
AXE & TILLER

11.19.18

Competitive Themes

Prepared for: Boston University Wheelock College of Education & Human Development

Competitive Caveats

- Exercise in interpretation, subjective in nature.
- Reflects what is said, and what is communicated.
- Does not separate fact from fiction.
- A comparative snapshot of their brands in 2018.

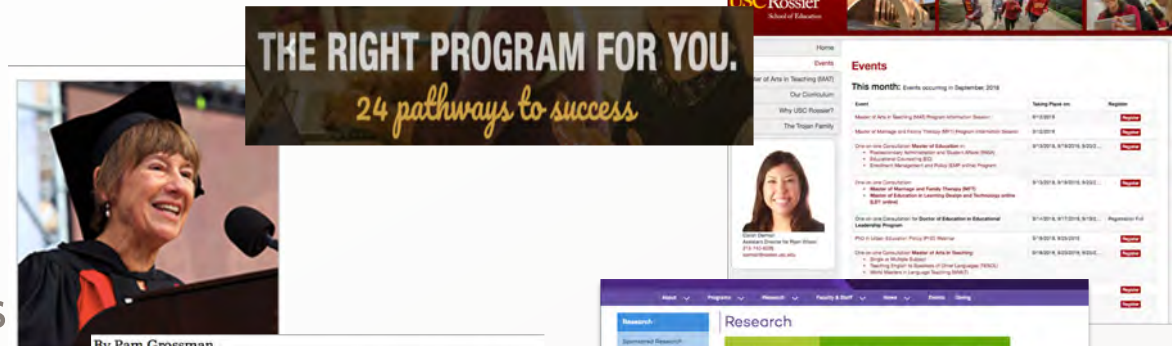
Schools Reviewed

- Boston College
- Columbia University
- Johns Hopkins
- Northwestern
- NYU
- University of Southern California
- University of Virginia
- University of Pennsylvania
- Vanderbilt

Methodology

Materials reviewed:

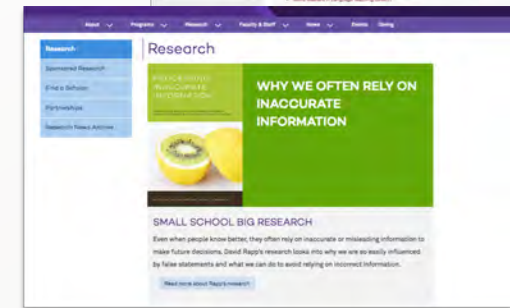
- Websites
- Dean's letters
- Strategic plans
- News and press releases
- Viewbooks
- Email messaging campaigns



By Pam Grossman

"Disruption" — the philosophy that's worked its way through so many industries — has become a buzzword among education reformers. Tear up the systems. Invent something new. Iterate through the failures until you find success.

But in education, disruption that ignores research about what works can disrupt children's lives and opportunities. As we have seen in the cities where these experiments are being tried on the biggest scale — Detroit, New Orleans, Philadelphia — when disruption fails, the consequences for children are devastating.



A sample of the questions asked:

What are they featuring in their efforts vs. simply saying in body copy?

Where are connections between language and action?

Who is their audience? Prospective faculty or students? Others?

What is uniquely important to them based on what they have prioritized?

Where are they putting a stake in the ground?

A 'quick' look at the numbers*:

	Undergrad Population	FT Graduate Population	Programs	PhD Student: Faculty Ratio	Tuition 18-19	FT Faculty	Research Funding	Ranking	Online Programs	Endowment
Johns Hopkins	na	531	MA: 6 PhD.: 2	3.4: 1	\$755-1000/ credit	130	\$12M+	17	Yes: 13 MA	\$5.0 B (est)
NYU	5800	na	MA: 11 PhD.: 10	1.8: 1	\$39.840	292	na	6	Yes	\$4.1 B
USC	(minor only)	705	MA: 4 PhD.: 11	9.6: 1	\$1800/credit	23	\$7.4 M ('17)	10	Yes 1300 enrolled	\$5.1 B
Vanderbilt	1157	866	MA: 16 EdD/PhD.: 9	2.1: 1	\$1708/credit	166	\$35.0 M	8	Yes (Ed.D.)	\$4.6 B
Columbia	-	1666	Ed.M. MA: 66 Ed.D.PhD.: 48	4.7: 1	\$1572/credit	151	\$41.1M	7	Yes: 4 MA	\$10.9 B
UVA	-	594	MA: 3 PhD.: 2	2.2: 1	\$25,500 (OOS)	73	\$20M+	16	Yes: 5 MA	\$9.5 B
Penn	n/a	840	MA: 25 Ed.D.PhD.: 16	1.3: 1	MA: \$50,192	75	\$53.0	4	Yes: 3 (Cert.)	\$13.8 B
Northwestern	400	300	MA: 3 PhD.: 1	1.9: 1	MA: \$59,925 PhD.: \$52,239	34	\$25.2 M (est)	10	Yes: 8 MA	\$105 B
BC	600	481	MA: 13 PhD.: 6	2.5: 1	\$1420/credit	56	\$17.6 M	21	Yes: 3 MA	\$2.6 B

(*): These figures represent a variety of sources from schools' websites to USNWR (domestic and international rankings). Given disparities in figures between sources these figures should be considered directional in nature.

“Large private research universities are like car rental companies.

They’re all essentially providing the same service, but they make a decision to emphasize one part of what they do, even though everyone else also does it.”

- BU Trustee

✓
Quality of Life

✓
Hands-on Learning

✓
Renowned Faculty

✓
Research Prowess

✓
Teaching Excellence

CAN YOU CONNECT THE SCHOOL TO THE MISSION?

“To enhance the human condition, expand the human imagination, and make the world more just—that’s the mission driving the work of our faculty and students.”



“‘X’ was founded on the proposition that education alone can’t correct our society’s inequalities — that to maximize the life chances of all people, we must support poorer communities’ physical and nutritional health and psychological wellbeing.”



“To understand and improve human learning and development throughout the life span and in multiple contexts — in classrooms and schools as well as within families, in communities, in the workplace and in elective learning environments.”



Answers.

“To enhance the human condition, expand the human imagination, and make the world more just—that’s the mission driving the work of our faculty and students.”



BOSTON COLLEGE
Lynch School of Education

“‘X’ was founded on the proposition that education alone can’t correct our society’s inequalities — that to maximize the life chances of all people, we must support poorer communities’ physical and nutritional health and psychological wellbeing.”

TEACHERS COLLEGE
COLUMBIA UNIVERSITY
A Graduate School of Education, Health & Psychology

“To understand and improve human learning and development throughout the life span and in multiple contexts — in classrooms and schools as well as within families, in communities, in the workplace and in elective learning environments.”

Northwestern | SESP

Schools are fundamentally structured differently so we can't always compare apples to apples.

Education+

TEACHERS COLLEGE
COLUMBIA UNIVERSITY
A Graduate School of Education, Health & Psychology



Northwestern | SESP

 **NYU** | **STEINHARDT**

Education-only

 **VANDERBILT**
PEABODY COLLEGE

 **JOHNS HOPKINS**
SCHOOL of EDUCATION

 **BOSTON COLLEGE**
Lynch School of Education

 Graduate School of Education
Penn GSE

USC Rossier
School of Education

Innovators



Northwestern | SESP



Activists



Identity Crisis



The Innovators



These schools share DNA in their desire to do things differently when it comes to education.

They want to disrupt, invent, scale, and in some cases monetize their efforts.

They feel progressive in their thinking and aggressive in their approach to bringing new ideas to the conversation.

NYU and Northwestern are part of larger schools that allow for high degrees of interdisciplinary possibilities that directly influence these perceptions.

The Innovators: Evidence



Neuro-Education Initiative

*“Furthers the understanding of **how research findings from the cognitive and neurosciences has the potential to inform teaching and learning through research, collaboration, and advocacy.**”*



Leadership Perspective

*“Higher education...requires us to embrace technology and figure out if the students of tomorrow will actually come to a leafy square for four years and have someone stand up in front of them and talk to them. I don't think so. Not indefinitely. So **the challenge is trying to figure out how to adapt and how to become a new kind of university.***

- Dean Dominic Brewer, 2014



Interdisciplinary Approach

*“Interdisciplinary education helps students to make key connections and fosters inquiry. **We draw faculty from multiple disciplines, including psychology, computer science, economics, sociology and statistics.**”*



Milken-Penn GSE Education Business Plan Competition

*“In partnership with the Milken Family Foundation, Penn GSE organizes and hosts the annual Milken-Penn GSE Education Business Plan Competition (EBPC), the **first-ever funded business plan competition for emerging education ventures.**”*

The Activists



These schools focus on, and in some cases were founded on, the idea that education is a powerful tool for social, racial and economic justice.

Their identities are more tightly aligned with the communities directly around them and the ones they desire to serve.

While they all have strong research programs, these schools focus on the impact they can have by bringing education, and education practices, to audiences that might not currently benefit from an education system that meets their unique needs.

The Activists: Evidence



Center for Education, Identity and Social Justice

“Established in 2017, the Center for Education, Identity and Social Justice has a compelling interest in eradicating all forms of discrimination based on the intersection of an individual’s identities that include religion, gender, sexual orientation, race, ethnicity and disability.”



‘Who We Are’

“NYU Steinhardt’s one-of-a-kind integration of education, communication, health, and the arts puts us at the heart of a movement: education for social change.”



The TC story begins with impact.

*“The name of our campaign, Where the Future Comes First, underscores what sets us apart from other institutions: **We don’t just help improve the world—we launch new fields of inquiry and modes of practice, transform schools, foster the physical and psychological health of communities, and help nations bring the best ideas to scale.**”*



BOSTON COLLEGE
Lynch School of Education

Positioning Statement and Research Collaboration

*“**Transformative Education For A More Just World**”*
Research program collaborates with the B.C. Center for Human Rights and International Justice

Identity Crisis



These schools both have strong programs, but how they position themselves is unclear.

Peabody College has a robust research program with massive funding, but they embrace their history so strongly that one gets the sense that they are more intrigued with looking at their past than they are in creating their future.

Curry also boasts strong programs but they lack any kind of cohesive idea or focal point as a school. They call out their diversity, but based on recent events, their approach to diversity might merit additional attention.

Identity Crisis: Evidence



History and research are their major themes, but their messages run the spectrum.

TRANSFORMING EDUCATION
through top-ranked programs

THE RIGHT PROGRAM FOR YOU.
24 pathways to success

A DESTINATION FOR THOSE WHO WANT TO
make a difference.

RESEARCH BUILT AROUND
real-world problems



Four very different areas are trying to co-exist within one school.

DEPARTMENT OF CURRICULUM, INSTRUCTION & SPECIAL EDUCATION (CISE)

For students interested in becoming a teacher, for current teachers interested in strengthening their expertise, for emerging leaders in instructional design and technology, or for anyone seeking a flexible degree program in education.

[LEARN MORE](#)

DEPARTMENT OF KINESIOLOGY

For students interested in studying how human movement and physical activity impacts health, society, and quality of life. Areas of study include athletic training, exercise physiology, health education, and sports medicine.

[LEARN MORE](#)

DEPARTMENT OF HUMAN SERVICES

For students interested in studying counselor education, clinical and school psychology, speech pathology, audiology, or youth and social innovation. Research areas include youth violence, speech and hearing concerns, autism spectrum disorders, incarcerated adolescents and adults, and positive youth development.

[LEARN MORE](#)

DEPARTMENT OF LEADERSHIP, FOUNDATIONS & POLICY

For students interested in studying within a range of specialty areas that contribute to the underpinnings of quality educational practice at all levels, including research, human development, foundations of education, leadership, higher education, and policy.

[LEARN MORE](#)

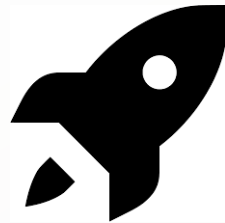
Schools tend to orient themselves around several predominant themes.



Global



Holistic



Innovation



Social
Justice



Historic



Community

Offering a 'global' education can mean many things.



Claim that their programs and our alumni have a **global impact** on the world.



Global program with the new World Master in Language Teaching dual-degree program that launch in 2017.



'Global partnership' with St. Mary Immaculate College in Ireland.



Developing a **'global perspective'** was a key priority in their 2013-17 strategic plan.



"We don't just help improve the world—we launch new fields of inquiry and modes of practice, transform schools, foster the physical and psychological health of communities, and help nations bring the best ideas to scale."



Schools are tapping into the idea of a holistic education in multiple ways.



"We're redefining holistic education. Our students belong to a strong and supportive community of scholars – a warm, nurturing environment that encourages the exploration of new ideas."



Embrace what they call the '**Catholic holistic approach**' that involves educating students as '*whole people.*'



Holistic philosophy and courses for teaching students that considers their emotional, physical and social needs.



A holistic 'training which would enable the student to see the relationships existing everywhere in the various fields of knowledge, even the unity of all knowledge.'



Most schools talk the talk when it comes to innovation.



*"Our mission is to **advance knowledge, creativity, and innovation** at the crossroads of culture, education, and human development. We exemplify NYU's commitment to be of public service."*



*"Catalyst @ Penn GSE is an endeavor to **design innovative practices** and to create and scale actionable solutions."*

Milken-Penn GSE Education Business Plan Competition



*"Established in 2018, **Center EDGE fuels interdisciplinary partnerships to bring relevant, sustainable innovation** to scale in the crucial area of educational engagement – the activities and techniques used to improve teaching and learning outcomes."*



*"From breakthrough learning tools to pioneering policy decisions, **innovation is at the heart** of Northwestern University's School of Education and Social Policy. Changing people's lives requires innovation."*



Every school links education to the ability to improve the human condition, but the following schools present justice as vital to their mission:



*"Established in 2017, the Center for Education, Identity and Social Justice has a compelling interest in **eradicating all forms of discrimination** based on the intersection of an individual's identities that include religion, gender, sexual orientation, race, ethnicity and disability."*



*"**Our faculty's studies confront the inequalities and injustices** that must be mitigated for children, families, and communities to reach their full potential."*



*"Teachers College was founded on the proposition that **education alone can't correct our society's inequalities** — that to maximize the life chances of all people, we must support poorer communities' physical and nutritional health and psychological wellbeing."*



History is a common talking-point, but its relevance to the work being done today is not always clear.



"With a genealogy dating to a one-room Nashville schoolhouse in 1785...

"We do this as we always have..."



*"As the **first** and largest graduate school of education in the country..."*

"The birthplace of big ideas."



*"Northwestern University began as one of the first institutions in what was then the Northwest Territory, **providing education for those pioneering families...**"*



Almost every competitor has close and deep relationships with the urban community around them.



*“Our multicultural, urban environment impacts almost everything we do and provides unique educational and social opportunities found nowhere else. **We also have deep ties with the local community.** Many of our projects and offices work to directly impact our city, students, and educators.”*



*“**For more than a century, we’ve been building partnerships in our community:** with local schools, families, community agencies, arts organizations, cultural institutions, and healthcare facilities...”*



*“The Office of Community Education Partnership's mission is to promote, build capacity for, and engage in actionable scholarship and partnerships that **improve learning and well-being in our home communities of Evanston and Chicago,** and beyond.”*





Global



Holistic



Innovation



Social
Justice



Historic



Community

These themes should not be avoided just because everyone is addressing them in one way or another.

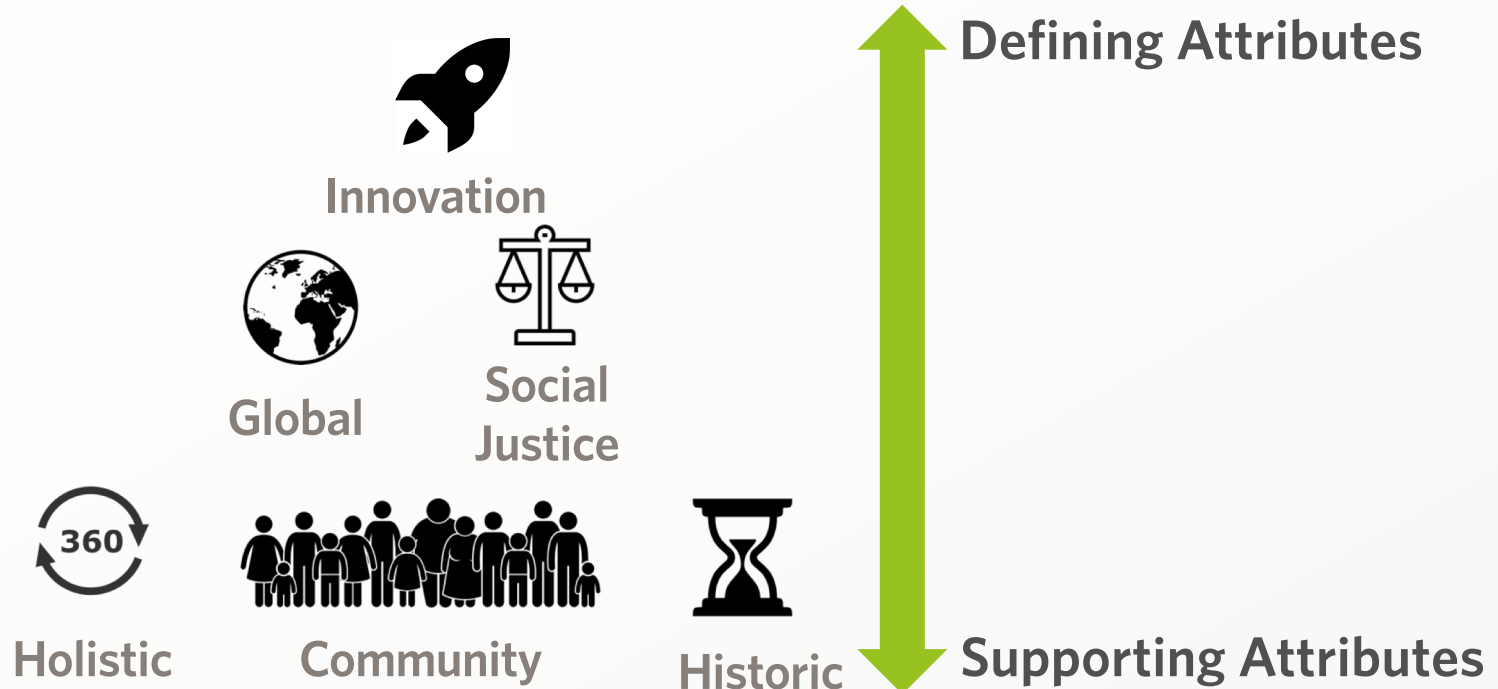
Opportunity:

Instead of treating them as individual themes, how can BU Wheelock College tell a story that brings them together in less expected ways?



Opportunity:

Where can BU Wheelock College prioritize the themes so the strongest messages can stand out?



Opportunity:

Is there a mission-critical theme that BU Wheelock College can call out that is no one else is addressing?

New themes?

Current themes:



Global



Social
Justice



Innovation



Holistic



Community



Historic

Research is a component of each brand's story and needs to be addressed as an opportunity for faculty and students alike.

Clear tiers when it comes to research funding.



\$53.0 M

11 research centers, 19 projects and initiatives



\$41.1 M

21 education labs, 39 research centers and institutes



\$20.0 M+

4 research centers and 20 labs



\$12.0 M+

4 research centers



\$35.0 M

17 research and outreach centers



BOSTON COLLEGE
Lynch School of Education

\$17.5 M+

9 research projects listed



\$7.4 M

10 research centers



???

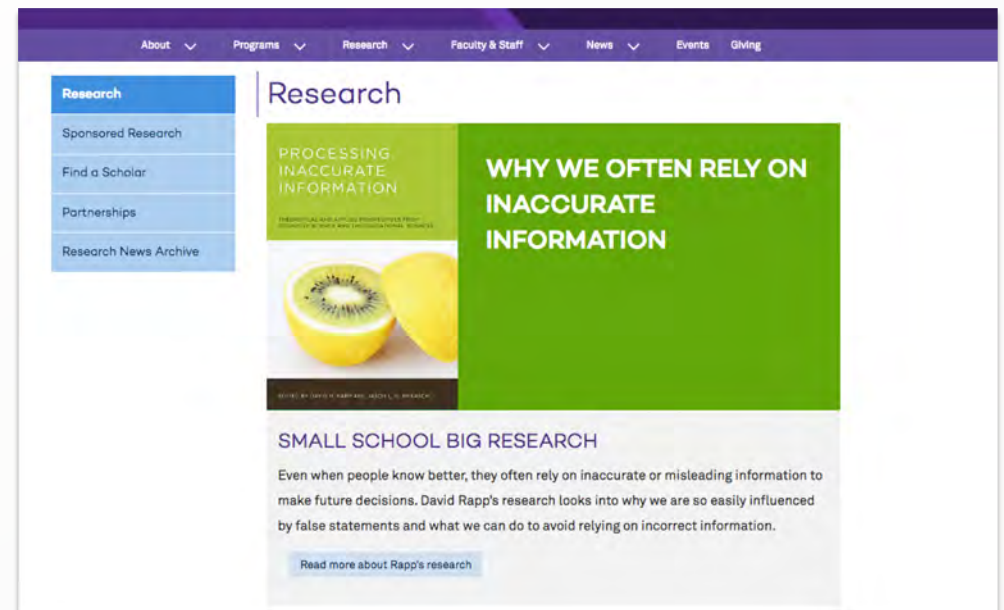
6 dedicated research centers and labs, 4 interdisciplinary research entities

Northwestern | SESP

\$25.2 M (est.)

82 sponsored projects listed

While everyone claims some form of research prowess and scale, **Northwestern's** ability to tell their research story is unmatched.



Each research story features a snapshot of the work and most importantly, provide some **insight into what the research uncovered** which is vital for generating interest.

While most schools gear their research pages towards peer faculty, Northwestern clearly **prioritizes the student audience.**



SNAP Benefits Reduced When Work Requirements Rise

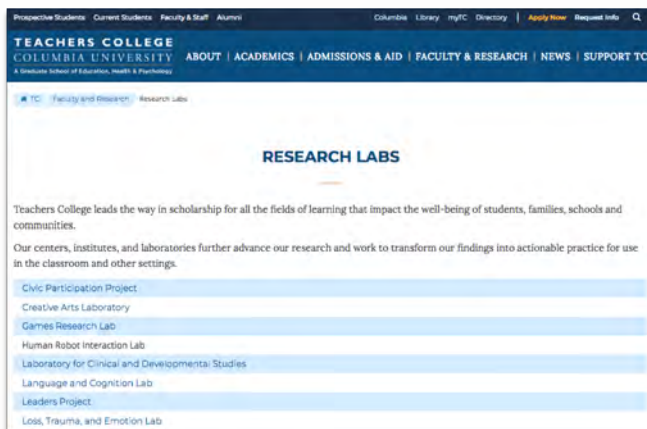
Expanding work requirements for those participating in the federal Supplemental Nutrition Assistance Program (SNAP) would hurt millions of people already in the workforce, especially those with low levels of education, Northwestern University labor economist Diane Shanzenbach wrote in Brookings.



School Policies: Helping Some While Hurting Others?

Popular school policies and practices that can help some students excel might have the opposite effect on others, Northwestern University researchers David Figlio and Krzysztof Karbownik wrote in Brookings.

BC's Lynch School has a large research practice but the way they talk about research feels underwhelming with little to make their research feel interesting or important.



Teachers College does little to give people a sense of the kinds of questions they're asking with their research. You'd never know they're a leader when it comes to research funding.

Diversity.

Some schools give the impression that ethnic diversity is a 'given.' Others go to great lengths to address the issue. One has been publicly called out for not doing enough about it.

Penn GSE's efforts to address diversity stand out as being particularly robust.

Beyond sharing statistics on their diversity they share information on initiatives that relate to student life, research and faculty recruiting.

The 'GSE Plan for Diversity Excellence and Action' is a transparent document that while dated (2013), shows the degree to which the school is actively looking for ways to be more diverse.

Penn GSE DIVERSITY DIVERSITY AT GSE INTELLECTUAL EXCHANGE PRACTICE RESEARCH FAQs

Resources for Faculty Students

Diversity at GSE

Penn GSE has long been committed to preparing students to live, work, and become leaders in a world marked by sweeping demographic change and interconnectiveness.

Diversity at the Penn Graduate School of Education

Penn GSE has long been committed to preparing its students to live, work, and become leaders in a world marked by sweeping demographic change and interconnectiveness. Our students, faculty, and staff come from diverse backgrounds, and the diversity of the school is intentionally fostered by Penn GSE's policies and practices.

But there is always much more to do.

Over the last few years, we have engaged in ongoing learning and dialogue about difference, as well as our shared interest in using education to create opportunity. As part of your orientation, we invite you to learn about some of the work that has been done to foster understanding and a climate of inclusion and respect - and ask that you help us continue to build on these efforts. Highlights include:

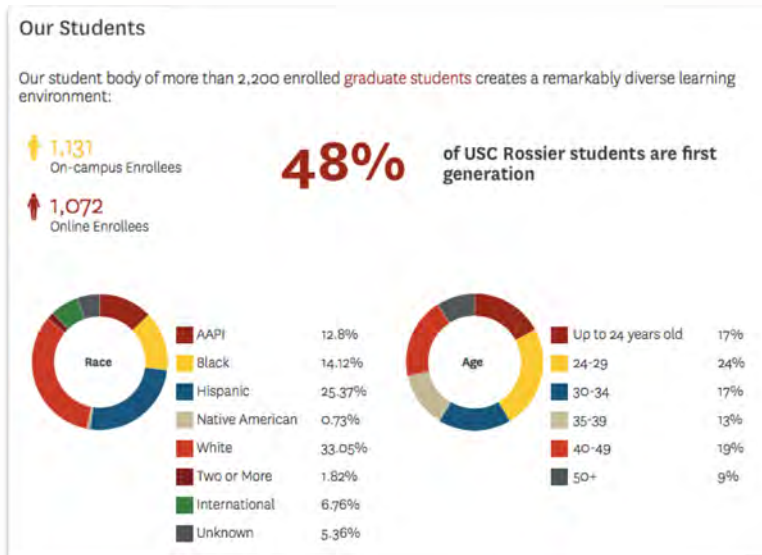
REACHING FOR MORE FACULTY DIVERSITY: The GSE Action Plan for Faculty Diversity has been considered a model for the University of Pennsylvania campus at large. The plan's purpose is to build on the school's successful efforts to further diversity faculty by improving the faculty search process and, when appropriate, actively targeting talented faculty with diverse experiences. Currently 27% of GSE faculty are people of color, with 14% coming from under-represented groups. Dr. Jesse Harper (Assistant Dean of Faculty Affairs and Diversity), along with Professor Howard Severson (GSE's Diversity Search Advisor and a national expert on issues of race and inclusion), lead this effort within the search process, working closely with search committees to ensure that they conduct the most inclusive search possible.

MAINTAINING A DIVERSE STUDENT PIPELINE: Penn GSE is proud of its diverse student population. For example, last year's class was 60% people of color, with 25% from under-represented groups, and we expect our under-represented student percentage to rise this year. Penn GSE continues to enact a number of successful efforts to create a broader pipeline of students.

FOSTERING DIALOGUE AND ACCOUNTABILITY: The Dean and other senior faculty have also worked to foster a collegial and intellectually stimulating environment for faculty and staff. For the past few years, faculty and staff have engaged in a series of dialogues on issues of race and inclusion. Further, Dean Grossman appointed a faculty/staff/student task force on race and diversity in the fall of 2016. Last year, Dean Grossman converted the task force into the standing Committee on Race, Equity, and Inclusion. The Committee on Race, Equity, and Inclusion has focused its work on addressing school climate, creating a center that brings together students interested in issues of race and equity, and strengthening policies and procedures for dealing with sexual harassment and racial bias. Last March, Penn GSE held an open forum for students, faculty, and staff to learn about the committee's work and to respond to their recommendations and suggestions in both areas. Revised procedures around sexual harassment reporting can be found at www.gse.upenn.edu/policies/equality.

Diversity @ Penn GSE: By the Numbers	
2018 Incoming Ph.D. Cohort	
People of color	55%
African American	15%
Asian/Pacific Islander	30%
Hispanic	5%
Multiple	5%
Women	80%
Standing Faculty	
People of color	33%
Women	50%
Full-time Associated Faculty and Academic Support Staff	
People of color	22%
Women	67%
Staff	
People of color	33%
Women	68%

USC and Columbia take a transparent and quantitative approach to proving out their diversity.



Diversity and Community

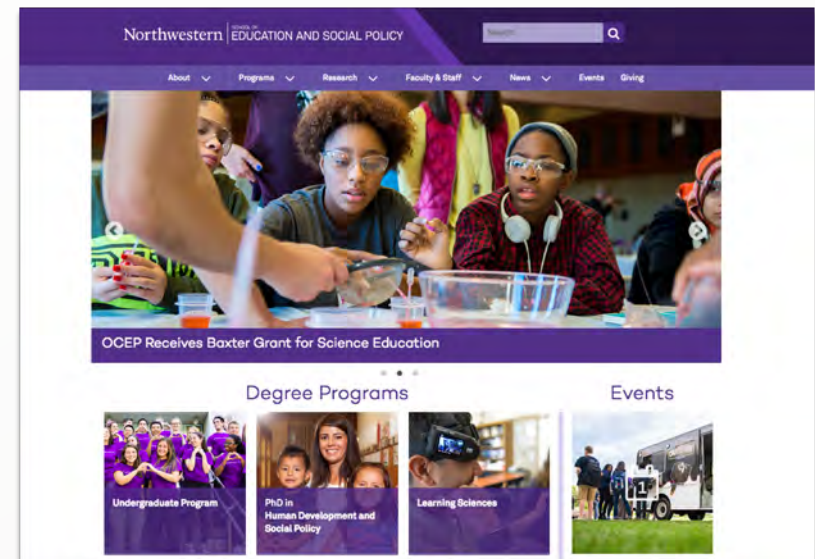
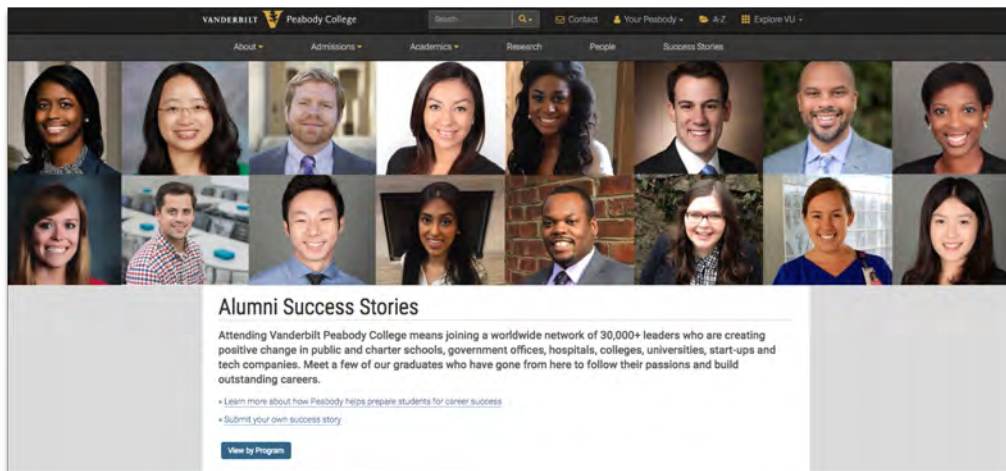
Teachers College, Columbia University, strives to establish an institution that actively attracts, supports, and retains diverse students, faculty, and staff, demonstrated through its commitment to social justice, its respectful and vibrant community, and its encouragement and support of each individual in the achievement of his or her full potential.

[Show More](#)

By The Numbers

[Student Demographics](#) [Faculty Statistics](#)

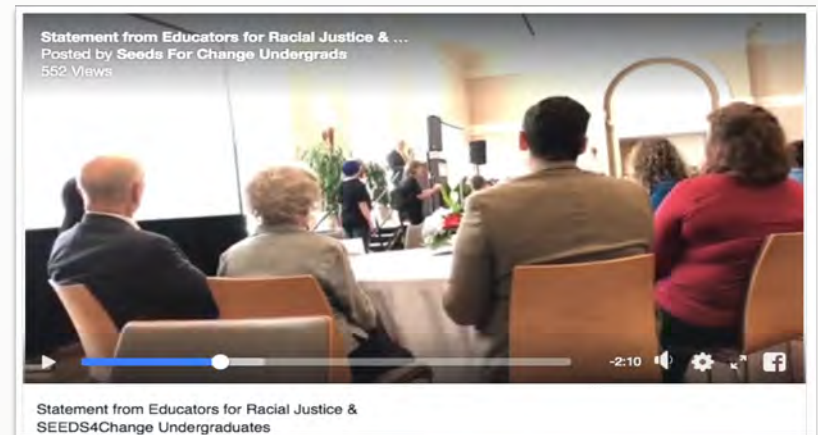
Vanderbilt and Northwestern address diversity visually but do not define or promote any diversity beliefs or initiatives.



UVA's Curry School addresses diversity directly and speaks to the role that diversity plays in the school's history, its current research efforts and student life.

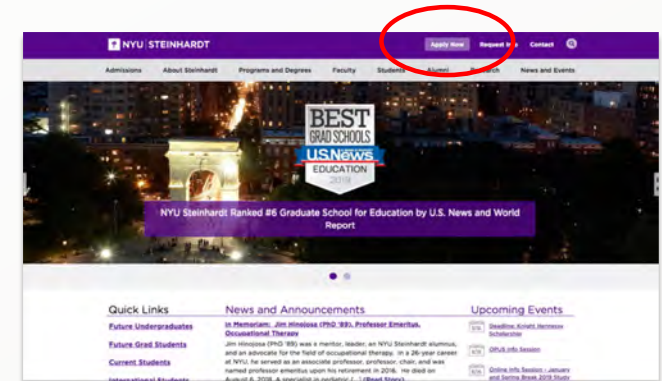
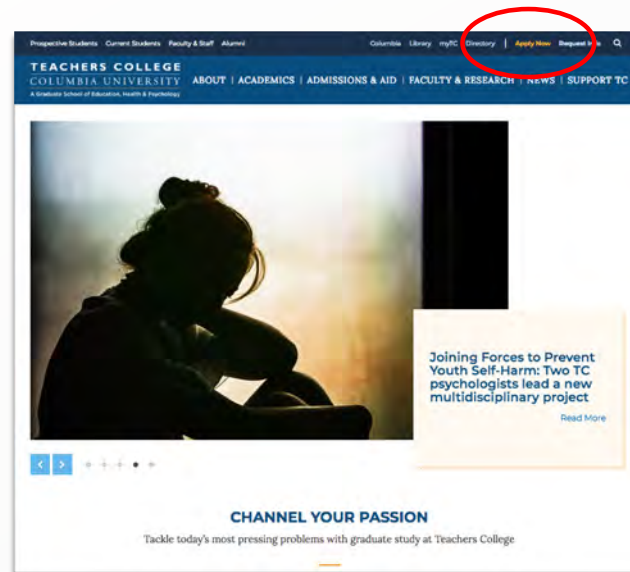
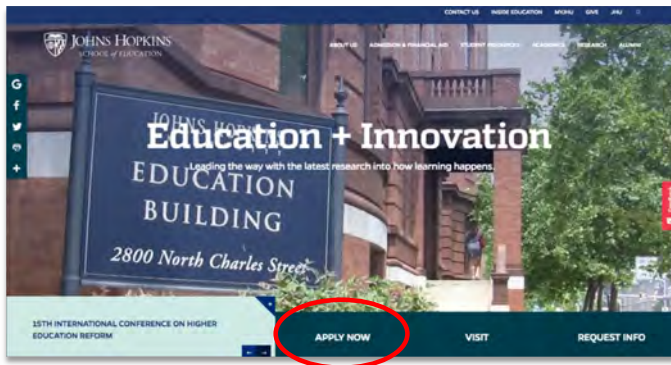
Despite these efforts, some students feel that more needs to be done.

"On Thursday, April 26, 2018 a coalition of UVA undergraduate and graduate students affiliated with Educators for Racial Justice and SEEDS4Change undergrads disrupted the Curry Student Awards Ceremony to demand concrete steps towards dismantling white supremacist structures and positive steps towards racial justice at the UVA Curry School of Education."

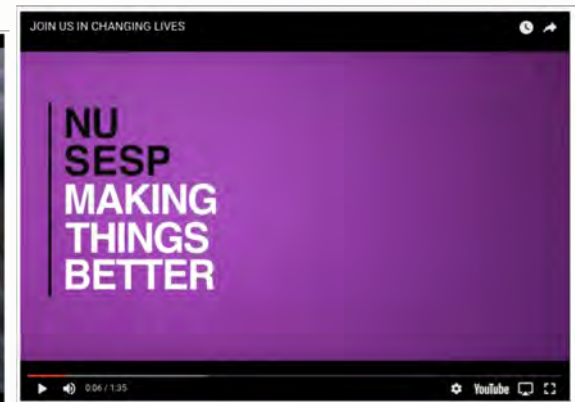


Marketing Themes

Schools are very clear their call-to-action prompts on their homepages, but they feel superficial when they could be made specific to the mission of the school.



Schools make extensive use of video assets.



USC: touchpoint example

Homepage



Program page



Email Key points:

- Integrated theory/practice
- Faculty with practical experience
- High needs schools emphasis
- Unparalleled network

Info Request

Get started on your future. Connect here with USC Rossier School of Education!

Let us know your interests, and we'll instantly create a personalized degree web page for you. You'll also receive degree program details and special invitations to open houses, information sessions, and other campus events.

Privacy Policy: USC Rossier School of Education will never share or sell your personal information.

Please enter your information below:

First Name *

Last Name *

Email *

Primary Phone * +1 | Canada, United States

Primary Phone

I'd like to receive text and mobile messages to this number and I have read the [terms of privacy](#)

Programs *

Zip/Postal Code *

We enter the state and country with the zip code

Want USC Rossier Online to request information about the following online programs:

Master of Arts in Teaching (MAT) Online, Master of Arts in Teaching - Teaching English to Speakers of Other Languages (MAT-TESOL) Online, Master of Education in School Counseling (SEI) Online or Doctor of Education in Organizational Change Leadership (DOE) Online

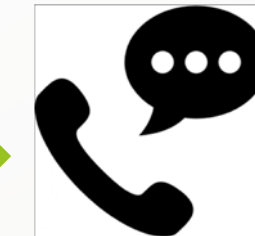


Hi Ryan,

USC Rossier is a top-ranked school where you will learn from faculty who are leaders in their fields. Here's some of what you can expect as a student in the Master of Arts in Teaching (MAT) program:



Master applications of theories and instructional methods in collaboration with experienced guiding teachers in a real classroom



Call and vmail from Asst. Director

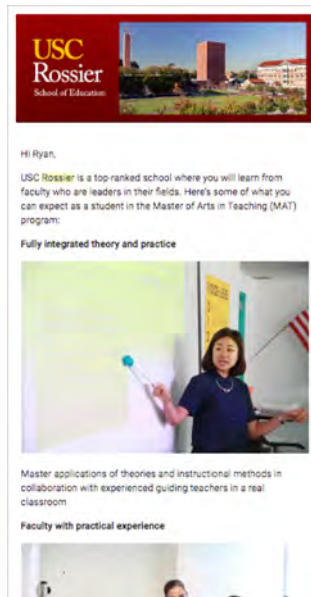
Webinar Registration 1:1 or group

Event	This month	Register
Master of Arts in Teaching (MAT) Program Information Session	8/13/2018	<input type="button" value="Register"/>
Master of Education in Learning, Behavior and Technology Online (SEI) Info	8/13/2018	<input type="button" value="Register"/>
Open on-line Graduate Master of Education in Leadership, Supervision and Instruction (MSL) - Leadership Program	8/13/2018 - 8/13/2018, 8:30AM - 12:00PM	<input type="button" value="Register"/>
Open on-line Graduate Master of Education in Leadership, Supervision and Instruction (MSL) - Instructional Program	8/13/2018 - 8/13/2018, 8:30AM - 12:00PM	<input type="button" value="Register"/>
Open on-line Graduate Master of Education in Leadership, Supervision and Instruction (MSL) - School Counseling Program	8/13/2018 - 8/13/2018, 8:30AM - 12:00PM	<input type="button" value="Register"/>
Open on-line Graduate Master of Education in Leadership, Supervision and Instruction (MSL) - Organizational Change Leadership Program	8/13/2018 - 8/13/2018, 8:30AM - 12:00PM	<input type="button" value="Register"/>
Master of Arts in Teaching (MAT) Program Info Session	8/13/2018	<input type="button" value="Register"/>
Master of Arts in Teaching - Teaching English to Speakers of Other Languages (MAT-TESOL) Online Program	8/13/2018	<input type="button" value="Register"/>

USC: Email Messaging Hierarchy

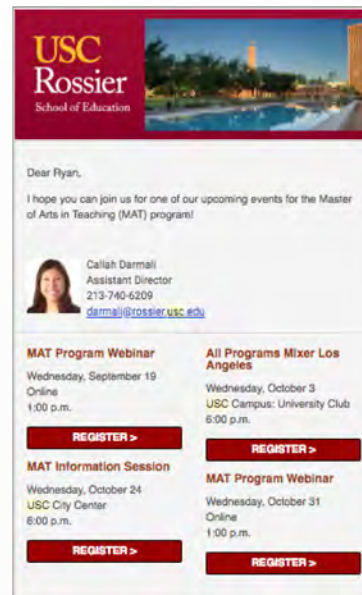
Email 1: Here's what you can expect from the MAT program

- Integrated theory/practice
- Faculty with practical experience
- High needs schools emphasis
- Unparalleled network



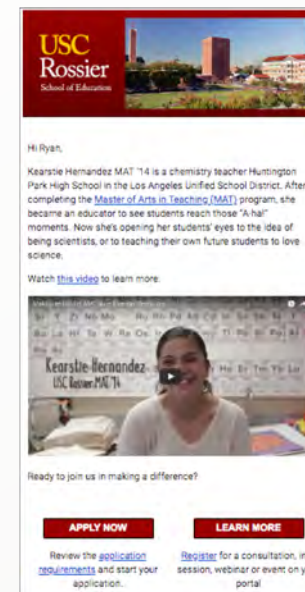
Email 2: Upcoming Sept. and Oct. events

- MAT Program Webinar
- Program Mixer in LA
- Information Session
- Program Webinar



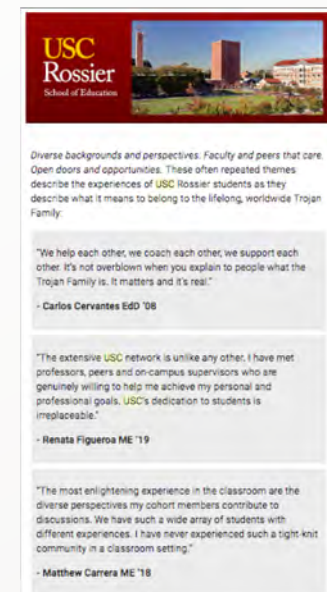
Email 3: Meet MAT Alum Kearstie Hernandez

- Alum video testimonial



Email 4: The Trojan Family Is Real

- Multiple testimonials from alums and current students



Summary Thoughts...

Most schools share information, but the opportunity is to provide a unique point-of-view.

One that tilts the landscape in your favor and makes everything else look stale in comparison.

**Focus on fewer things to put a spotlight
on the most important things.**

If you must be more than one thing,
show the resulting benefit.

$$1 + 1 = 3$$

While some schools can't stop looking at their history, a more compelling perspective would be in defining the future.

AXE & TILLER

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