



## EM = Strategy

The enrollment management (EM) philosophy permeates our program, stressing data-based decision-making and collaboration across office lines. Our faculty of scholars and top administrators instill the knowledge today's higher education arena demands, and their expert guidance ensures you meet your goals. Program fundamentals include higher education organization and administration, student diversity and development, and hands-on experience in a distinctive practicum.

'The combination of practical experience and theory-based knowledge set me up for career success.'

*Courtney Smith, M.S.Ed. UM, Ed.D.  
Arizona State U  
Director, ASUP Union  
Administration*

'Indispensable. My philosophy of higher ed administration was formed in this program, and I wouldn't be where I am today without it. The M.S.Ed. is more than a credential: It's been a life-altering experience.'

*José F. Rodríguez, M.S.Ed. UM, Ph.D.  
Florida International U, Program  
Director & Assoc. Teaching Professor,  
FIU, & Independent Consultant*

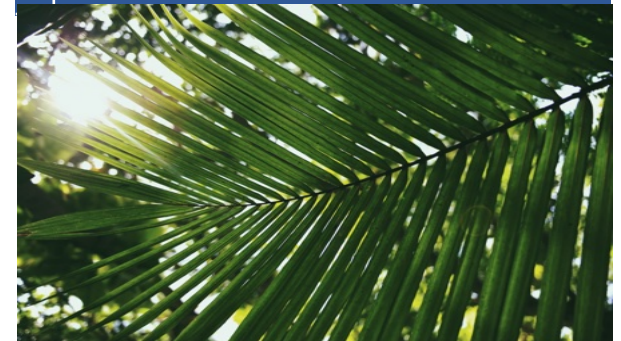
'I'm grateful for the community I found in the program. My classmates were so supportive and helpful and so were faculty and staff.'

*Rachel Williams, M.S.Ed., U of the Arts  
Community Standards Coordinator*

### CONTACT US

Higher Education Administration Program  
School of Education & Human Development  
University of Miami/ Coral Gables, FL  
**Dr. Carol-Anne Phekoo, Director/** [cphekoo@miami.edu](mailto:cphekoo@miami.edu)  
<https://education.miami.edu>

# The M.S.Ed. in Higher Education Administration



Enrollment Management

Student Life & Development

Institutional Research  
& Policy Analysis



**MIAMI**

# Consider the Choice: 3 Tracks

## Enrollment Management

Strategic EM is for working professionals seeking career advancement or for college graduates drawn to the dynamic world of college and university administration. Studies include research, business, predictive modeling, strategic planning, and higher education's history and foundations. A strategic plan is developed in a demanding capstone.

### Curriculum

*33 semester hours, 11 courses*

*EM (6 credits):* Theory & practice; advanced seminar with capstone project

*Research (6):* From statistics to survey research & program evaluation

*Higher Ed (12):* Governance & today's issues; college's effect on students; student diversity & development

*Business (3):* From teams to marketing & budgets

*Electives (6):* Many choices

## Student Life & Development

SL&D focuses on working successfully with diverse undergraduates, aiding their transition and involvement in college to promote academic achievement, personal development, and retention. Studies extend beyond student development and diversity to include counseling, programming, research, and crisis management. A hands-on practicum in student affairs caps the experience.

### Curriculum

*36 semester hours, 12 courses*

*SL&D (9 credits):* Student diversity; how college affects students in psychosocial, cognitive, moral & other indices; the practice of student affairs

*Research (3):* From statistics to survey research & program evaluation

*Higher Ed (12):* Higher education organization, history, today's issues; theory & practice of enrollment management

*Counseling & Advising (3):* Group dynamics; communication skills

*Practicum (6):* Student affairs-based administration in offices on or off campus

*Elective (3):* Many choices across education, research, counseling

## Institutional Research & Policy Analysis

IR&PA focuses on the knowledge and skills needed to conduct applied research that helps promote success in postsecondary institutions. Study areas extend beyond integrating research into effective administrative and policy initiatives to include an understanding of state & federal policies, higher education foundations, statistics, and data analytics. This track culminates in a field experience in institutional research on or off campus.

### Curriculum

*33 semester hours, 11 courses*

*Higher Ed (12 credits):* Institutional research; higher education policy analysis; EM; student diversity; organization & administration

*Applied Statistics (12):* From statistics to computer applications, general linear modeling & applied multivariate statistics

*Field Experience (3):* Hands-on work in offices or centers related to institutional research & policy analysis

*Electives (6):* Many choices across education, research, business, and counseling