Leading in an Increasingly Unpredictable Environment:
The Role of Graduate Deans in Strategic Enrollment Planning

Tuesday, May 12, 2020

Webinar sponsored by HURON
Plan for today

- **Four speakers** will speak for approximately **45 minutes** total, followed by Q & A

- **Julia Kent** of the Council of Graduate Schools will provide welcoming remarks and introduce the webinar.

- **Scott Herness, Janet Rutledge, and Jon Billings** will participate in a discussion moderated by **Alex Faklis** for approximately **40 minutes** on graduate enrollment trends and strategies.
Technical Support

- Webinar **recording and slides** will be **emailed** to participants and **posted** on the CGS website

- Please **submit questions** through the GoToWebinar **control panel**

- **Technical issues?** Troubleshooting help available: 
Audio Troubleshooting

• Having trouble hearing us? Try switching to a different audio connection. You can change from Telephone to Mic & Speakers or vice versa without leaving the session.

• If you experience trouble with a telephone connection, click “Problem dialing in?” for an alternate phone number to dial.
Julia Kent
Vice President,
Best Practices and Strategic Initiatives
Council of Graduate Schools (CGS)
Alex Faklis
Senior Director,
Student Lifecycle Solutions
Huron
GRADUATE ENROLLMENT LEADERSHIP PANEL

Scott Herness
Vice Provost for Research and Dean of the Graduate School
Montclair State University

Jon Billings
Director, Graduate Enrollment Management
Gonzaga University

Janet Rutledge
University of Maryland, Baltimore County
Vice Provost and Dean of the Graduate School
WEBINAR OBJECTIVES

The State of Graduate Enrollment:
1. Recent trends in graduate enrollment
   • Impacts of current environment

Leading in an Unpredictable Environment:
2. Foundations and importance of strategic enrollment planning
   • Strategies for engaging faculty to reach enrollment goals
   • Challenges and opportunities presented by COVID-19, to integrate into enrollment planning efforts
THE STATE OF GRADUATE ENROLLMENT
US institutions experienced 5% average annual growth in Master’s degrees conferred during the last ten years, however, growth has been concentrated across specific fields, most notably Health and Computer Science.

Change in Master’s Degree Conferrals from 2011 to 2018

1. Includes applications to graduate-level certificates and education specialist programs
2. Source: CGS Graduate Enrollment and Degrees: 2008 to 2018
3. Source: NCES Digest of Education Statistics Table 315.10, NCES Completions Data Files, EAB Analysis
Recent projections demonstrate continued potential for enrollment growth for postbaccalaureate programs, though these projections may no longer hold given dramatic changes to the enrollment environment beginning in Spring 2020.

At your institution / college, how do Fall 2020 graduate enrollment projections compare to last year?

A. Ahead of Last Year

B. Keeping Pace with Last Year

C. Lagging Behind Last Year
62% of Americans are concerned about the stability of their jobs. Early research indicates that those who are economically impacted will turn to education to further their careers.

- **34%** Americans who feel they need more education to find a comparable job if they lost their current job.
- **36%** Percentage of Americans who would change career fields if they lost their current job.
- **53%** Percentage of Americans who would prefer to invest in online education and training options over in person and employer provided choices.

Source: EMSI and Strada Education Network (https://www.stradaeducation.org/publicviewpoint/)

Findings are from a nationally representative survey of more than 4k adults completed weekly by Heart + Mind Strategies on behalf of the Center for Consumer Insights.
LEADING IN AN UNPREDICTABLE ENVIRONMENT
ADDRESSING CURRENT CHALLENGES WHILE FOCUSING ON THE HORIZON
COVID-19 EFFECT | HURON RESPONSE FRAMEWORK

- TRIAGE
- STABILIZE
- TRANSFORM
Institutions employ strategic enrollment planning efforts to identify, recruit, yield, and graduate a student body to fulfill the institution’s mission within its competitive environment.

**ENROLLMENT COMPOSITION**
Demographic diversity, academic quality, diversity of interest, etc.

**ENROLLMENT GROWTH**
Headcount growth across programs, by student type, retention and graduation improvements, etc.

**NET TUITION REVENUE (NTR)**
Tuition less the sources of institutional aid provided to enrolled students.
Strategic enrollment planning often focuses on undergraduate enrollment, however a university-wide plan enables an institution to understand the full enrollment landscape and its opportunities.

Collectively Defined Statement of Purpose

Data-Driven Analysis to Inform Future State Priorities

Demand-Based Program Innovation

Involvement of Campus Stakeholders, Including Deans and Faculty
Faculty are key influencers in the graduate enrollment process, however, expectations of faculty throughout the enrollment lifecycle can be loosely defined and under-supported.

<table>
<thead>
<tr>
<th>Common Challenges</th>
<th>Strategies to Address Challenges</th>
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<tbody>
<tr>
<td>• Vision and Enrollment Strategy</td>
<td>• Dashboards</td>
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<td>• Enrollment Expertise within</td>
<td>• Graduate Program Director (GPD) and Graduate</td>
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<tr>
<td>Departments</td>
<td>Council Engagement</td>
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<tr>
<td>• Funding</td>
<td>• Department Liaisons</td>
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<tr>
<td>• Limited Bandwidth</td>
<td>• Resource Allocation</td>
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EVOLVING ENROLLMENT STRATEGIES THROUGHOUT THE STUDENT LIFECYCLE
The impact of COVID-19 on mobility requires institutions to consider increasing the use of former recruitment strategies and employing alternative strategies in order to yield its class.

- **Build from Within**
- **Peer to Peer Engagement**
- **Strong Internal Communications**
- **Alumni Network**
Several institutions are focusing on transitioning their services to a virtual environment and reducing any barriers to application.

- VIRTUAL COUNSELING
- WEBINARS
- APPLICATION REQUIREMENTS
- DEADLINE & TIMELINE EXTENSIONS
Institutions are working to provide relief to current graduate students who have experienced significant disruption in their education, research, and funding – undoubtedly increasing time-to-degree for many.

- **EXTERNAL FUNDING / EMERGENCY RELIEF FUNDS / FEE WAIVERS**
- **BUILDING IN FLEXIBILITY**
- **MENTAL HEALTH RESOURCES**
- **RE-RECRUIT CURRENT STUDENTS**
QUESTIONS?
Questions?

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Type them into the Questions box on the GoToWebinar control panel.
## HURON OVERVIEW

<table>
<thead>
<tr>
<th>Strategy and Innovation</th>
<th>Student</th>
<th>Research</th>
<th>Financial and Operational Excellence</th>
<th>Technology and Enterprise Solutions</th>
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<tbody>
<tr>
<td><strong>Plan for the Future</strong></td>
<td><strong>Optimize Student Success</strong></td>
<td><strong>Manage the Research Enterprise</strong></td>
<td><strong>Achieve Operational Excellence</strong></td>
<td><strong>Enable Transformation</strong></td>
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<td>• Establish a vision and strategies to own the future</td>
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<td>• Measure progress, achieve goals and improve outcomes</td>
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<td>• Align vision and resources to optimize student success throughout the lifecycle</td>
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<td>• Recruit, Select, Aid, Enroll, Engage, Learn, Retain, Graduate, Engage (alumni)</td>
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<td>• Improve service, compliance &amp; financial performance</td>
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<td>• Consulting, Software, Outsourcing Solutions for grant lifecycle</td>
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<td>• Assess, design and implement organizational and operational change to align resources to support the mission</td>
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<td>• Align financial plan to support strategic plan and sustainability</td>
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<td>• Plan, design and implement integrated cloud solutions to enable efficiency and effectiveness</td>
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<td>• Workday, Oracle, Peoplesoft, and Salesforce</td>
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Our Contact Information:

Alex Faklis, Senior Director
afaklis@huronconsultinggroup.com

Huron’s Resources to Support COVID-19 Response
https://www.huronconsultinggroup.com/resources/higher-education/covid-19-resources-for-higher-education-leaders
Thank You for Participating!


Upcoming Webinars:

- Moving to a Virtual Space: How to Create Virtual Graduate Student Orientations
  - *Tuesday, May 18, 2020 from 3:30-4:30 PM EST*

Visit [http://cgsnet.org/cgs-webinars](http://cgsnet.org/cgs-webinars) for more information on upcoming webinars as well as recordings of past webinars.