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
Money Magazine’s 2017 Best Colleges for Your Money list—one of the three highest-ranked Maryland institutions

1st – Monthly- public good in Maryland
12th The *U.S. News’* 2019 America’s Best Public Regional Universities- North

Forbes- Towson University in its Best Value Colleges ranking

30th- *U.S. News’* Best Colleges for Veterans

47th among the 150 colleges and universities surveyed for its 2018 Master’s category. *Washington Monthly*
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 Business and Economics
- 3 Master’s
- 3 Certificate

College of Health Professions
- 4 Doctoral Degrees
- 5 Master’s
- 3 Certificates

College of Education
- 1 Doctoral Degree
- 1 Post Master’s
- 7 Master’s
- 7 Certificate
- 2 Certifications

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 online 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 part-time students
• Blended expertise in teaching and scholarship
• Developing infrastructure for blended delivery opportunities
Enrollment Cycle Stages

Assumption:
Interdependency of the stages on enrollment growth

Suspect, prospect application
Admission, enrollment
Retention, progression, graduation
Post-graduation support and connections

Graduate Program Enrollment
Strengthen systems to attract, recruit, retain, and successfully graduate students

Develop supports to retain graduate students

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

Develop post graduate supports for life long learning and engagement
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

**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

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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 lifelong 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