



BOISE STATE UNIVERSITY

Managing Enrollment: Recruitment, Admissions and Funding

Perspective from a Research Institution

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The Graduate College at Boise State

- **Established: 1965** (1970 MS/2001 PhD)

2,772 graduate students today

- 340 Doctoral Students
- 2,281 Master's Students

12 Doctoral programs
70 Master's programs



Centralized Graduate College



Scenario 1

Enrollment Management

Master's program A contacted the Graduate College regarding their concerns of decreased enrollment. They wanted to focus on increasing their recruitment strategies.

The Graduate College requested that the program first look closer at the retention and graduate rates.

Case Study Questions:

a) What do you notice in the data? What concerns do you have? How might you understand this information in regards to what might be happening?

b) How would you approach the program? What might you request the program consider?



Program A: Retention and Graduation Rates

Cohort Year	# New Students	1 Year Later		2 Years Later		3 Years Later		4 Years Later		5 Years Later	
		% Grad	% Still Enrolled	% Grad	% Still Enrolled	% Grad	% Still Enrolled	% Grad	% Still Enrolled	% Grad	% Still Enrolled
2006-07	62	0.0%	66.1%	3.2%	59.7%	25.8%	32.3%	38.7%	19.4%	53.2%	9.7%
2007-08	52	0.0%	76.9%	19.2%	46.2%	44.2%	23.1%	59.6%	9.6%	61.5%	3.8%
2008-09	51	0.0%	58.8%	7.8%	49.0%	21.6%	31.4%	41.2%	13.7%	49.0%	7.8%
2009-10	74	0.0%	58.1%	6.8%	45.9%	23.0%	31.1%	35.1%	18.9%	45.9%	8.1%
2010-11	62	0.0%	62.9%	9.7%	45.2%	29.0%	22.6%	43.5%	8.1%	48.4%	4.8%
2011-12	54	0.0%	57.4%	9.3%	44.4%	22.2%	24.1%	33.3%	18.5%	46.3%	7.4%
2012-13	71	1.4%	59.2%	4.2%	50.7%	21.1%	28.2%	43.7%	5.6%		
2013-14	56	1.8%	64.3%	3.6%	46.4%	12.5%	41.1%				
2014-15	58	3.4%	62.1%	10.3%	50.0%						
2015-16	61	4.9%	63.9%								



Enrollment Management

Scenario 1

Case Study Possible Answers:

a) In many years, the program's attrition rate is over **40% in the first year**. And, although a two year program, usually less than 10% graduate in that time period. Some areas to question include "truth in advertising" in the recruitment process, curriculum, and advising.

b) Although implementing effective recruiting strategies is important, in this case, given the significant attrition of students in the first year, the program could increase enrollment by decreasing the number of students they loose after the first year. Helping the program to recognize the attrition and how it impacts their enrollment would be the first step, followed by brainstorming possible explanations, with targeted interventions to follow.



Scenario 2

Enrollment Management

The Graduate College identified that enrollment was consistently decreasing over the past five years (2014-2018) in Program B and reached out to the coordinator. She, as well as the faculty, also reported significant concerns about enrollment, but had made no attempts at change.

Case Study Questions:

a) What do you notice in the data? What concerns would you have? How might you understand this information in regards to what might be happening?

b) How would you approach the program? What might you request the program consider?



Program B: Retention and Graduation Rates

Cohort Year	# New Students	1 Year Later		2 Years Later		3 Years Later		4 Years Later		5 Years Later	
		% Grad	% Still Enrolled	% Grad	% Still Enrolled	% Grad	% Still Enrolled	% Grad	% Still Enrolled	% Grad	% Still Enrolled
2007-08	133	0.0%	78.2%	32.1%	35.9%	55.1%	15.4%	65.4%	2.6%	67.9%	3.8%
2008-09	147	2.6%	68.4%	28.1%	39.5%	48.2%	17.5%	61.4%	6.1%	64.9%	4.4%
2009-10	163	0.0%	76.1%	25.2%	44.2%	58.3%	17.8%	68.7%	4.3%	73.0%	1.8%
2010-11	161	0.0%	67.7%	20.5%	46.6%	49.1%	14.3%	62.7%	6.2%	68.9%	1.9%
2011-12	167	0.0%	77.8%	16.8%	49.7%	64.1%	11.4%	74.9%	1.8%	76.6%	1.2%
2012-13	199	0.0%	72.4%	21.1%	37.7%	56.8%	12.1%	65.8%	7.0%	71.6%	1.7%
2013-14	201	1.0%	69.7%	31.8%	36.3%	54.2%	13.9%	66.5%	5.1%	70.9%	2.1%
2014-15	162	0.0%	69.1%	24.7%	37.7%	54.1%	13.0%	61.0%	6.4%		
2015-16	157	1.3%	72.6%	26.0%	37.2%	53.0%	13.4%				
2016-17	131	0.0%	71.0%	27.3%	35.3%						
2017-18	101	0.2%	69.7%								



Scenario 2

Enrollment Management

Case Study Possible Answers:

a) In this case, the program appears to have relatively acceptable retention and graduation rates. However, while enrollment steadily climbed 2007-2013, 2014 saw a drop, which has continued up to today. Possible areas to consider include recruitment efforts, market competition, curriculum, and industry need.

b) Asking the program to identify their target enrollment number, focusing on capacity would be a good start. Helping them then to explore what changes have occurred in their discipline nationally, identifying who is their competition, and focusing on current practices within the program would be an option. Engaging in a brainstorming session, with open dialogue, most likely would be beneficial.