



# A Self-Support Model for a Professional Science Master of Biotechnology Program

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## Goals of the Program

Our goal was to provide a two-year curriculum of laboratory-intensive courses in scientific disciplines used in the biotechnology industry, paired with a rich selection of MBA-level business courses, communication seminars, internships, and team projects.

## Choice of Model

We chose the model above because we could build on the strengths of existing courses, thus could invest the fewest number of resources for startup, and we have a high concentration of biotechnology companies in our region that can provide internships, speakers, and advice. We also chose to offer an evening program to accommodate working professionals.

## Buy-in from Stakeholders

The initial stakeholders in the program were the faculty members. Two factors contributed to faculty buying into a non-traditional program: the inclusion of strong science-based courses and control over the curriculum and fate of the program.

## Outsourcing Versus In-House Curricula

Because we had a small number of students when the program started, it was cost-effective to outsource plus courses, but as enrollments grew, hiring faculty members to teach these courses became a better financial solution. It is still valuable to outsource courses that we cannot staff in order to add depth to the program.



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## The Financial Model

The tuition supports the entire cost of the program. Many students take out loans to pay for the program, others work part- or full-time. Students are also paid during the internships and some serve as TAs.

## Faculty vs Industry Director

Each option has its advantages. For the CSU System, it can be more cost effective to have an in-house, faculty director. If the region is rich in industry professionals, they can bring the industry expertise to the program.

## Value for Stakeholders

The ultimate success of the program depends on bringing value to all stakeholders (students, faculty, administrators, industry) relative to their investment.

