

MASTER OF SCIENCE IN

# Integrated Marketing Communications

PART-TIME AND FULLY ONLINE

## ORGANIZATIONS OF ALL KINDS ARE INCREASINGLY RELYING ON LEADERS WHO UNDERSTAND WHAT DRIVES CONSUMER BEHAVIOR

Offered by Northwestern's renowned Medill School of Journalism, Media, and Integrated Marketing Communications, the Medill Integrated Marketing Communications (IMC) online master's program emphasizes the areas that define today's dynamic and challenging world of marketing communications: data analytics, consumer insights, message content, strategy, technology, operations and new media.

The understanding of consumer behavior that IMC students develop is what distinguishes our program — the confidence and ability our graduates are demonstrating every day, in all types of organizations, to apply actionable consumer insights that drive successful marketing strategies and meet complex marketing challenges.

## GET A SEAT AT THE TABLE. LEAD THE CONVERSATION. ADVANCE YOUR CAREER.

Master the in-demand IMC skills that are moving businesses and other organizations forward.

**Integrated Marketing Communications graduate education was founded at Northwestern. IMC graduates are forward-thinking professionals well versed in a consumer centric, data-driven integrated approach to marketing communications.**

“The focus on data, analytics and stats at Medill IMC provides a strong foundation for all of my responsibilities. Not only has it made my marketing efforts more measurement driven, it also gives me the ability to read the story behind someone else's numbers.”

— Scott Brown (IMC99), Executive Content Marketing Lead, Facebook



## CURRICULUM

Medill IMC Online graduates complete 13 courses — five core courses and eight electives. Visit [medill.northwestern.edu/imc/online](http://medill.northwestern.edu/imc/online) for full course descriptions and additional information.

### Core Courses

IMC 450 Financial Accounting	IMC 455 Consumer Insight
IMC 451 Statistics and Market Research	IMC 460 IMC Strategic Process
IMC 452 Marketing Management	

### Electives (choose 8 courses)

IMC 451-1 Analytic Techniques	IMC 475 Crisis Communications
IMC 454 Communications and Persuasive Messages	IMC 482 Digital, Social and Mobile Marketing
IMC 457 Managing Integration	IMC 486 Segmentation and Lifetime Value
IMC 459 IMC Law, Policy and Ethics	IMC 490 Shopper Marketing
IMC 461 Media Economics and Technology	IMC 490 Digital Storytelling
IMC 462 Marketing Mix Analysis	IMC 490 IMC Leadership Onsite Immersion
IMC 463 Brand Communication Decisions	IMC 498 Marketing Measurement

#### Duration

Students in the IMC part-time degree program generally complete requirements in two to three years but have up to five years to finish the program.

#### Tuition

Tuition for the 2015–16 academic year is \$4,034 per course plus a \$115 technology fee per course.

## FACULTY

All Medill IMC Online classes are taught by the same faculty that teach in our on-site programs.

An abbreviated list of faculty is featured below. We encourage you to review the achievements and experiences of those listed here and of the entire IMC faculty listed online.

### PROGRAM DIRECTOR

#### Tom Collinger

Tom Collinger is Executive Director of the Medill IMC Spiegel Digital & Database Research Center, Senior Director of the Medill Distance Learning Initiative, and an Associate Professor. He is the former Associate Dean and Chairman of the Integrated Marketing Communications programs. He is a widely recognized expert and speaker in the areas of integrated marketing communications; direct, database and e-commerce marketing management; customer loyalty; customer relationship management; and channel integration.

Collinger is also the president of The TC Group, a marketing strategy consulting firm. Some of his clients have included: Advanta, Wells Fargo Advisors, Discover Card, Doubleclick/Google, Benesse Corp./Japan, Nimblefish, Sony and Walt Disney Attractions.

He has been on the editorial advisory board for the Journal of Consumer Marketing; a former senior vice president of Leo Burnett Company; and former vice president and general manager of Ogilvy & Mather Direct. He also served as Chairman of the board of directors for The Cancer Wellness Center in Northbrook, Illinois.

#### Martin Block

Martin Block is a Professor in the Integrated Marketing Communications Division of the Medill School at Northwestern University. He teaches graduate level marketing research, sales promotion, advertising, and direct marketing courses. Joining the faculty in 1985, he was Director of the Graduate Advertising Division within Medill until 1991. He served again between 2001 and 2002.

Block was a Professor and Chairperson of the Department of Advertising at Michigan State University before making the move to Northwestern. He was also dually appointed as a Professor of Telecommunications. During this time, he was a founder and principal of ELRA which specialized in doing consulting and research for the cable television industry. ELRA prepared several dozen winning cable franchise proposals across the country. Prior to that, he worked as Senior Market Analyst in Corporate Planning at the Goodyear Tire and Rubber Company.

Block is co-author of *Media Generations* (BIGresearch, 2008). He is co-author of *Analyzing Sales Promotion*, which is now in its second edition (Dartnell, 1994), as well as co-author of *Business-to-Business Market Research*, also in its second edition (Thomson, 2007). His recent chapter "Post Promotion Evaluation" appears in *The Power of Marketing at-Retail* (POPAl, 2008). His chapter "Marketing Communications Engineering" in *Interactive Marketing*, was published in 1996. He was also co-author of *Cable Advertising: New Ways to New Business* (Prentice-Hall, 1987). He has published extensively in academic research journals, trade publications and has written several other book chapters. He has been the principal investigator on several federally funded research projects and has served as a consultant to the Federal Trade Commission (FTC). He was featured on the NOVA program "We Know Where You Live." He provided testimony to the U.S. Senate. Block earned his BA, MA, and Ph.D. from Michigan State University.

### Karen Brown

Karen Brown is a Lecturer within the Integrated Marketing Communications program. She has taught the IMC 450 Marketing Finance class since fall quarter 2001. In addition to teaching, she has had independent consulting projects related primarily to the issues of business valuation. Much of her independent work was with Hewitt Associates in Lincolnshire, Illinois.

The major portion of her corporate financial advisory career was with Duff & Phelps Corporation in Chicago (1982–96). There she directed the Financial Advisory practice within Duff & Phelps Capital Markets and was involved in all aspects of financial consulting with primary responsibility for project oversight and marketing.

Brown advised more than 100 corporate clients on matters including: valuation of common stock, preferred stock, options and convertible securities; implication of buy-sell agreements; establishment of Employee Stock Ownership Plans (ESOPs); and fairness to shareholders of corporate transactions. She worked closely with the client's senior management on the development of financial projections, review of business plans, and evaluation of the industry and market conditions.

Brown received a master's in management degree in 1982 from the J.L. Kellogg Graduate School of Management at Northwestern University and a bachelor of arts degree with high honors in 1978 from Michigan State University. She is a Registered Securities Representative (Passed Series 7 exam, 1995) and a Chartered Financial Analyst (CFA).

### Clarke Caywood

Clarke Caywood is a full professor and tenured member of the Integrated Marketing Communications Department in the Medill School of Journalism, Media, Integrated Marketing Communications at Northwestern University. He was one of four faculty members who created and designed the IMC program. He is the first tenured professor of public relations to teach PR at Northwestern's Medill School of Journalism, Media, Integrated Marketing Communications. Professor Caywood teaches graduate classes in public relations, marketing, social and business media, crisis management, communications management and marketing PR.

Caywood has published numerous articles and book chapters on advertising and marketing in business and political campaigns, research on values in contemporary advertising and teaching integrated marketing communications. Caywood is editor of the first and second editions of the *Handbook of Strategic Public Relations & Integrated Communications 2012* (McGraw Hill).

He was named by *PRWeek* as one of the most influential 100 PR people of the 20th century and one of the top ten outstanding educators in 2000. He was named Educator of the Year by the Public Relations Society of America with the PRSA Anvil prize. He was also named the Educator of the Year for the Sales and Marketing Executives of the Chicago area. He has served as vice-president of marketing for start-up company eMarketWorld. He has worked for two past governors and the attorney general of the state of Wisconsin. He ran a number of state campaigns in Wisconsin and has served as a political expert for ABC-TV Channel 7 Chicago. Since 2004 he has spoken extensively to business audiences in China and Chinese business leaders in the U.S. Honored as an educator; he carried the Olympic Torch in Lijiang China. He holds a number of honorary teaching posts with Chinese universities.

He is a member of the board of Aidmatrix.org which is a global disaster relief organization using advanced supply chain solutions. He is also a member and former trustee of the A.W. Page Society. He is founding publisher and continues as publisher of the *Journal of Integrated Marketing Communications*. He is a member of the Board of the *Journal of Interactive Advertising* (University of Texas-Austin), the new *Case Research Journal* (University North Carolina-Chapel Hill) and the *Journal of Public Relations*. He is a member of the American Academy of Advertising, the Public Relations Society of America and the American Marketing Association.

Caywood holds a joint doctorate from the Graduate School of Business and the Graduate School of Journalism and Mass Communications (Advertising/Public Relations) from the University of Wisconsin at Madison and a graduate degree in Public Affairs from the Lyndon B. Johnson School, University of Texas at Austin. He holds a BBA from the University of Wisconsin-Madison.

### Julie Danis

Julie Danis is a strategic marketing professional and creative communicator. Currently she is an independent consultant working with clients on crafting marketing and communications strategy, developing consumer insights, conducting qualitative market research and marketing capabilities training. She recently left a career in advertising having spent time with JWT/Chicago as SVP, Director of Insight and Foresight and Foote, Cone & Belding, where she held the positions of SVP, Director of Mind & Mood and Worldwide Director of Future Focus. She was a strategic marketing consultant with The Everest Group and a Marketing Manager with Frito-Lay, Inc. Past clients include: Samsung, Kraft, BP, SC Johnson, Circuit City, Stouffers, Mattel, Earthwatch, Kimberly-Clark, Applebee's, and KFC. In her past life she was a columnist for the Chicago Tribune and commentator on American Public Media's Marketplace program. She received degrees from The University of Chicago (MBA, MA) and Northwestern, (BS). She's rounded out her formal education with course work at the University of Chicago Certificate in Creative Writing Program, University of Iowa's Summer Writing Festival, the Second City School of Improvisation, and in creative problem solving and storytelling.

Danis' other activities include: Board Member: the Goodman Theatre, SERRV International, Northwestern University's School of Education and Social Policy, and The Heartland Literary Society. Member: Northwestern University's Council of 100, The University of Chicago Women's Business Group and Leadership America.

“IMC has high-caliber professors who balance academic research and practical wisdom. I also learned a lot from a very mentally agile peer group.”

— Pradeep Kumar, (IMC03) Vice President, Customer Intelligence Director, Drafftcb

### Daniel Gruber

Daniel Gruber is an Assistant Professor at Medill and Courtesy Professor of Management & Organizations in the Kellogg School of Management at Northwestern University. Before joining the faculty in 2009, Dan completed his Ph.D. in business administration at the University of Michigan's Ross School of Business. Dan's research focuses on organizational sensemaking, the media industry and managing integration. His teaching centers on strategic communications, organizational change and leading media companies. Dan is a graduate of Washington University, where he earned his undergraduate degree in business administration and of Cornell University, where he completed a master's degree in business administration and a master's degree in industrial and labor relations.

### Thomas Hayden

Tom Hayden joined the full-time IMC faculty in 2006, following a 29-year career in marketing and advertising and eight years as an adjunct.

After receiving his law degree and passing the bar exam in 1977, Hayden switched directions and began his career at The Leo Burnett Company, working primarily on the Procter & Gamble account. He then spent most of the 80s at DDB Needham (now DDB), working on clients General Mills, Clorox, Sears and Anheuser Busch.

In 1989, Hayden joined agency Bozell and spent the next 14 years as president of Bozell's Chicago operations. During those years he was also a member of the Bozell Worldwide board of directors. At the time, Bozell Worldwide was the 12th largest agency company in the United States and the 15th largest in the world. Under his leadership, Bozell's Chicago revenues tripled in size.



In the early 90s, Hayden supported and helped build an infrastructure for a fledgling 15-person PR group, then known as Bozell Public Relations. Today that fledgling group has become the consumer marketing practice for Weber Shandwick, one of the world's premier public relations organizations, best known for its PR support of the Got Milk! campaign.

In the mid-90s, Hayden created a business-to-business unit specializing in food service. Within two years, Bozell Foodworks had become the second largest food service agency in the U.S., whose coast-to-coast clients included Dannon, Nestle and Hunt Wesson, as well as the pork, milk and potato industries.

During his tenure at Bozell, Hayden oversaw the agency's work for the pork industry — Pork, The Other White Meat. The Harvard Business Review labeled this campaign the "marketing success story of the 80s." Former IMC Professor Stan Tannenbaum called it one of the first truly successful integrated marketing campaigns ever. Following the launch of Pork, The Other White Meat, the retail value of pork increased by over \$8 billion.

After leaving Bozell in 2003, Hayden served for three years as president and chief strategy officer of GreenHouse, a Chicago-based independent communications company. Going back to his Bozell days, Hayden became and remains the U.S. partner for TerraNova Market Strategies, Inc., the Toronto-based strategy practice.

Hayden has earned a bachelor's degree and juris doctorate at Saint Louis University.

### Randy Hlavac

In 1990, Randy Hlavac founded Marketing Synergy. From its founding, the company's strategic mission has been to assist clients in developing CRM and database marketing systems designed to enhance customer value and increase profitable market share. Currently, the company consists of senior integrated marketing consultants and analytics experts with specializations in CRM, database mining, database and web technologies, and data hygiene and overlay enhancement systems. Prior to starting MSI, Hlavac was Director of Marketing Research Services at MetroMail/Experian where he created the Data Mining & Analytics group. Before that, he was Director of Marketing Research and Technical R&D with TRW's Direct Marketing Services and Assistant VP of Analytics at Mutual of Omaha. Hlavac is a frequent speaker and trainer with the Direct Marketing Association, National Center for Database Marketing, Chicago Association of Direct Marketing and other national marketing groups. Hlavac earned his MBA, MME, and BME from the University of Nebraska.

### Nancy Hobor

Nancy Hobor teaches investor relations in the IMC program. She is the former vice president of Communications and Investor Relations at Grainger. She received her BA, MA and Ph.D. from the University of Chicago and her MBA from Northwestern. Prior to joining Grainger, Hobor was vice president, Corporate Communications and Investor Relations, for Morton International. She had previously served as director, Investor Relations, for United Airlines. Before that, she was vice president, Strategic Communications, for Baxter Healthcare Corporation; and vice president, Public Relations, for American Hospital Supply Corporation.



"With IMC, we always come back to the question of what customer need is being met, and often, what data we can use to measure our success in reaching that segment."

— Kristen Nomura (IMC03), Head of Sales Strategy & Operations, Branding Sector, Google

### Ashlee Humphreys

Ashlee Humphreys studies consumer collaboration, both consumer interactions with other consumers and with companies. Her current research focuses on online communities. One project looks at the development of norms and institutions on Wikipedia, and the other project assesses the exchange of value on YouTube. She also studies the effects of institutional barriers (legal, social, and cultural) on consumer practices. Her current work in this area traces the development of the casino gambling industry from 1976 to the present. Lastly, she is interested in developing theories for understanding fundamental consumer institutions such as ownership. Her work in this area proposes that consumption can be viewed in terms of access rather than ownership, a model that is useful for understanding the ways in which consumers use media properties and shared resources. Humphreys earned her Ph.D. from the Kellogg School of Management at Northwestern University.

### Candy Lee

Candy Lee spent many years in publishing, media, industry and education in global enterprises and most recently was Chief Advisor and Developer of The Washington Post MasterClass, creating dynamic media courses with the newsroom experts. She continues to consult, write and speak on issues ranging from innovation to loyalty. Lee earned her BA from Harvard University, a master's of teaching from Fairleigh Dickinson University, and an ED.D from the University of Pennsylvania.

### Edward Malthouse

Edward Malthouse is a professor of Integrated Marketing Communications at Medill. He is an expert in applied statistics, market research, and media marketing. His primary research is in the areas of media and database marketing. He develops statistical models and applies them to large data sets of consumer information to help managers make marketing decisions. Malthouse is an excellent teacher and has won teaching awards and been an invited visiting professor at Aoyama Gakuin University, Wuhan University, Munster University, and Università Della Svizzera Italiana.

Malthouse earned his Ph.D. in statistics from Northwestern University; an MS in operational research from the University of Southampton in Southampton, England, and his BA in math, Augustana College in Rock Island, Illinois.

### Kalyan Raman

Kalyan Raman is a professor in the Medill IMC department, courtesy professor of Marketing in the Kellogg School of Management at Northwestern University, and associate faculty in the Center for Complex Systems at the University of Michigan, Ann Arbor. He attended graduate school at Purdue University, and obtained his Ph.D. in marketing from the University of Texas at Dallas and a Ph.D. in electrical engineering from Wayne State University. He holds an MS in statistics and minors in mathematics and mathematical economics. He has published articles in *Marketing Science*, *Management Science*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Marketing Letters*, *International Journal of Research in Marketing*, *Automatica*, *Optimal Control Applications & Methods*, *Applied Mathematics Letters*, *European Journal of Operational Research*, and other scholarly journals. Raman was a finalist for the prestigious William F. O'Dell award in 2008 and in 1999. He is a member of the editorial board of *Marketing Science* and other leading academic journals. Raman specializes in the optimization of marketing decision problems with long-term and uncertain consequences—specifically in the areas of integrated marketing communications and the marketing mix. Multinational companies, major advertising agencies and their media planning affiliates are supporting his research. He is a Visiting Professor at Loughborough University in the UK, the University of Munster, Germany, University of Kiel, Germany, WHU Koblenz, Germany (2000–03) and the Catholic University of Leuven, Belgium in 2001. Raman has taught in Loughborough University's program in Singapore and in executive development and MBA programs at leading business schools in Europe and the USA. He has presented his research at national and international conferences in the United States, Germany, Austria, U.K., Netherlands, France, Belgium, Australia, India, and given invited talks at a number of leading universities all over Europe and the U.K., and at leading Fortune 100 companies in the U.S. Prior to joining Northwestern in fall 2008, he worked at Loughborough University in the UK, the University of Michigan Flint, University of Florida, AT&T Bell Laboratories in Murray Hill, New Jersey, and Auburn University.

## ADMISSION

Medill reviews applications submitted by the application deadline on an expedited basis. If you submit your completed application by the deadline, you will receive your admissions decision by the date listed below:

### APPLICATION DEADLINES

- Fall: July 15
- Winter: October 15
- Spring: January 15
- Summer: April 15

### APPLICATION REQUIREMENTS

#### 1. Bachelor's Degree

You must have a bachelor's degree or expect to earn one before enrollment.

#### 2. Academic Transcripts

Medill requires official academic transcripts from all colleges and universities attended, excluding institutions where you took non-credit coursework, such as a certificate program. It is your responsibility to request an official, sealed transcript from the registrar of each institution and to ensure transcripts are sent to Medill. The registrar should send transcripts to the Medill Office of Graduate Admissions at 1845 Sheridan Road, Evanston, IL 60208-2101 or electronically to [MedillGraduateAdmissions@northwestern.edu](mailto:MedillGraduateAdmissions@northwestern.edu). If you have transfer credit or study abroad credit, submit a transcript from the original grade-granting institution even if the transfer credit appears on your final degree transcript.

*Please note: Medill allows you the option to upload an unofficial copy of your transcript into your online application. Transcripts submitted by you, rather than the college or university, will be considered unofficial. Based on your unofficial transcript, you may be offered admission on the condition that we receive your official transcript prior to enrollment.*

Applicants with international transcripts must provide an English translation with their application if the transcripts were not originally issued in English.

Admitted students with an international transcript (except Fulbright candidates) must submit an independent course-by-course credential evaluation and degree verification from a NACES provider (see [www.naces.org](http://www.naces.org) for a list) and an official English translation of the transcripts (if they were not originally issued in English). The credential evaluation and degree evaluation form is due 30 days prior to enrollment. If your undergraduate degree is a three-year degree, Medill will determine if it is sufficient preparation for our program.

#### 3. Admissions Interview

Admissions interviews will be conducted by invitation only for all IMC applicants. Interviews are held in person at Medill or off campus in locations that our admissions officers visit. For applicants unable to meet in person, interviews may be held via Skype or similar service. An invitation to interview means that your application has advanced in the process, but does not imply admission.

#### 4. GRE or GMAT Test Scores

Medill requires GRE or GMAT scores. The test must have been taken within five years of your application submission date.

Medill allows you the option to self-report your test scores on your application. Once you submit your application, we will review these unofficial scores along with the rest of your file. If we decide to offer you admission based on these unofficial scores, it will be on the condition that you send us your official scores at least 30 days prior to enrollment.

The official copy of the test scores should be sent directly to Medill from ETS or GMAC. Our GRE code is 1699. Our GMAT code is 6WZ-XH-66. Allow four weeks for our office to receive your scores.

You may request a waiver of the GRE and GMAT requirement if:

- You are a current degree-seeking Northwestern University student or degree-holding Northwestern University alumnus/a;
- You have 5 or more years of full-time professional work experience in marketing or a closely related field.

If you request a waiver, Medill may still recommend that you take the GRE or GMAT if we think it will allow us to give better consideration to your application.



## 5. TOEFL or IELTS Test Scores (For International Applicants)

If you are an international student who earned an undergraduate degree at a college or university where the primary language of instruction was not English, submit TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing System) scores. The TOEFL or IELTS must have been taken within two years of your application submission date. Send TOEFL scores to Medill using code 1699-18. The IELTS test must be the Academic version.

If you earned your entire bachelor's degree from a non-U.S. institution where the language of instruction was English, you do not need to submit TOEFL or IELTS scores. Instead, please provide official documentation from your college or university that the language of instruction was English.

Medill allows you the option to self-report your test scores in your application. Once you submit your application, we will review these unofficial scores along with the rest of your file. If we decide to offer you admission based on these unofficial scores, it will be on the condition that you send us your official scores at least 30 days prior to enrollment.

## 6. Resume

Submit your current resume, which should highlight your professional and academic experiences.

## 7. Essays

Please answer the Professional Essay question posed in the IMC Essays section of the application; your answer should not exceed 750 words.

## 8. Recommendations

Medill requires three letters of recommendation from persons who can assess your academic and professional abilities (e.g., current or former professors, employers, supervisors). Recommendations from family or friends who do not have direct experience with your academic or professional work will not be accepted. Enter your recommenders' contact information in the online application. The system will then email your recommenders instructions on how to submit their letters online. You are responsible for reminding recommenders to submit their letters through the online system by the deadline.

## 9. Application Fee

There is a \$75 non-refundable application fee. You may pay this online by credit card or indicate that you will be paying by check. If paying by check, please ensure your name and "application fee" appear on the check. If you have questions or would like to request a fee waiver, contact the Medill Office of Graduate Admissions at 847-491-2052 or Medill-GraduateAdmissions@northwestern.edu.

Current Northwestern undergraduates do not have to pay the application fee.

## FINANCIAL AID AND SCHOLARSHIPS

Based on eligibility, you may be awarded merit and/or need-based scholarships, grants and federal loans. Merit scholarships are awarded based on the content of your application. If you are a U.S. citizen or permanent resident and would like to apply for Medill grant aid and federal financial aid, you may do so after you are admitted. Complete the Free Application for Federal Student Aid (FAFSA) online and the Medill Financial Aid Application included with your admissions packet. You can expect to receive a Provisional Financial Aid Award four to six business days after we have received all completed documents.

If you are an international student, you are not eligible for federal financial aid, but you may be considered for Medill grants or scholarships. Please visit [www.medill.northwestern.edu/admissions/financial-aid/](http://www.medill.northwestern.edu/admissions/financial-aid/) for details.

## MAILING APPLICATION MATERIALS

Send materials that cannot be uploaded or entered into your online application account to:

Office of Graduate Admissions and Financial Aid

Medill, Northwestern University

1845 Sheridan Road

Evanston, IL 60208-2101