



OPEN LAB

Strategic Graduate Enrollment Management

Reimagine possible

October 22, 2020

Grad Lab

Office of Social Work Student Services, Finance & Administration
Department of Social Work
College of Health & Applied Sciences

Goals for this session

- Explore why strategic graduate enrollment management (S-GEM) practices are an essential part of our graduate programming.
- Identify the basic components of S-GEM to establish a foundational knowledge from which grad programs can build and customize.
- Explore tools and processes to employ S-GEM practices.





Introductions

- Meet the presenters
- Please update your display name to include your name and program.
- Please put in the chat what you will be for Halloween or your favorite Halloween costume from the past.



The Challenges for Graduate Programs

- Developing **self-sustaining** graduate programs.
- Develop **graduate programs** – new concept for MSU Denver.
- Stretching academic programs' *typical* responsibilities.
- Others?

The Opportunities

- MSU Denver graduate programs provide accessible pathways to advanced degrees in high-demand workforce sectors for Roadrunners.
- The cash funded model can be overwhelming and tricky at first, but viable programs can off-set declining state funds, can contribute to undergraduate programming, and more.
- Innovation and student success!
- Others?



The Strategy – the 40,000 foot view

- Strategic Graduate Enrollment Management (S-GEM) is KEY
- Understanding each and every component of your program is essential. Responsibility Centered Budget Management!
- Establishment of a master timeline is critical.

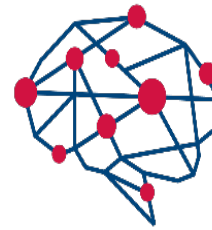




Strategic Graduate Enrollment Management (SGEM)

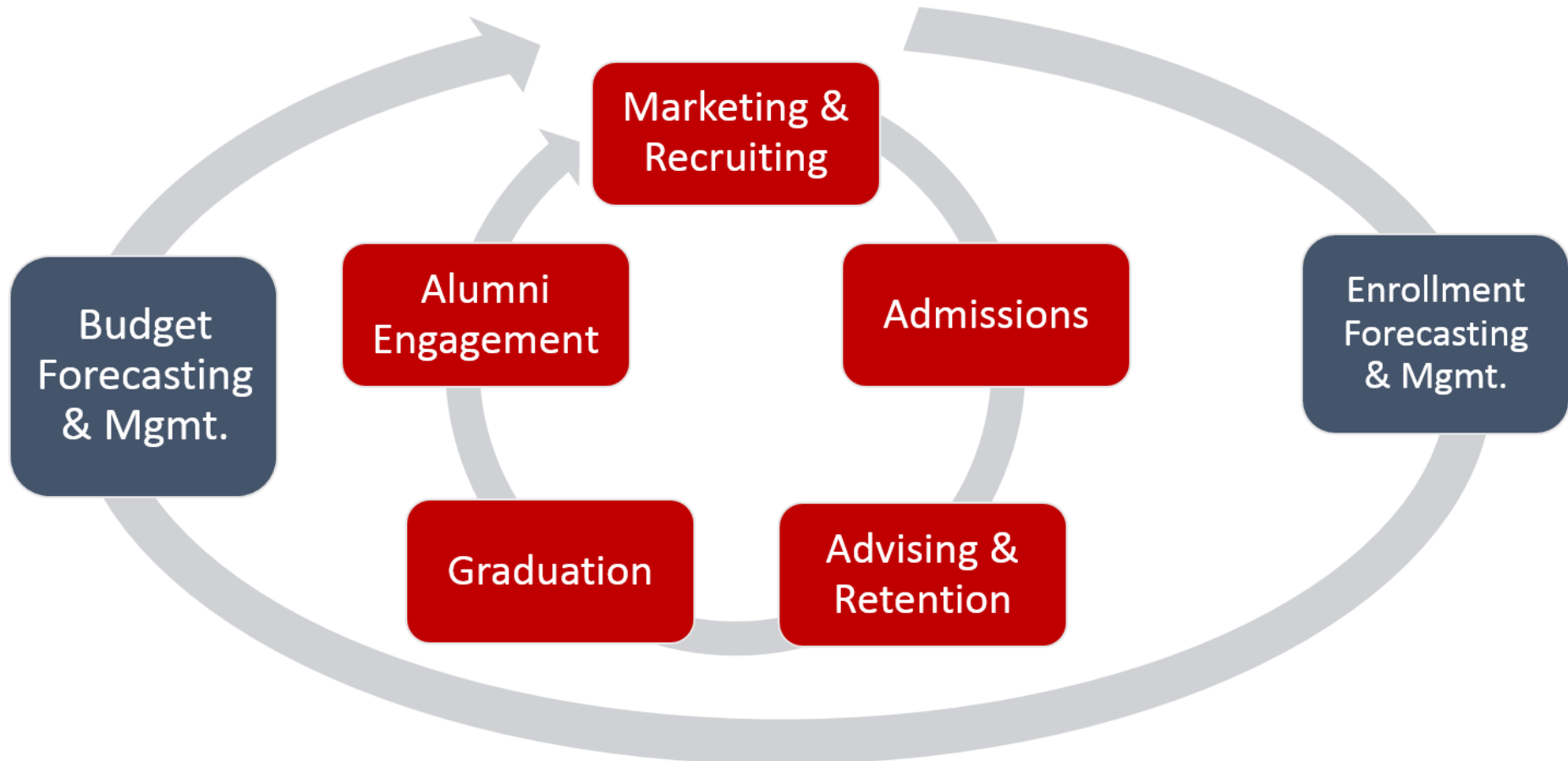
- SGEM is an **integrated interdependent model** that **spans across the complete student lifecycle** and is **strategically linked to budget management** (Connor, LaFave & Balayen, 2011).
- At the graduate level, **creating a full service graduate enrollment management (GEM) student lifecycle support operation team** with knowledge-based expertise in **enrollment planning, data analytics, budgeting, advising, registering students, and financial aid** is **critical to both programmatic and institutional viability** (Williams, 2008).
- **Staff are cross-trained in multiple areas of the student lifecycle** such as career counseling, academic advising, financial aid, and degree audits while strategically analyzing data on current, prospective, and developing markets(Connor, LaFave & Balayen, 2011).

A Life Span & Integrated Interdependent Approach



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Integrated Operations



What it IS:

- A lot of responsibility and great opportunity
- Student centric
- Data driven
- Breaking down barriers – streamlining processes and enhancing systems
- Leverages faculty and staff members' strengths
- A way to work together that can result in **immediate and positive changes** in your area.
- Common at the graduate level.

What it IS NOT

- Silos
- Disconnected from larger university
- Reinventing the wheel
- Doing it all yourself

Responsibility Centered Budget Management

“Significant authority for managing the academic enterprise is shifted to deans and other academic unit leaders at RCM institutions. As such, academic heads with an entrepreneurial mindset can flourish in these environments. While some higher education traditionalists remain averse to this distributed leadership approach, most campus leaders who have implemented a version of RCM report that it empowers unit leaders to grow revenue and control costs.” (Jim Sirianni, Budgeting for Institutional Success, 2016)



A case of the chicken or the egg....



A large, intricate hedge maze made of green box hedges, viewed from an elevated angle. The maze features a complex pattern of paths and dead ends, with a dark, dense forest in the background.

This is a lot....let's break it down

- I need \$X for FY _____
- So, how do I get there? Goal setting
- How do I know I'm on the right track to get there? Monitoring
- What tools do I have if I exceed or do not reach my goal? Adjusting



**Let's move
over to a
Grad Lab
Tool.....**



Getting Started

- Figure out your admissions funnel
- Figure out the CHP trends semester to semester for continuing students.
- Map it on to your master timeline.

How it looks on the OSWSS Team....

**MSU
DEN
VER**

**Office of Social Work Student Services,
Finance & Administration**

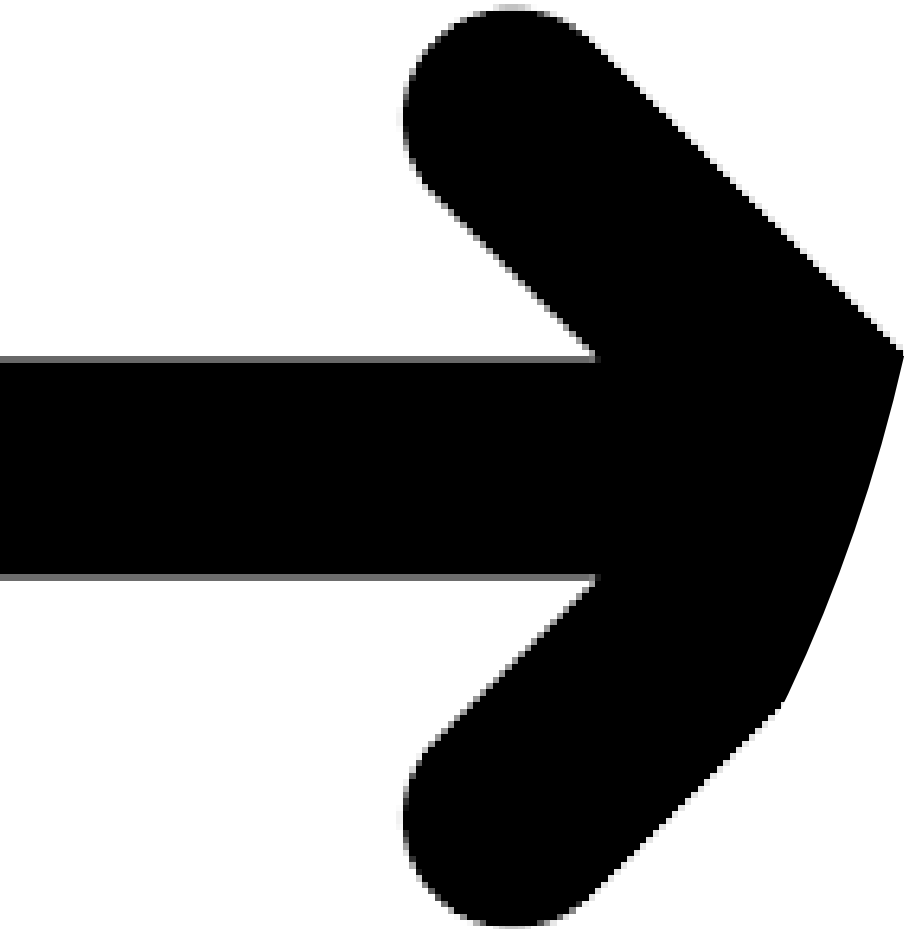


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OF DENVER
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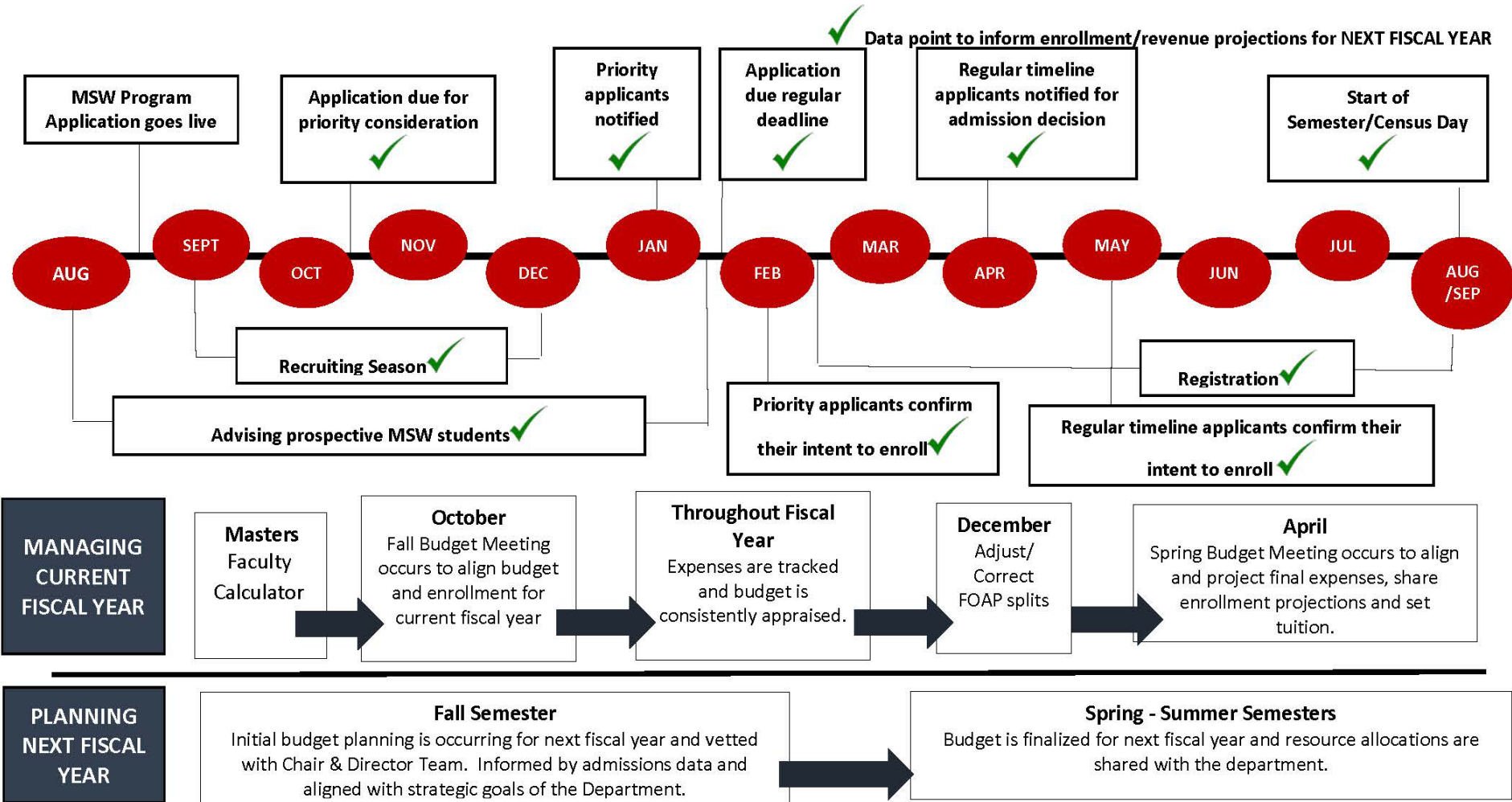
The Integrated Operations Team





**Let's move
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Grad Lab
Tool.....**

Department of Social Work
Office of Social Work Student Services Enrollment & Budget Management Strategies that Inform Departmental Strategy
Timeline for Decision Making & Capacity Marker



For questions about the use of this model, please contact Amy Middleton gienckea@msudenver.edu



Professional Background and Expertise

There are people out there that do S-GEM!

- Leadership and/or management experience in higher education.
- Data analytics and budget analysis/management skills.
- Varied experience in student services to enhance ability to cross train - from recruiting, marketing, and admissions through advising services and alumni relations.
- Staff with both admissions and advising experience important.



Welcome to a Guided Tour: S-GEM Operationalized

Essential Tools

- Admission Funnel Open Lab Session
- EDW
 - Kathryn Dunleavy
dunleavk@msudenver.edu
 - Submit IT Ticket for Access
- Banner
 - SWRCGSR (Enrollment Report)
 - SSASECT (Schedule Mgmt)



Q & A

Are you
already
participating in
S-GEM
strategies?

Are you
getting stuck?
What might
help to get
unstuck?

Resources

- NAGAP <https://nagap.org/>
- Integrated Operations Case Studies: <https://nagap.org/gem-organizational-structures-case-studies>
- [The Office of Graduate Studies](#), MSU Denver
- Cipriana Patterson, Deputy Budget Director, MSU Denver
cpatte17@msudenver.edu
- [Process Transformation Process](#),

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