media industry and realized there is an invisible hand behind all decisions called "profits." Questions about advertis-

ing formats and audience' interests fascinated me and eventually led me to study media management and economics for my doctorate.

Media management and economics (MME) is an exciting area for study. It gives us both a telescope and a microscope to examine the media industry. For the same topic of mobile advertising, on the macro level, you may use economic theories to predict the factors that influence its adoption, and on the micro level, you can analyze and compare the wireless pricing strategy of different service providers. Exploring topics from both levels give re

Continued on Page 7

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Yang: MME breadth, depth 'amazing'

Continued from Page 6

searchers flexibility in theory selection and methodology application.

MME is an interdisciplinary field of study. It borrows theories from business, psychology, law, economy and applies them to media studies. Researchers have found creative ways of applying non-communication theories to their fields, such as using the resource-based view approach in economy to study online media. MME research teaches me journalism may not be the only standard to evaluate the media.

MME scholars have a global perspective. As media conglomerates expand across borders, we have seen trends of mergers and acquisitions in different countries. Many of these decisions are business decisions based on careful analysis of the markets and audience segments. MME scholars try to decode these strategies and evaluate their effectiveness in different cultures, in hope of helping media organizations to stay competitive in a global market.

When studying the MME literature, I found myself often amazed by the breadth and depth of this field of research. It is simple, yet multiplied; it can be specific, yet with a global perspective; it analyzes arts, but in a scientific way. Studying MME has made me a more versatile scholar, and I hope you feel the same.

Great

Pre-Convention
Session Planned

For Chicago

See article on Page 1