

Name of the Educational Program: Master's Program in Multimedia Journalism and Media Management

Qualification to be awarded: Master of Journalism

Amount of Program in Credits: 120 ECTS

Language of Instruction: English

Level of Higher Education: Master's Degree

Type of the Educational Program: Academic

Program Description:

The Master's degree program in Multimedia Journalism and Media Management aims at supporting the development of an independent media, enhancing a pluralistic and free media environment, promoting social justice and democratic processes; The program aims to prepare professional journalists and media entrepreneurs who serve the community and understand local and global political, economical, socio-cultural contexts; stimulate democracy and strengthen it at all levels, work with institutional accountability and provide the public with unbiased information to make informed decisions.

Program Goals:

The goal of the master's program is for a student to acquire and form:

- In-depth and systematic knowledge of the principles, standards, latest trends and approaches of multimedia journalism, entrepreneurial journalism and media management;
- The ability to use the latest tools necessary to create a media product.
- The ability to effectively apply theoretical and practical knowledge gained in multimedia journalism, media management and media research in professional activities;
- The ability to solve problems and make decisions based on critical thinking and analysis
- Professional English and communication skills necessary for professional success;
- Transferable skills necessary for the synthesis of acquired knowledge and professional growth;

- A strong value system based on professional ethical standards and the ability to set priorities

Preconditions for the admission to the program:

The Multimedia Journalism and Media Management Master's program is for those individuals who have already received a bachelor's degree in any other program and who want to deepen their knowledge in multimedia journalism and media management.

Accordingly, the essential prerequisite for admission to the Master's Program are:

- 1) Bachelor's degree or equivalent in any field of study;
- 2) Passing the Unified Master's Examination;
- 3) Passing internal university procedures, which consist of the following stages: Passing the English language exam (B2 level) or providing a certificate for equivalent qualification (TOEFL, IELTS); Exam in a specialty aimed at assessing the application's knowledge in the relevant field. The information regarding the exam will be posted on the University website one week prior;

Learning Outcomes

The Learning outcomes are in line with the objectives of the program and go through seven indicators, which rely on key competencies. These results are:

Outcome 1

A student has an in-depth understanding of the modern principles, standards, latest trends and approaches of journalism, entrepreneurial journalism, media management, as well as the latest principles and methodologies of media research. Student understand the practical aspects of multimedia journalism and entrepreneurship and the economic environment associated with the profession.

Outcome 2

A student uses all the latest technical means necessary for the production of multimedia journalism and digital media products (video and photo cameras, mobile phones, installation software, sound recording devices, lighting systems, various digital platforms for the production and implementation of media projects, etc.).

Outcome 3

The Master can independently perform operations needed to create a multimedia journalistic work, from finding the story to publishing it. Knows and manages each step of the digital media product development process and can perform independently or in a team to create projects. Uses media research methodologies that result in planning and conducting applied or academic research; Creates high quality professional journalism papers, multimedia projects and own media platforms; Student creates a realistic business model and acts as an entrepreneurial journalist; Creates and develops innovative formats, processes and products.

Outcome 4

Student defines an important research issues; Researches, processes and analyzes new and complex professional/academic information; Develops, analyzes, organizes, synthesizes and thoroughly evaluates various sources of information; Creates an objective, balanced and impartial media product based on in-depth research findings and opinions; Develops reasoned opinion based on academic research; Determines the focus and priority of the story. As well as the target audience and its needs; Evaluates the potential of the media product/ startup and its timeliness/market relevance;

Outcome 5

A Student communicates with professional and non-professional circles in English. Effectively and professionally presents project concepts, proposals, implementation plans in compliance with the format and deadlines (in writing and verbally); Works in teams productively and with a high sense of responsibility.

Outcome 6

Student adequately transfers the acquired knowledge and skills to other contexts, different situations and uses them effectively, which also includes the integration of different theoretical approaches, principles and the constant updating of knowledge (Professional growth);

Outcome 7

A student understands the role of independent media in the process of building a democratic society, strengthening civil society, establishing liberal values and establishing social justice. Realizes the high responsibility that accompanies the professional activities of a journalist, entrepreneur, researcher and media manager. Student adheres to the legal and ethical norms of journalism, other professional standards and contributes to the development of journalism; Recognizes the importance of an independent editorial policy and the need for a pluralistic and free media environment.

Map of Learning outcomes of the Journalism and Media Management Master's Program

Map of Learning outcomes of the Journalism and Media Management Master's Program							
Learning Outcomes/Competencies	Outcome 1:	Outcome 2:	Outcome 3:	Outcome 4:	Outcome 5	Outcome 6:	Outcome 7:

In-Depth knowledge of the basic principles and standards of journalism and media management	X						
Knowledge of the latest technical tools needed to create digital media projects		X					
The ability to apply knowledge acquired in journalism, media management and media research in practice			X				
Ability to problem-solve and make decisions based on critical thinking and analysis				X			
Communication Skills					X		
Transferable Skills						X	
The ability to establish a strong value system and priorities							X

Teaching and learning methods:

Lecture

- ☒ Team Work
- ☒ Practical Work
- ☒ Seminar
- ☒ Teaching with electronic resources
- ☒ E-Learning
- ☒ Simulation
- ☒ Other

The academic or invited staff may use one or more of the above methods or several other methods from the specific course goals and aims. Teaching and learning methods of the specific course are reflected in the syllabus of the relevant course.

Assessment System of student knowledge

The learning component of the MA Program in Multimedia Journalism and Media Management encompasses students' active participation in the teaching process and is based on the principle of continuous assessment of acquired knowledge.

Assessment of acquired knowledge of MA Program in Multimedia Journalism and Media Management is organized in accordance with Order No. 3 by the Minister of Education and Science of Georgia, January 5th, 2007 - "The Rule of Calculation of Higher Education Program Credits".

In the MA Program in Multimedia Journalism and Media Management, evaluation of a student's learning results in each component of the program must include mid-term (One Time or Multiple) and summative evaluation, which sum is the final evaluation score (100 Points).

Mid-term and summative evaluations (Evaluation forms) include evaluation component/components, which determine ways to assess student's knowledge and/or ability and/or competence (Written/oral Exam, written/oral quiz, homework, practical/theoretical work, etc.). Assessment component unites homogeneous assessment methods (Test, essay, presentation, discussion, performance of theoretical/practical assignment, team work, participation in discussion, NewsRoom simulations, etc.). Assessment method/methods are measured by assessment criteria, by which achievement of learning outcomes is being measured.

Each assessment form and component has a certain value allocated from the final score (100 Points), which is indicated in each Syllabus and is being communicated to each student at the beginning of the semester.

The evaluation of the achievement of the student's learning results in each component of the program should include mid-term and summative evaluations. Credits shall not be awarded by using only one form of evaluation (mid-term or summative evaluation).

In the implementation of the master's program in Multimedia Journalism and Media Management, the minimum competency threshold of the student's intermediate and final assessment is reflected in a specific syllabus and is notified to the student at the beginning of the semester.

The evaluation system allows:

Five types of positive evaluations:

- (A) Excellent – 91-100 points of evaluation;
- (B) Very good – 81-90 points of evaluation;
- (C) Good – 71-80 points of evaluation;
- (D) Satisfactory – 61-70 points of evaluation;
- (E) Sufficient – 51-60 points of evaluation.

And two types of negative evaluation:

- (Fx) Did not pass – 41-50 out of the maximum evaluation, which means that the student needs to work more to pass the examination and he/she shall be given the possibility to retake the examination after the self-study;
- (F) Fail – 40 points or less out of the maximum evaluation, which means that the work done by the student is not enough and he/she has to retake the course.

In the Multimedia Journalism and Media Management program, in case of (FX) evaluation in any component of the educational program, the University must hold an additional examination within not later than 5 days after the announcement of the results of the final examination. The points, awarded to the student in the final evaluation, shall not be added to the evaluation of the student at the additional examination. The evaluation obtained by the student at the additional examination is the final evaluation and shall be included in the final evaluation of the component of the educational program. In case of taking 0-50 points in the final evaluation, including the evaluation obtained at the additional examination, the student evaluation will be F-0 points.

The final master's project in the Multimedia Journalism and Media Management Master's program (completion and defense of the master's thesis) must be assessed in the same or next semester in which the student completes the work. The final diploma project is evaluated once (with a final evaluation). The final project for Multimedia Journalism and Media Management evaluation allows:

Five types of positive evaluations:

- (A) Excellent – 91-100 points of evaluation;
- (B) Very good – 81-90 points of evaluation;
- (C) Good – 71-80 points of evaluation;
- (D) Satisfactory – 61-70 points of evaluation;
- (E) Sufficient – 51-60 points of evaluation.

Two types of negative evaluation:

- (FX) Did not pass- 41-50 out of the maximum evaluation, which means that a graduate student is eligible to submit a revised master's thesis during the following semester;
- (F) Failed – A maximum score of 40 or less, which means that the master loses the right to submit the same master's thesis.

The calculation of the Grade Point Average (GPA) is part of the system of evaluation of the student's knowledge. The student's Grade Point Average (GPA) is calculated by multiplying the evaluation, obtained by the student in every subject of the educational program, to the credits of that subject. The product of multiplication of the subjects and credits is summed up and divided by the total number of the credits of the taken subjects. The weight of the point in the calculation of the average number is:

- A = 4
- B = 3, 2
- C = 2, 4
- D = 1, 6
- E = 0, 8

Field of Employment:

The theoretical and practical knowledge gained within the master's program allows students to develop professionally and lets them successfully create careers in various fields of media and communication, including broadcasting (television, radio) online, print media and production studios or in their own media startups, as well as in research, consulting and other related fields of communication.

Opportunity for continuing education process:

Multimedia Journalism and Media Management Educational Program graduate, is authorized to pursue studies in Georgia or any other country's higher educational institutions on a PhD program in the Media and communications field which is focused on further level research training. A graduate can also continue their studies in a doctoral program in any field if the prerequisite for admission to the program is not limited to a certain academic degree.

Human resources necessary for the program implementation:

Sufficient human resources are involved in the implementation of the Multimedia Journalism and Media Management masters' educational program. Courses from the educational program are led by the academic personnel of the University, as well as invited specialists with sufficient experience and competence.

Additional information about human resources is available in Annex N2.

Material resources necessary for the program implementation:

The University infrastructure and material-technical resources of the Multimedia Journalism and Media management program are fully available for students to reach the desired learning outcomes without restrictions, Namely: Academic audits and conference halls equipped with appropriate inventory; Library equipped with computer hardware and informational-communicational technologies; Computer labs, computer hardware connected to internet and internal network and adequate computer software in learning/teaching process; Different technical equipment et cetera.

Multimedia Journalism and Media Management Master's program is provided with appropriate manual and methodical literature. The University's library provides students with electronic textbooks relevant to the syllabus, educational-methodical and scientific literature, as well as the library's database.

The material resources owned by the University ensure the realization of the goals and the achievement of the planned learning outcomes of the Master's program in Multimedia Journalism and Media Management:

Buildings and Structures - Educational Masters program is carried out in the buildings and structures owned by the university, where sanitary-hygienic and safety norms are highly respected (the buildings are equipped with installed alarms, fire extinguishers, video control system takes place on the perimeter, order is maintained by the custodial servant of the university). The building is in full accordance with the technical requirements established for the institutions, lecturing and practicum auditoriums are equipped with relevant technique and inventory (projector, chairs, desks, boards et cetera). Equipped classrooms for lecture and practical lessons.

Library - In the library of the University the relevant printed and electronic fund of the master's educational program is preserved, which is available for the students, invited and academic personnel. The library has a reading room equipped with proper inventory (Chairs, tables, computers). There is a multifunctional copier in the library, which can be used by the student with the help of the library staff. In the reading hall, students have the opportunity to use internet and international electronic resources (EBSCO; JSTOR; Cambridge Journals Online; BioOne Complete; e-Duke Journals Scholarly Collection; Edward Elgar Publishing Journals and Development Studies e-books; IMechE Journals; New England Journal of Medicine; Open edition Journals; Royal Society Journals Collection; SAGE Premier). The library of the university has an electronic catalogue.

Working Space of Academic Personnel – The working space of academic personnel is equipped with the relevant inventory and technical equipment (chairs, tables, wardrobes, computers with access to the internet, Xerox multifunctional machine).

Information and communication technologies – The University uses information and communication technologies in order to facilitate the implementation and administration of the Master's program. There is a corresponding software for the Master's program in Multimedia Journalism and Media Management, the existing computer hardware meets the modern requirements, is connected to the internet and is available for students, academic, invited and administration personnel. Electronic system – lmb.gipa.ge – is used for assessing student's knowledge and to coordinate the teaching process. The system provides students with access to assessments, facilitates the control of academic attendance of students and the learning process in general. Through the web-page, which contains information about the educational programs and the learning process, the University provides publicity and accessibility of information.

Head of the Program:

Ana Keshelashvili

Professor

Brosset str. #2 / Brosset str. #1 / Ietim Gurji str. #7b / Gorgasali str. N101

0108, Tbilisi, Georgia (Brose) 0105, Tbilisi, Georgia (Ietim Gurji) 0114, Tbilisi, Georgia (Gorgasali)

Phone: (995 32) 2 497545

Cell: (995 595) 902 905

E-Mail: a.keshelashvili@gipa.ge

Nino Makhviladze

Professor

Brosset str. #2 / Brosset str. #1 / Ietim Gurji str. #7b / Gorgasali str. N101

0108, Tbilisi, Georgia (Brose) 0105, Tbilisi, Georgia (Ietim Gurji) 0114, Tbilisi, Georgia (Gorgasali)

Phone: (995 32) 2 497545

Cell: (995 595) 700970

E-Mail: n.makhviladze@gipa.ge

Course Distribution of Master Program in Multimedia Journalism and Media Management

№	Course Code	Prerequisite	Course/Module	ECTS Credit/Hours				Hour Distribution ¹	
				I Year		II Year		Contact Hours	Self-study Hours
				Semester					
				I	II	III	IV		
		Learning Component ²							
		Mandatory Courses		29	29	15	25		
1.	MFC 610	N/A	Writing and Reporting	6/150				57	93
2.	MFC 611	N/A	Analytical and Critical Writing	4/100				20	80
3.	MFC 612	N/A	Photojournalism	5/125				59	66
4.	MFC 613	N/A	Media Law and Ethics	5/125				40	85
5.	MFC 615	N/A	Media Economics	4/100				28	72
6.	MFC 614	N/A	Mass Communication Theories	5/125				28	97
7.	MFC 620	MFC 610	Advanced Reporting and Writing		5/125			48	77

¹ The time required to achieve the learning outcomes defined by the educational program. Student study load is based on independent and contact hours.

² An integral part of an educational program that is presented in the form of a course, module, internship, or other component.

8	MFC 622	N/A	Podcasting		6/150			75	75
9	MFC 623	N/A	Media Entrepreneurship		5/125			38	87
10	MFC 624	N/A	Social Media		4/100			26	74
11	MFC 621	N/A	Bootcamp – Multimedia Communication Techniques		3/75			26	49
12.	MFC 633	MFC 610, MFC 621	Advanced Video Reporting		6/150			79	71
13.	MFC 630	MFC 610, MFC 621, MFC 612	Multimedia Storytelling			6/150		47	103
14.	MFC 634	MFC 610, MFC 621, MFC 612	Data Journalism			4/100		36	64
15.	MFC 621	N/A	Research Methods in Mass Communication			5/125		28	97
		Mandatory Electives -10 Credits							
Mandatory Electives - Group 1 – Production Group - students must choose at least one course									
1	ELC 601	N/A	Documentary Filmmaking			5/125		50	75
2	ELC 602	N/A	Transmedia Production Lab			5/125		44	81
3	ELC 603	N/A	Investigative Journalism		5/125			28	97
Mandatory Electives - Group 2 – Media Management Group - students must choose at least one course									

1	ELC 612	N/A	Media Marketing - Building and Reaching Audiences		5/125			32	93
2	ELC 613	N/A	Media Start-up Monetization		5/125			32	93
3	ELC 604	N/A	Media Organization Management			5/125		28	97
Free Electives - 12 Credits (students can choose any elective offered by the program and the university)									
1	ELC 614	N/A	Media, Nationalism and Democratization			4/100		28	72
2	ELC 615	N/A	European Media Law			4/100		20	80
3	ELC 605	N/A	Media Programming Strategies		4/100			20	80
4	ELC 606	N/A	Fundraising		4/100			20	80
5	ELC 607	N/A	Conflict and War Reporting			4/100		20	80
6	ELC 608	N/A	Business Reporting			4/100		20	80
7	ELC 609	N/A	Environmental Reporting		4/100			20	80
8	ELC 610	N/A	Elections Coverage			4/100		20	80
9			Electives in other programs/ English Language Electives			4/100		20	80
		Final Diploma Project:						25	
1.	PRP 650	95 ECTS	Master Diploma Project					25	
Total								120	

Curriculum map

In the curriculum map, each compulsory subject is presented in relation to the program outcomes, indicating which subject leads to which outcome while indicating the appropriate level. Subjects are broken down into three levels: A) Introduction oriented courses (I-Introduction) B) Development oriented courses (D-Development) C) Mastering oriented courses (M-Mastering). The subject and result section box indicates one of the level indicators – I, D or M.

In the table below, a column of markers is given along each result. In the corresponding mark and subject section, when passing a subject causes the result on any level, the indicated percentage reflects the target of receiving a positive evaluation in the subject. The indicated percentages (marks) are compiled on the basis of the analysis of the evaluations of the passed courses, which includes the number of positive evaluations in the subjects. The allowed deviation for each mark is 15-30%. Only mandatory courses are used in the map analysis.

Learning Outcomes	Outcome 1:	Outcome 2:	Outcome 3:	Outcome 4:	Outcome 5:	Outcome 6:	Outcome 7:
I Semester							
Course Title	Indicator of each learning outcome and course/ experience						
Reporting and Writing	I		I	I	I	I	
Photojournalism	I	I	I		I		I
Analytical and Critical Writing	I		I	I	I		
Mass Communication Theories	I			D	I	I	

Media Law and Ethics	I		I	D	I	I	I
Media Economics	I			I	I	I	

II Semester

Media Entrepreneurship	D		D	D	D	I	
Adv. Writing and Reporting	D		D	D	D		D
Podcasting	D	D	D	D	D	D	D
Social Media	I	I	I	D	D	D	D
Bootcamp – Multimedia Communication Techniques		I	I		I		
Adv. Video Reporting	D	D	D	D	D	D	D

III Semester

Multimedia Storytelling	D	D	D	D	D	D	D
Data Journalism	D	D	D	D	D	D	D
Research Methods in Mass Communication	D	D	D	D	D	D	D

IV Semester

Master Diploma Project	M	M	M	M	M	M	
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V Semester

Annex №1
Head of the Program Resume
(CURRICULUM VITAE)

Name, Surname	Ana Keshelashvili						
Title	Academic Staff, Professor						
Workplace	GIPA- Georgian Institute of Public Affairs, Caucasus School of Journalism and Media Management						
Contact Information	Phone:	+995595 902 905	E-mail:	a.keshelashvili@gipa.ge			

<p>Thesis Defended and Areas of academic/scientific research</p>	<p>Thesis defended: <i>Adoption of Innovations Among Georgian Journalism Educators: A Network Analysis Perspective</i> University of South Carolina, 2015 Areas of academic/scientific research: Journalism education, how new technologies effect journalism; citizen journalism and citizen journalists' identities, selfpresentation and image management, factchecking techniques</p>
<p>Publications</p>	<p>Areas of academic/scientific research:</p> <p>Tsomaia, T. and Keshelashvili, A. (2021). How to Respond to Information Operations While Preserving Our Commitment to Free Speech and the Free Flow of Ideas? <i>Georgia's Information Environment and Russia's Influence</i>. NATO Strategic Communications Centre of Excellence. Upcoming</p> <p>Tsomaia, T. and Keshelashvili, A. (2019). Georgia: On the way to quality journalism education in <i>Accreditation and Assessment of Journalism Education in Europe: Quality Evaluation and Stakeholder Influence</i> by Eva Nowak [ed.]. Nomos, Baden-Baden, pp. 51-64.</p> <p>Mortensen, T. M., Jones, J., & Keshelashvili, A. (2015). Dear Citizen Photojournalists: Who are you? Studying the motivations and values of citizen photojournalists. <i>Photographies</i>, 8(2), 211-230. https://www.tandfonline.com/doi/abs/10.1080/17540763.2015.1066651</p> <p>Mortensen, T. B., Keshelashvili, A. & Weir, T. (2015): Who We Are. A Q-study of types of citizen journalists. <i>Digital Journalism</i>, DOI: 10.1080/21670811.2015.1053506 https://www.tandfonline.com/doi/abs/10.1080/21670811.2015.1053506?journalCode=rdij20</p> <p>Keshelashvili, A. (2014). Innovation among Georgian journalism educators: A network analysis perspective (Doctoral dissertation, University of South Carolina). https://scholarcommons.sc.edu/cgi/viewcontent.cgi?article=4004&context=etd</p> <p>Keshelashvili, A., Nachkebia, T., Paichadze, G., and Asatiani, S., (2013) Textbook on Video Advocacy. Harmony Project, Tbilisi, Georgia https://docs.google.com/viewer?url=http%3A%2F%2Fcivics.ge%2Fuploads%2Fvideo_advocacy_manual.pdf</p> <p>Mortensen, T. B., & Keshelashvili, A. (2013). If Everyone with a Camera Can Do This, Then What? Professional Photojournalists' Sense of Professional Threat in the Face of Citizen Photojournalism. <i>Visual Communication Quarterly</i>, 20(3), 144-158. https://www.tandfonline.com/doi/abs/10.1080/15551393.2013.820587</p> <p>Trammell, K.D., & Keshelashvili, A. (2005). Examining the new influencers: A self-presentation study of A-List blogs. <i>Journalism & Mass Communication Quarterly</i>, 82 (4), 968 - 982. http://journals.sagepub.com/doi/abs/10.1177/107769900508200413</p> <p>Research Projects:</p>

Internews (2021). *Georgia: An Information Ecosystem Assessment*

<https://internews.org/resource/georgia-information-ecosystem-assessment/>

European Journalism Training Association (EJTA) research project (2019) *Journalistic Roles, Values and Qualifications in the 21st Century; how journalism educators in Europe view the future of a profession in transition.*

<https://www.ejta.eu/sites/ejta.eu/files/2019%2004%2012%20DROK%20Report%20RVO.pdf>

Keshelashvili, A., Danelia, N., and Kakabadze, N., (2012). Mapping Digital Media – Georgia. Country report. Open Society Institute <https://www.opensocietyfoundations.org/reports/mapping-digital-media-georgia>

CONFERENCE PRESENTATIONS

Mikashavidze, M., Keshelashvili, A. & Menabde, M. (2021). Who is afraid of online arguments? Self-censorship in Georgia's social media discourse, ICA pre-conference "Comparative Perspectives on Negativity, Incivility, and Toxic Talk in Political Discussion", May 27, Online

Makharadze, A., Keshelashvili, A., & Kharbedia, E. (2019). Georgian Journalism Educators in the Post-Truth Era, WJEC Paris, July, 8-12

Kharbedia, E., Keshelashvili, A., & Makharadze, A. (2019). Verification Practices in Georgian Online Media. IAMCR, July 7-11, Madrid. Conference proceedings.

Keshelashvili, A. (2016) "Adoption of Innovations among Georgian Journalism Educators." Presented at EJTA Teachers' pre-conference session. Paris, October, 27, 2016

Keshelashvili, A. (2015). "Informal Networks of Educators and Innovations at Journalism Schools." Research Escalator presentation at ICA 65th Annual Conference, San Juan, Puerto Rico, May 22-25, 2015.

Keshelashvili, A. (2015). "Georgian Journalism Educators: Implementing Innovations." Presented at ICA 65th Annual Conference, San Juan, Puerto Rico, May 22-25, 2015

Mortensen, T. B., Keshelashvili, A. & Weir, T. (2015). "Who We Are. A Q-study of types of citizen journalists." Presented at ICA 65th Annual Conference, San Juan, Puerto Rico, May 22-25, 2015

Danelia, N. & Keshelashvili, A. (2014). "Internet is an important medium for youth political participation in Georgia." Presented at AEJMC 39th Southeast Colloquium, Gainesville, FL, March 20-22, 2014. (Top Student Paper in Newspaper and Online Division)

Keshelashvili, A. (2013). "Gatekeepers in Social Networks: What They Care About." Paper presented at Beyond Convergence: Mobile, Social, and Virtual Media conference, Las Vegas, NV, October 24-26, 2013.

	<p>Keshelashvili, A., & Cardell, K. (2013). "Placing Blame and Seeking Solutions: Media Framing of School Shootings." Presented at AEJMC, Washington DC, August 8-11, 2013. (Best Student Paper award in Mass Communication and Society Division)</p> <p>Buehner, T. & Keshelashvili, A. (2013). Comparing the Ethics of citizen photojournalists and professional photojournalists: A coorientational study. Presented at AEJMC, Washington DC, August 8-11, 2013.</p> <p>Keshelashvili, A. (2012). Global Voices – Motivation to Volunteer. Presented at Convergence and Society conference, Columbia, SC, September 27-28, 2012.</p> <p>Keshelashvili, A. & Trammell, K. D. (2005). Impression Management and Self-presentation Online: An Analysis of Popular Blogs. Presented at National Communications Association, Boston, November 17-20, 2005.</p>
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(CURRICULUM VITAE)

Name, Surname	Nino Makhviladze			
Title	Academic Staff, Professor			
Workplace	GIPA- Georgian Institute of Public Affairs, Caucasus School of Journalism and Media Management			
Contact Information	Phone:	+9955997009 70	E-mail:	n.makhviladze@gipa.ge
Thesis Defended and Areas of academic/scientific research	GIPA- PhD Student of Georgian Institute of Public Affairs, Media Economy			
Publications	<ul style="list-style-type: none"> ▪ IREX Media Sustainability Index (MSI) Georgia, co-author, 2019 https://www.irex.org/sites/default/files/pdf/media-sustainability-index-europe-eurasia-2018-georgia.pdf ▪ IREX Media Sustainability Index (MSI) Georgia, co-author, 2018 https://www.irex.org/sites/default/files/pdf/media-sustainability-index-europe-eurasia-2018-georgia.pdf 			

- IREX Media Sustainability Index (MSI) Georgia, co-author, 2017
<https://www.irex.org/sites/default/files/pdf/media-sustainability-index-europe-eurasia-2017-georgia.pdf>
- IREX Media Sustainability Index (MSI) Georgia, co-author, 2016
<https://www.irex.org/sites/default/files/pdf/media-sustainability-index-europe-eurasia-2016-georgia.pdf.pdf>
- IREX Media Sustainability Index (MSI) Georgia, co-author, 2015
<https://www.irex.org/sites/default/files/pdf/media-sustainability-index-europe-eurasia-2015-georgia.pdf>

Annex №2
Human Resources

No	Name, Surname	Title	Course/ Module
1	Nino Makhviladze	Academic Personnel, Professor	Media Entrepreneurship Media Programing Strategies
2	Ana Keshelashvili	Academic Personnel, Professor	Research Methods in Mass Communication Analytical and Critical Writing
3	Tina Tsomaia	Academic Personnel, Professor	Adv. Reporting and Writing

4	Tinatin Nachkebia	Academic Personnel, Assistant Professor	Podcast and Visual Storytelling Documentary Filmmaking
5	Maia Mikashavidze	Academic Personnel, Professor	Fundraising
6	Nino Japiashvili	Academic Personnel, Professor	Multimedia Storytelling and Data Journalism Media Law and Ethics
7	Nino Orjonikidze	Academic Personnel, Professor	Adv. Video Reporting Documentary Filmmaking
8	Ela Asatiani	Academic Personnel, Assistant Professor	Bootcamp – Multimedia Communication Techniques
9	Nino Abzianidze	Academic Personnel, Professor	Media, Nationalism and Democratization
10	Ekaterine Basilaia	Academic Personnel, Assistant Professor	Mass Communication Theories
11	Ekaterine Shalutashvili	Academic Personnel, Assistant Professor	Environmental Reporting
12	Ana Davitashvili	Adjunct Lecturer	Adv. Video Reporting
13	Nino Gagua	Adjunct Lecturer	Multimedia Storytelling and Data Journalism
14	Nino Bakradze	Adjunct Lecturer	Multimedia Storytelling and Data Journalism
15	Davit Bitsadze	Adjunct Lecturer	Media Start-up Monetization and Sustainability Fundraising

16	Mirian Jugheli	Adjunct Lecturer	Media Marketing – Building and Reaching Audience
17	Nino Lomadze	Adjunct Lecturer	Transmedia Production Lab
18	Sofio Megrelidze	Adjunct Lecturer	Conflict and War Reporting Reporting and Writing
19	Zurab Khrikadze	Adjunct Lecturer	Elections Coverage
20	Teona Goderdzishvili	Adjunct Lecturer	Social Media
21	Leli Blagonravova	Asistent-proffesor	Photojournalism
22	Mamuka Andguladze	Adjunct Lecturer	Media Law and Ethics
23	Dea Ghvaberidze	Assistant Professor	Media Economics
24	Margarita Antidze	Adjunct Lecturer	Business Reporting
25	Lasha Kveseladze	Adjunct Lecturer	Investigative Reporting
26	Nino Shoshitaishvili	Adjunct Lecturer	Media Organization Management Media Marketing – Building and Reaching Audience
27	Rusudan Panozishvili	Adjunct Lecturer	Reporting and Writing
28	Nana Aburjanidze	Adjunct Lecturer	Media Start-up Monetization and Sustainability
29	David Mdzinarishvili	Adjunct Lecturer	Photojournalism