Council of Graduate Schools

Master's Level Enrollment Management
December 5, 2018

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Workshop Objective-

Identify strategies for assessing demand and achieving desired enrollment, yield, diversity, and degree completion goals for master's level programs

Learning Outcomes

Innumerate external factors contributing to enrollment challenges and internal marketing, retention and graduation initiatives to address those challenges

Evaluate data bases for analyzing workforce needs and prioritizing program development

Assess Customer Relationship Management (CRM) tools to maximize marketing efforts for graduate programs

Agenda

Topics

- Enrollment management challenges and initiatives- interactive survey and presentation- 40 minutes

- Workforce resources for program identification and justification- presentation and small group discussions- 40 minutes

- 10 minute break

- Maximizing marketing efforts- presentation and group interactions- 40 minutes

Large group discussion-20 minutes

Towson University

Founded in 1866
Total Enrollment = 22,923
Undergraduates = 19,818
Graduates = 3,105

https://youtu.be/1q8WD3MZ8qc

College of Fine Arts and Communication

7 Master's
2 Certificate

Fisher College of Science and Mathematics

1 Doctoral Degree
9 Master's
9 Certificates

College of Education

1 Doctoral Degree
1 Post Master's
7 Master's
7 Certificate
2 Certifications

College of Business and Economics

3 Master's
3 Certificate

College of Health Professions

4 Doctoral Degrees
5 Master's
3 Certificates

College of Liberal Arts

1 Post Master's
12 Master's
5 Certificates

Survey

Please complete a brief survey on the status of your institution
www.mentimeter.com

- Go to:

- **www.menti.com**
- Code 74 27 23

Choose answer that best applies

- Graduate enrollment
- Number of graduate programs
- Number of graduate programs at competitor institutions

Click all answers that apply

- Factors contributing to your enrollment challenges
- Resources to identify and track student and employer demands
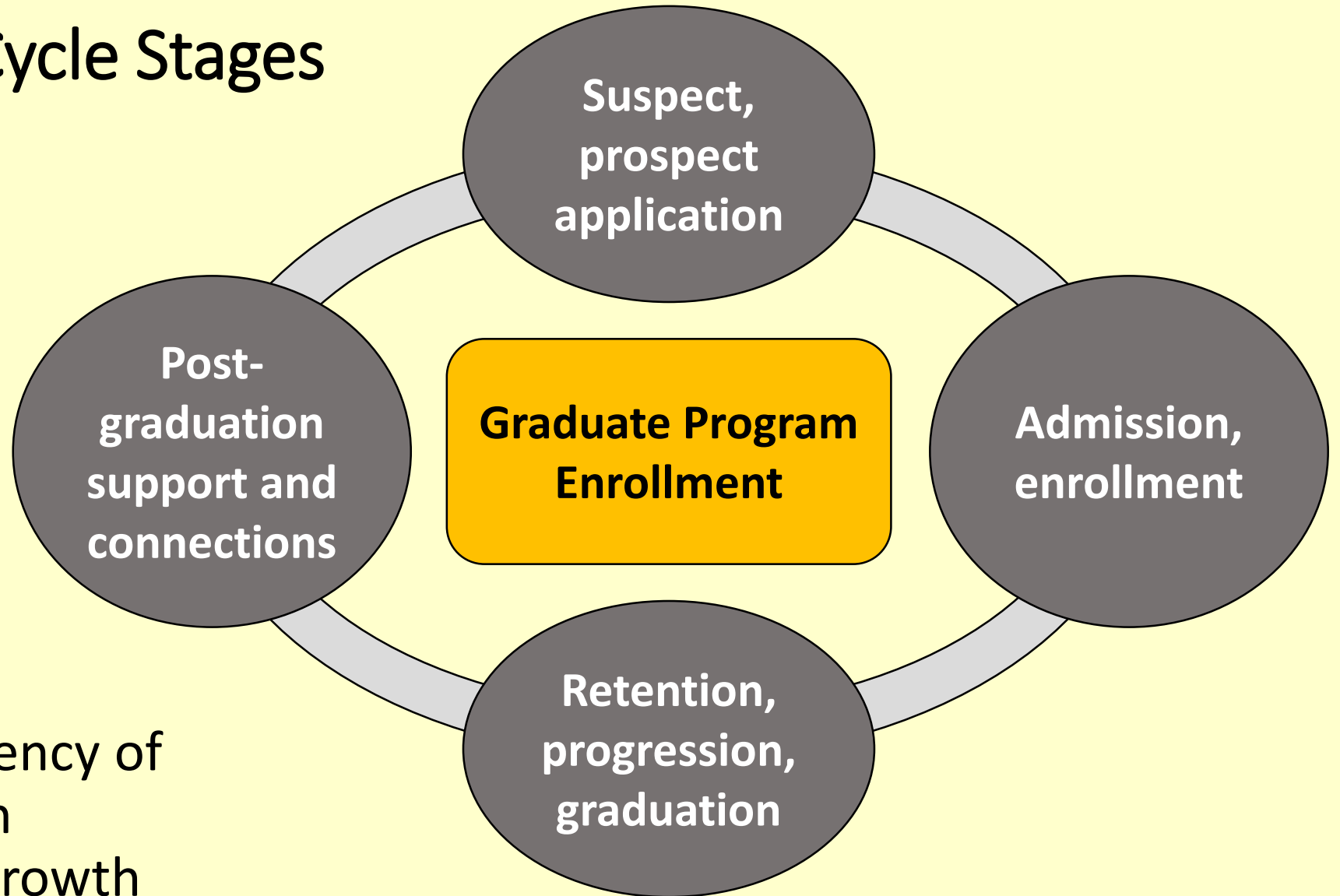
2016 TIGERWay Initiative

Enrollment Challenges

- Constrained University resources to market and support graduate programs

- Decrease funding from school districts and industry for employees' graduate education

- Increase debt from undergraduate education

- Growing number of graduate programs and the number of universities offering graduate degrees, and on line delivery.

- Transportation and work schedule barriers

Enrollment Opportunities

- Growing regional demand for people with advanced degrees

- Alignment of that need with the existing program focus in science, health, business, and education.

- History of program options for full and time and part time students

- Blended expertise in teaching and scholarship

- Developing infrastructure for blended delivery opportunities

Enrollment Cycle Stages

Suspect, prospect application

Post-graduation support and connections

Graduate Program Enrollment

Admission, enrollment

Retention, progression, graduation

Assumption:

Interdependency of the stages on enrollment growth

Strengthen systems to attract and recruit graduate students

Tracking → Marketing → Recruitment

Tracking Systems- Opening the Door

- Customer Relationship Management System (CRM) –
  - Prospect to enrollment
  - Tailored emails per college and program (being developed)
- Year to date comparisons- college, program, gender, ethnicity
- Weekly prospect and matriculation reports- program director contacts
- Enrollment Deposits
- Geo-mapping
- Feeder institutions – 10 year data
- Industry employers- top 100

Marketing and Recruitment

- University's new brand
- Graduate recruitment coordinator
- Alumni Association– Tiger Connect- virtual community networks
- Undergraduate program networks
- Community college networks
- Industry recruitment

- Graduate Student Association officers involvement in
  - Honors College workshops
  - Fraternity, Sorority, and special interest groups panel discussions
  - Career Center Fairs
  - Undergraduate graduation fairs

- Continued challenge-
  - Constrained marketing and recruitment resources

Expand the number of and access to graduate programs that are responsive to workforce needs and learning needs of potential students

New Programs

Existing programs

Delivery format

New Programs

- Bureau of Labor Statistics national and regional workforce demands
- Local industry and school district demands
- Program resources
- Competitor markets
- 5-year growth plan LOI - proposal - external approval

Existing Programs

- Yearly program assessments
- Market shifts
- Accelerated bachelor's to master's options
- PBC options
- Inter-professional collaborations
- Curricular review of relevancy and rigor of existing courses
- Sunsetting of non-viable programs

Delivery Format

- Gold standard course review for blended and on-line delivery
- Policy on equivalency of hours for student learning
- Policy on course delivery and faculty preparation
- Stipends for course redesign conversions

Develop supports to retain graduate students

Formalizing expectations

Supporting progression

Strengthening advising

Formalizing Expectations

- University vs. program tracking

- Admission GPA and English language proficiency requirements

- Graduate program handbooks

- Graduate assistantship handbooks

- Academic warning limits

- English Language Center provisional admission pathway

- Credit for prior professional learning

Supporting Progression

- Number of assistantships and amount of stipends
- Rate of degree progression per program and college
- Continuous and intermittent course enrollment
- Degree requirements
- Enrollment stop outs
  - Thesis enrollment- thesis alternatives
  - Phone surveys – why students not taking classes
  - Notification to student and advisor for next three semesters-
- Time limit notification- 2 years, one year prior to time limit

Supporting Progression

- Learning Supports
    - Mentors for specific programs
    - Writing Center utilization
    - Career Center utilization
    - Scholarly writing course for domestic students
    - Scholarly writing course for International students
    - Workshops on financial literacy, interviewing, negotiation salaries
- Milestones

Strengthening Advising

Advising Platform- Student Success Collaborative- Campus

- Tags -track part time and full time students by cohorts
  - Cohorts – dynamic save – students added/deleted as enrolled per semester
  - Cohorts – watch list- all students who enter program at a given time until graduated
- Student- faculty appointments- Acquired Grades First
- Screening for students not yet registered for course for next semester
- Early warning request to and from professors and advisor
- # of students enrolled, w/d from a course in a semester
- **Financial aid use** – bursar holds

Strengthening Advising

- Identification of courses needed by a number of students
- Attendance- early indicator
- Transcripts
- Open and confidential advising notes
- Early alerts feature to advisor- based on parameters advisor sets
- Success markers- - students meeting, not meeting parameters
  - Student earned xx credits with yy time
  - Attempted vs earned credits
- Recruitment- UG students in XX programs with yy GPA- info sessions
- Mobile app- why not enrolled - potential

Strengthening Advising

SSC- Campus limitations

- not yet available- Institutional reports at graduate level- Graduation rates, predictive analyses, graduation by attributes

- cannot remove holds

- cannot upload degree requirements

Develop post graduate supports for life long learning and engagement

Post graduation surveys

Alumni Relations

Life Long Career Center

Post Graduation Surveys

Exit and One Year Post Graduation

- Content
  - Demographics- employment status, time to employment, employment setting, salary range, future education plans, time to complete degree
  - Quality of education
  - Satisfaction with learning experiences
- Usage
  - Information sent to colleges and programs for feedback about curriculum and post education careers

Alumni Relations and Life Long Career Center

Alumni Relations - CRM

- Career paths
- Affinity groups
- Career mentors
- Advisory board members
- Formal and informal recruiters
- Internship and civic engagement sponsors

Life Long Career Center

- Career paths and education and needs
- Sustained commitment to University
- Potential students for advanced degrees