



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

Tuesday, May 12, 2020

Webinar sponsored by

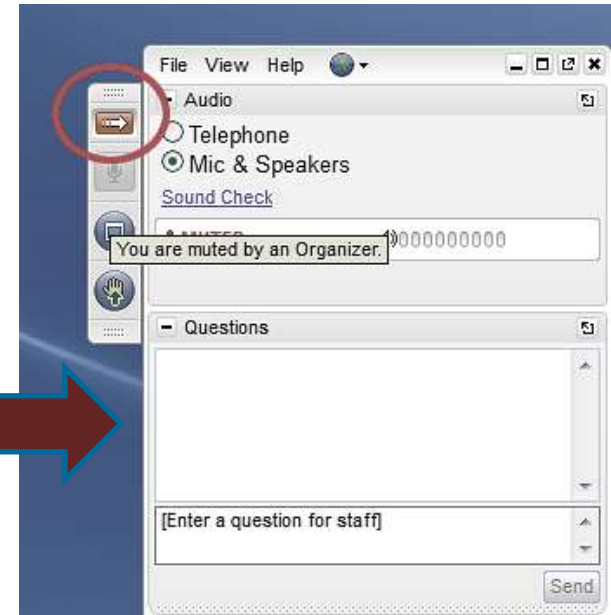


Plan for today

- **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.

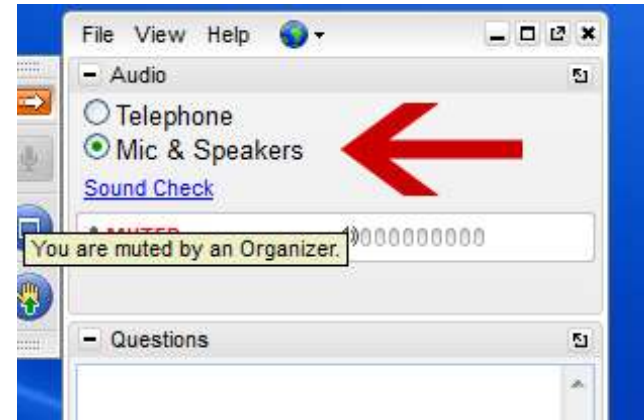
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- Webinar **recording and slides** will be **emailed** to participants and **posted** on the CGS website
- Please **submit questions** through the GoToWebinar **control panel**
- **Technical issues?** Troubleshooting help available:
http://support.citrixonline.com/en_US/webinar



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



Janet Rutledge

University of Maryland, Baltimore County
*Vice Provost and Dean of the Graduate
School*



Jon Billings

Director, Graduate Enrollment Management
Gonzaga University

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

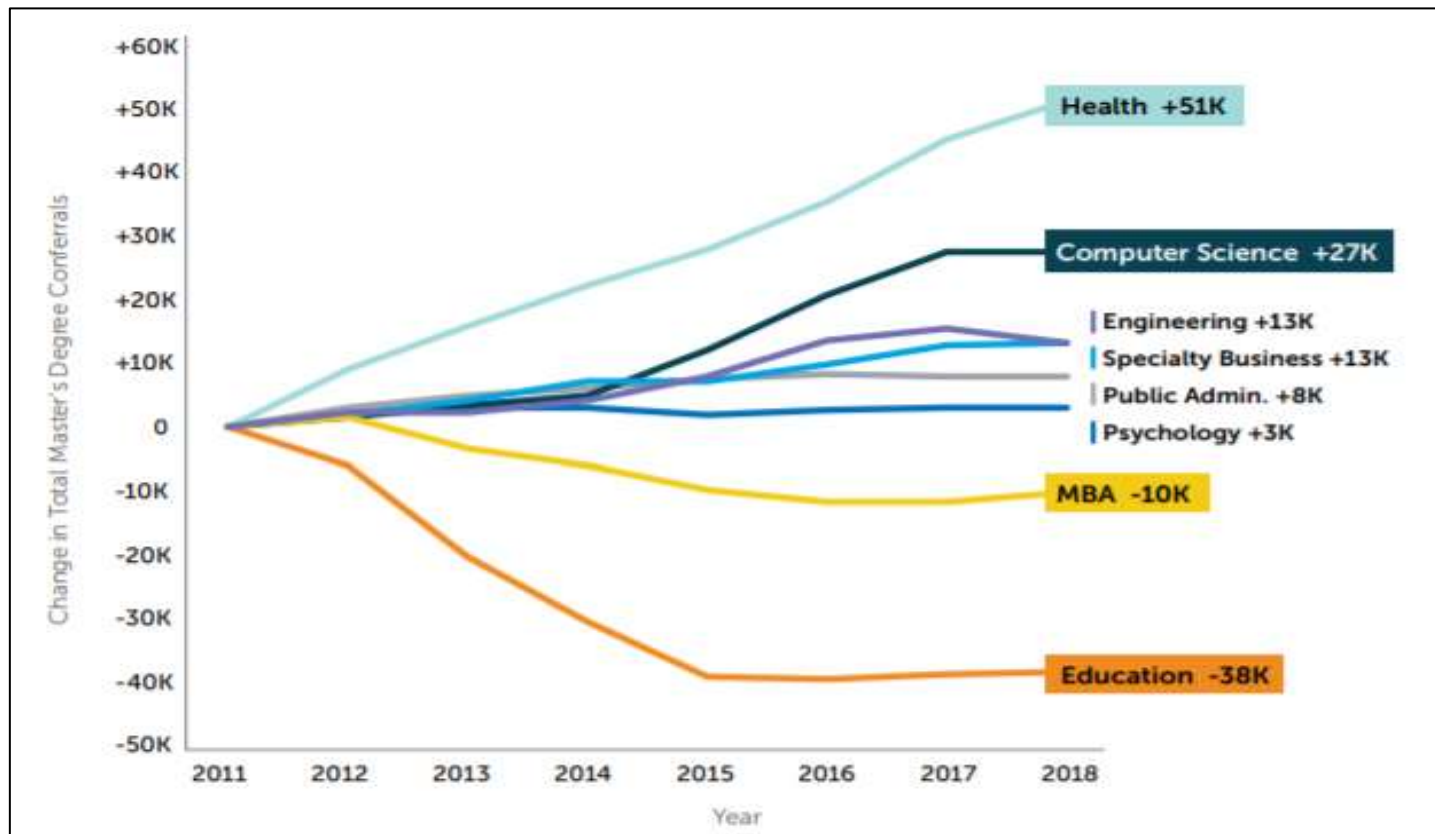


THE STATE OF GRADUATE ENROLLMENT

CURRENT ENROLLMENT LANDSCAPE | HISTORICAL TRENDS

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 Conferrals³ from 2011 to 2018

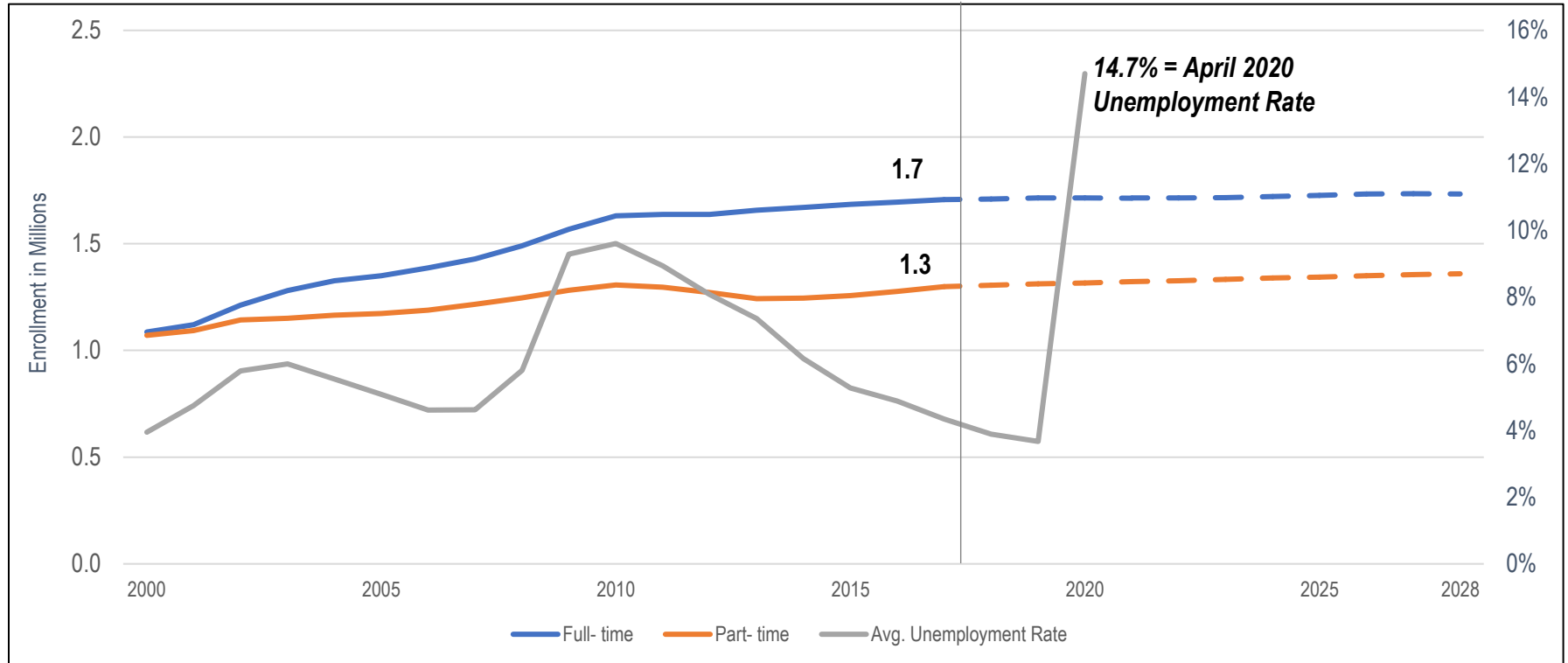


1. Includes applications to graduate-level certificates and education specialist programs
2. Source: CGS Graduate Enrollment and Degrees: 2008 to 2018
3. Source: NCES Digest of Education Statistics Table 318.10, NCES Completions Data Files, EAB Analysis

CURRENT ENROLLMENT LANDSCAPE | PROJECTIONS

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.

Actual & Projected Postbaccalaureate¹ Enrollment in Degree-Granting Postsecondary Institutions, by Attendance Status: Fall 2000 - Fall 2028



1. Source: National Center for Education Statistics and Bureau of Labor Statistics

POLLING QUESTION | PLANNING FOR THE FUTURE

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

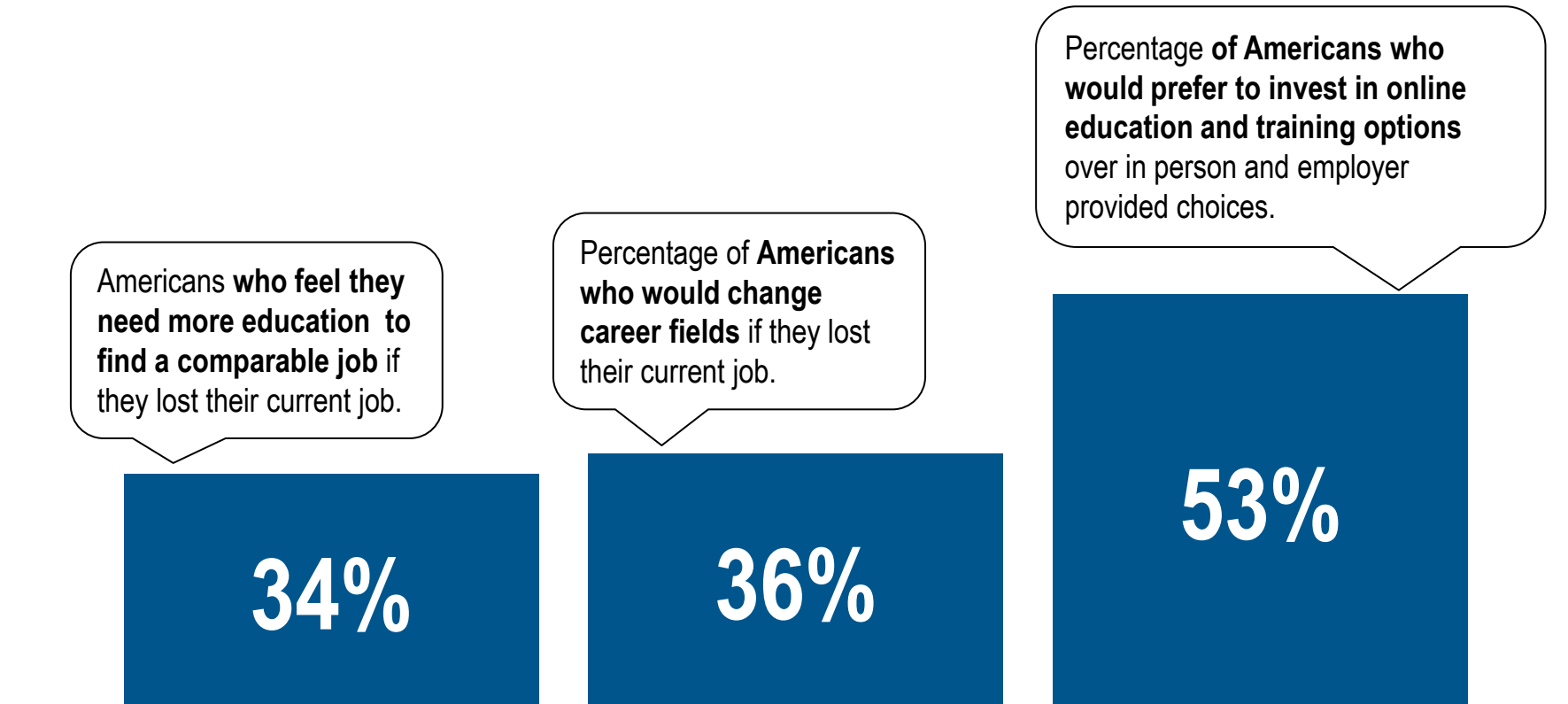
**A. Ahead of
Last Year**

**B. Keeping
Pace with Last
Year**

**C. Lagging
Behind Last
Year**

COVID-19 EFFECT | PROSPECTIVE STUDENTS

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.





LEADING IN AN UNPREDICTABLE ENVIRONMENT

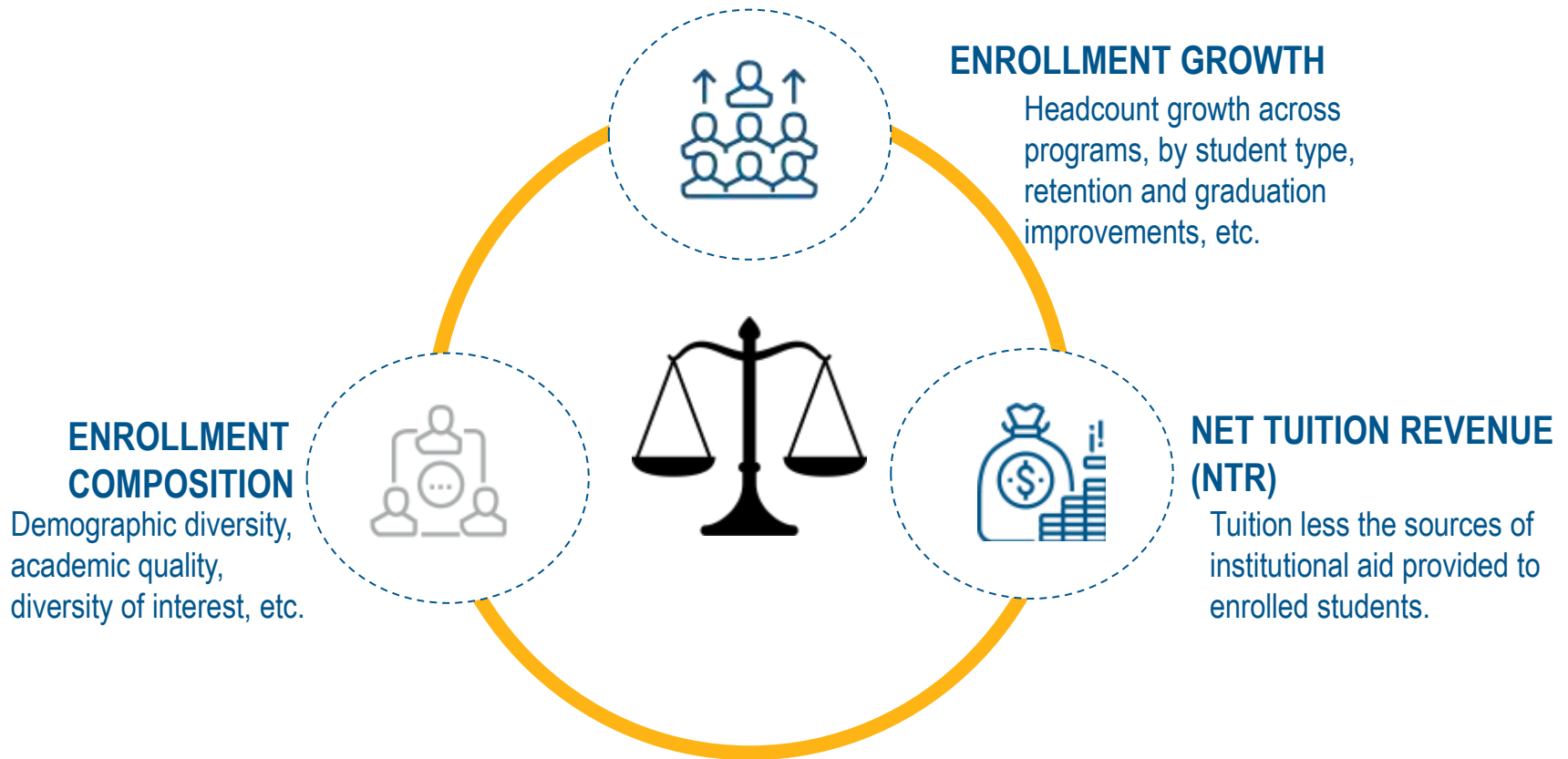
ADDRESSING CURRENT CHALLENGES WHILE FOCUSING ON THE HORIZON

COVID-19 EFFECT | HURON RESPONSE FRAMEWORK



STRATEGIC ENROLLMENT PLANNING | DEFINITION

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.



STRATEGIC ENROLLMENT | CORE ELEMENTS

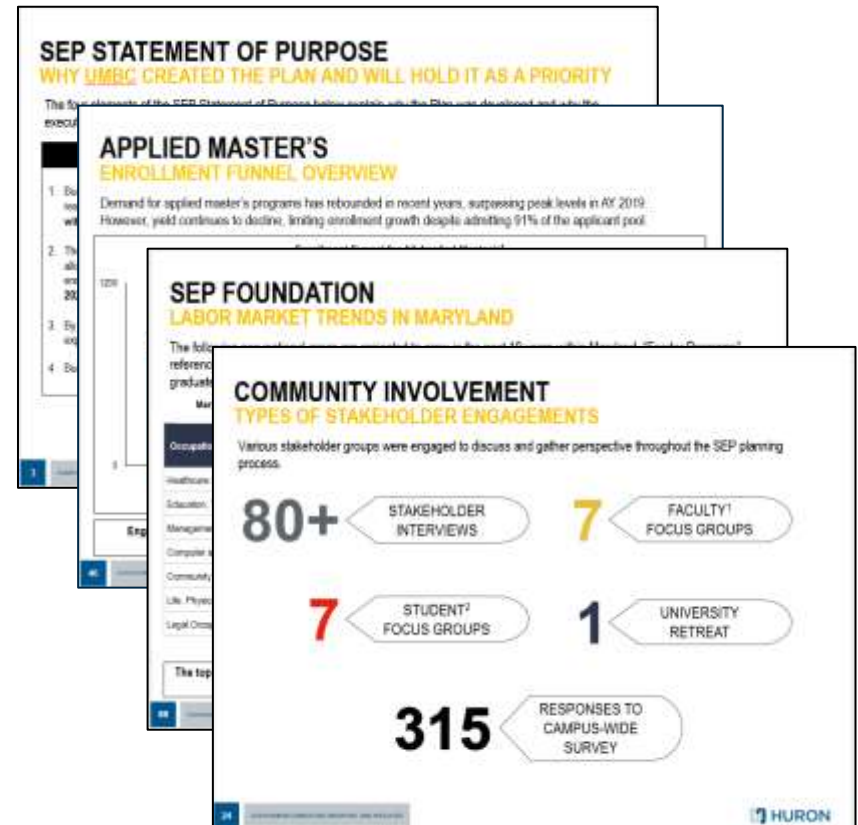
Strategic enrollment planning often focuses on undergraduate enrollment, however a university-wide plan enables an institution to understand the full enrollment landscape and its opportunities.

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



STRATEGIC ENROLLMENT | FACULTY INVOLVEMENT

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

Common Challenges

- **Vision and Enrollment Strategy**
- **Enrollment Expertise within Departments**
- **Funding**
- **Limited Bandwidth**

Strategies to Address Challenges

- **Dashboards**
- **Graduate Program Director (GPD) and Graduate Council Engagement**
- **Department Liaisons**
- **Resource Allocation**



EVOLVING ENROLLMENT STRATEGIES THROUGHOUT THE STUDENT LIFECYCLE

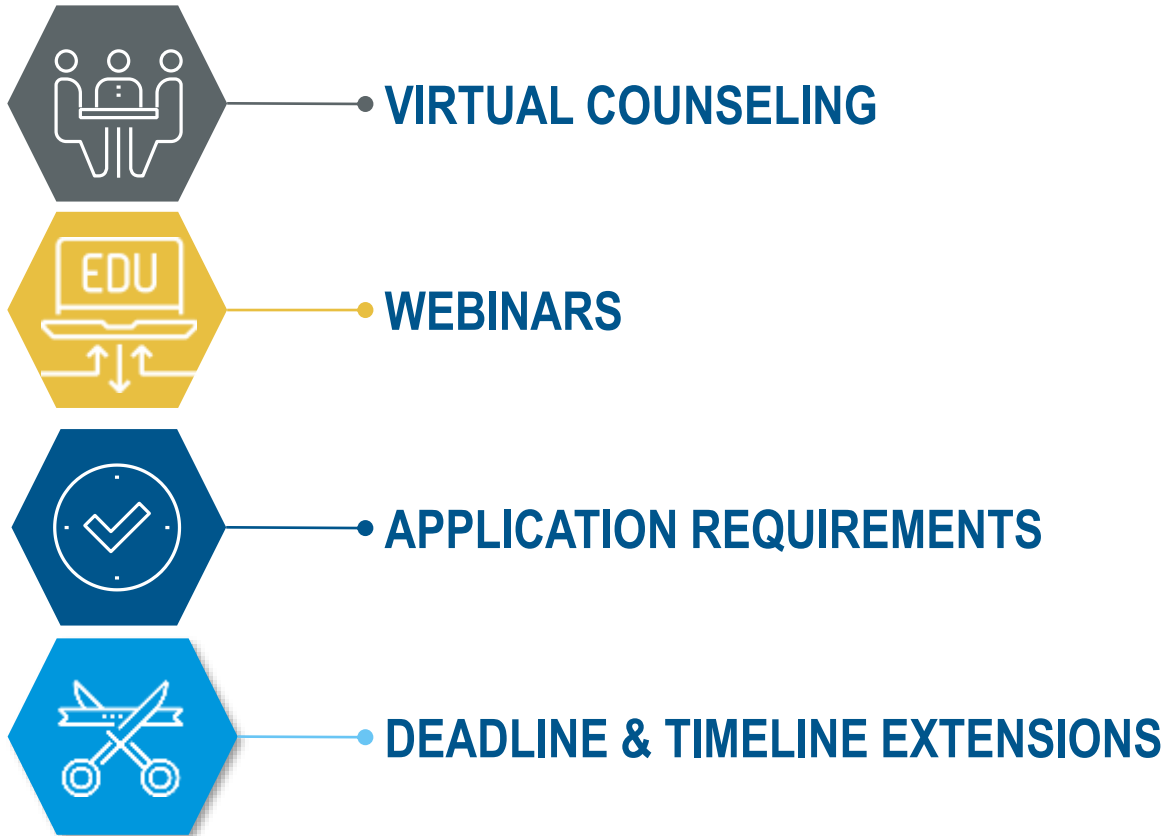
PLANNING IN UNPREDICTABILITY | PIPELINE BUILDING

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.



PLANNING IN UNPREDICTABILITY | RECRUITING

Several institutions are focusing on transitioning their services to a virtual environment and reducing any barriers to application.



PLANNING IN UNPREDICTABILITY | SUPPORTING & RETAINING CURRENT STUDENTS

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



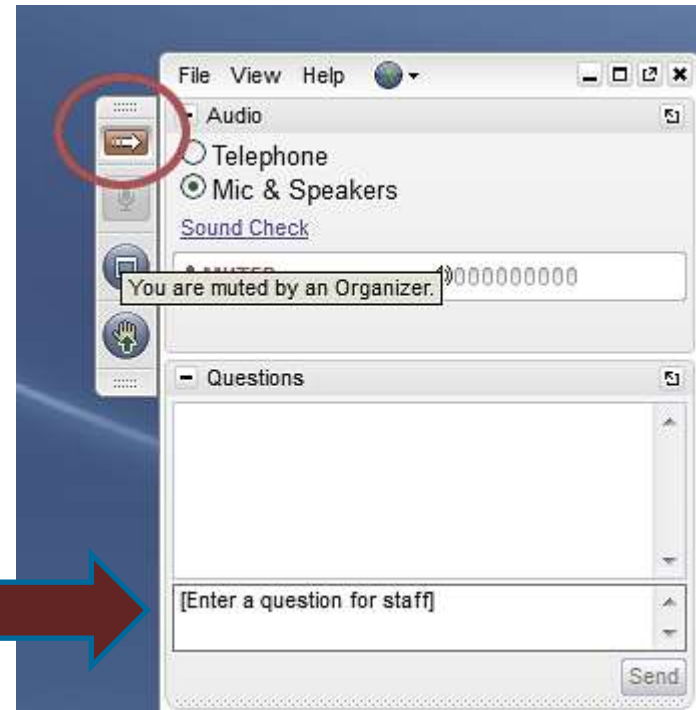
QUESTIONS?



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HURON OVERVIEW



Strategy and Innovation

Plan for the Future

- Establish a vision and strategies to own the future
- Measure progress, achieve goals and improve outcomes



Student

Optimize Student Success

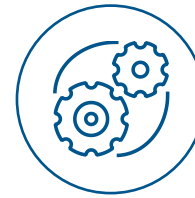
- Align vision and resources to optimize student success throughout the lifecycle
- Recruit, Select, Aid, Enroll, Engage, Learn, Retain, Graduate, Engage (alumni)



Research

Manage the Research Enterprise

- Improve service, compliance & financial performance
- Consulting, Software, Outsourcing Solutions for grant lifecycle



Financial and Operational Excellence

Achieve Operational Excellence

- Assess, design and implement organizational and operational change to align resources to support the mission
- Align financial plan to support strategic plan and sustainability



Technology and Enterprise Solutions

Enable Transformation

- Plan, design and implement integrated cloud solutions to enable efficiency and effectiveness
- Workday, Oracle, Peoplesoft, and Salesforce

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!

Visit CGS's hub on COVID-19 related programming and news at <https://cgsnet.org/navigating-covid-19-pandemic>.

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> for more information on upcoming webinars as well as recordings of past webinars.