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#CGS2019

Innovations in Master's Education

Scott Herness

Vice Provost for Research and Dean,
Graduate School

Montclair State University



Bonnie Ferri

Vice Provost for Graduate Education
and Faculty Development

Georgia Institute of Technology



Robin Garrell

Vice Provost for Graduate Education
Dean, Graduate Division

Univ. of California Los Angeles



Finding new markets in Master's education

SCOTT HERNESS

VICE PROVOST FOR RESEARCH
DEAN, GRADUATE SCHOOL



MONTCLAIR STATE
UNIVERSITY

Montclair State University

Founded 1908, Normal School

2016 Hispanic-serving Institution

2016 Carnegie R3: Doctoral Universities – Moderate research activity

2017 Public NJ Research Institution

2018 Carnegie R2: Doctoral Universities – High research activity



Montclair State University

Total Enrollment 21,007

Graduate Enrollment 4,320

Comprehensive

Over 50 Certificates, 100 Master's, 8 Doctoral Programs



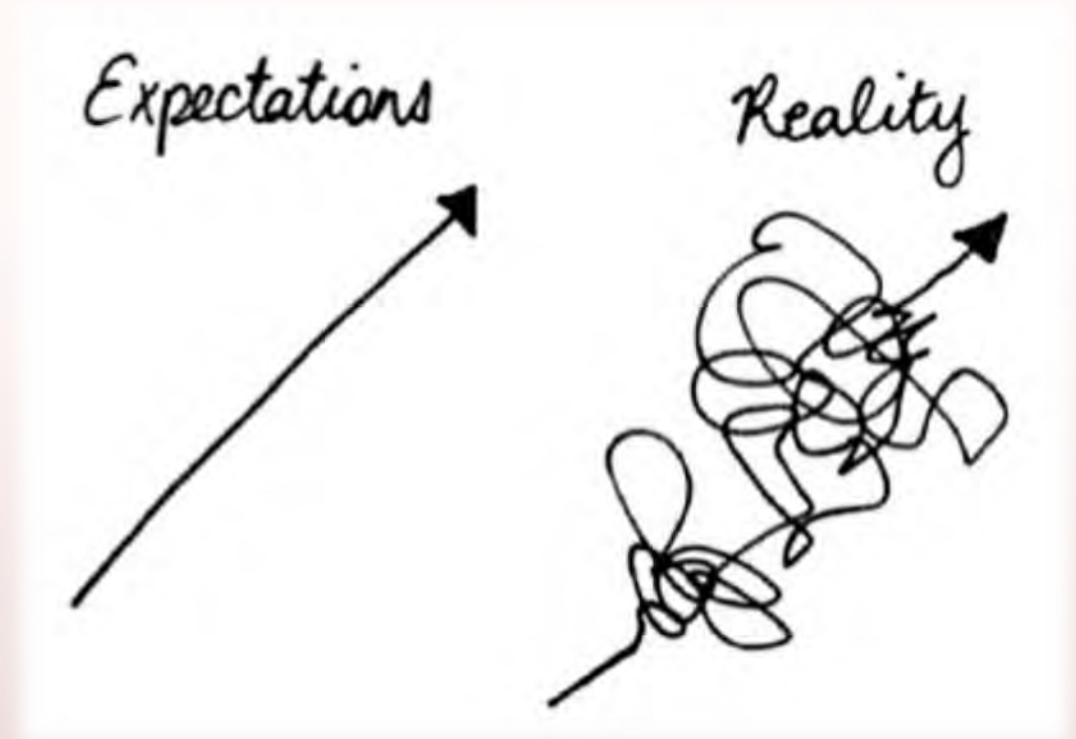
What should an Innovative Masters be?

- Institutional mission focused
- Respond to student interests
- Respond to employment demands
- Educationally innovative
 - Time to Degree/Cost
 - Delivery
 - 4+1 (or 3+2)



Institutional expectations

- Enrollment
- Employer Connections
- Market-driven tuition
- Revenue generation



Marketing Studies

- Assumptions (degree, careers, modality)
- Competitive website review (select schools)
- Comparison of programs (# Credits, TTD, modality, tuition)
- Market Trends
 - Degree completion (IPEDS)
 - Labor Demand



Strengthening Employer Connections

- WHY? Institution POV
 - Source students, internships, employers
- Why? Employer POV
 - Stable, upskilled workforce
- Identify Right-fit partners
 - Mutually beneficial
 - Acceptable Costs
- How?
 - Intentional, Cultivated, Nurtured
 - Look to faculty and alumni



Master's proposals: green-lighting

Which move forward? Consider the foundation.

- Assume established market demand
- Build on strong undergraduate program
- Sufficient faculty for advising / teaching
- Committed faculty – recruiting & marketing

Pitfalls

- One-dimensional data
- Norms and preferences
- Indirect costs



Successful Launch

- Marketing Plan
 - Marketing, faculty leads, TGS
 - Strategies, Social Media
- Differential tuition / cost
- Recruitment events
- Applications
 - TGS working the funnel; Program Review



Interactive Break

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