

An Introduction to Strategic Graduate Enrollment Management



METROPOLITAN
STATE UNIVERSITY™
OF DENVER

Reimagine **possible**

November 19, 2021

Grad Lab

Welcome!

As you introduce yourself, let us know what part(s) of S-GEM we can look to you for advice on.

Master of Arts in Teaching | Master of Education in Curriculum & Instruction

Master of Business Administration

Master of Science in Clinical Behavioral Health, emphasis in Addiction Counseling

Master of Health Administration

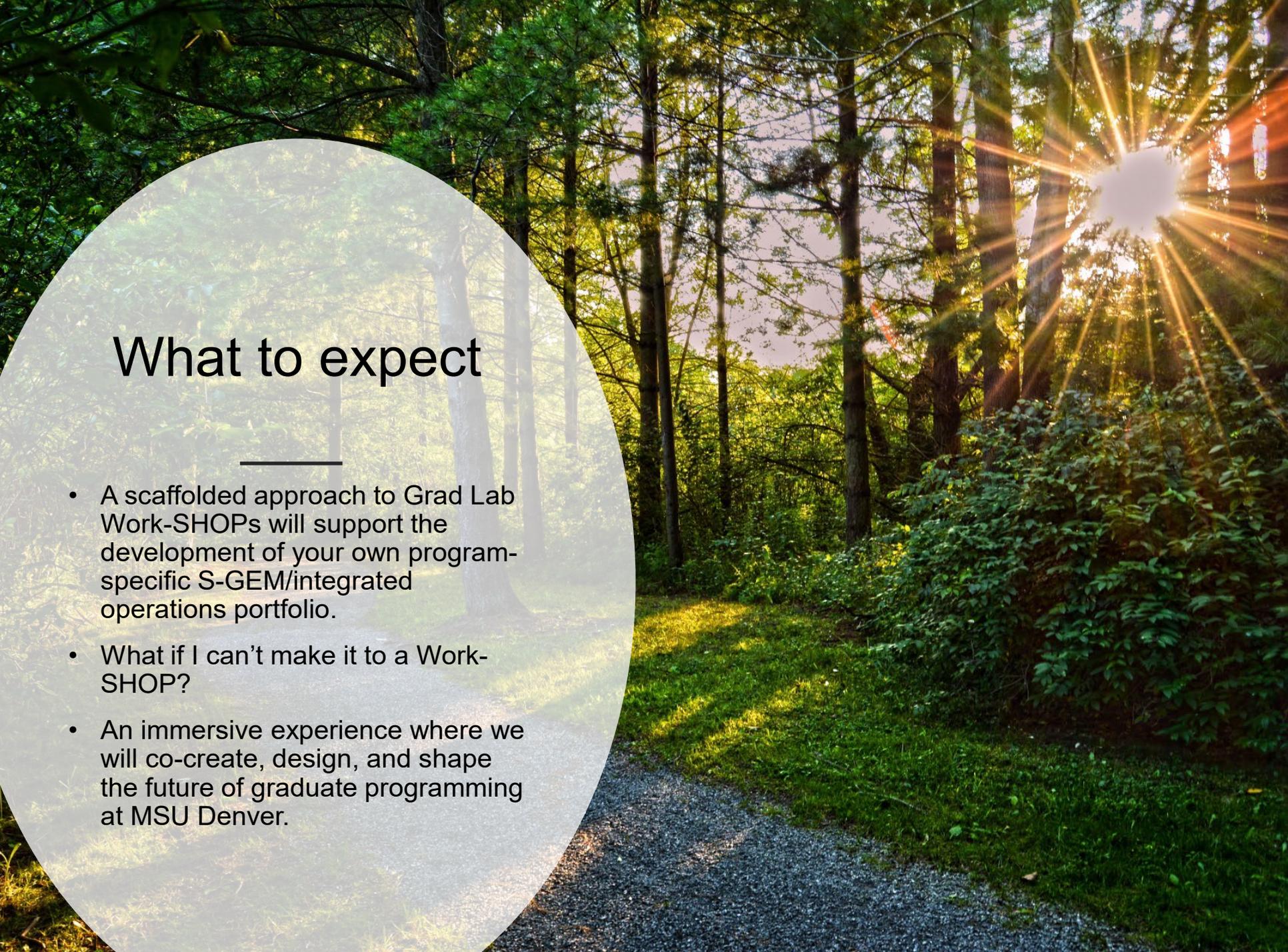
Master of Professional Accountancy

Master of Science in Cybersecurity

Master of Science in Nutrition and Dietetics

Master of Social Work

Master of Science in Speech-Language Pathology

A circular graphic overlay on a forest background with a sunburst effect. The sun is shining through the trees on the right side, creating a bright starburst pattern. The forest floor is covered in green grass and a gravel path leads into the distance.

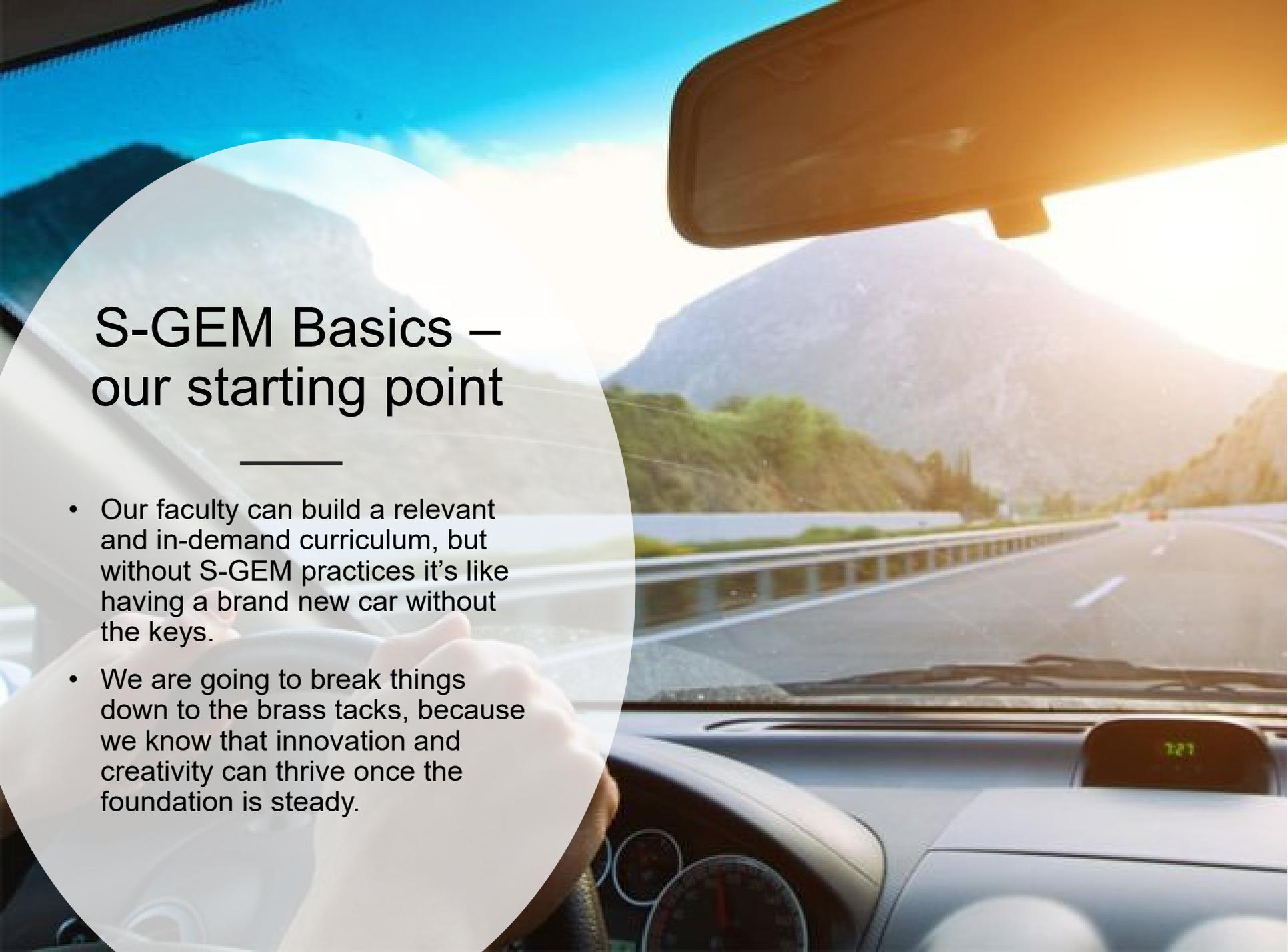
What to expect

- A scaffolded approach to Grad Lab Work-SHOPs will support the development of your own program-specific S-GEM/integrated operations portfolio.
- What if I can't make it to a Work-SHOP?
- An immersive experience where we will co-create, design, and shape the future of graduate programming at MSU Denver.

Case Study: A global pandemic has brought added uncertainty about the future enrollment for a new and developing graduate program. Faculty and staff are feeling stressed. There has already been so much discussion about the uncertainty and shifting landscape of higher education even before the pandemic. The graduate program is self-funded. Forget a 5-year plan. This program is unsure of their budget and expenses just one year out.

Sound familiar?





S-GEM Basics – our starting point

- Our faculty can build a relevant and in-demand curriculum, but without S-GEM practices it's like having a brand new car without the keys.
- We are going to break things down to the brass tacks, because we know that innovation and creativity can thrive once the foundation is steady.



Thinking back on the case study, what if the program....

- Could make early enrollment projections, a year or more out?
- Understood various budget implications and had a series of strategic responses?
- Had a solid understanding of each S-GEM phase to employ strategic interventions, whenever necessary?

Having a S-GEM plan does not guarantee increased enrollment due to many external factors. But, S-GEM is the primary way your program can manage uncertainty and make meaningful strides towards your goals.



Fall Semester
S-GEM Map Making (boundaries and regions)

Spring Semester
Our S-GEM maps will begin to come to life.

Think basic....just take a step.

Compare registration week by week, and add a projection estimate to it.

Graduate (GR)

	2020	2021	Change
Summer census	762 CHP	855 CHP	+12.2%
	63.5 semester FTEs	71.25 semester FTEs	
	2020	2021	Change
Fall census	4,968 CHP	5,379 CHP	+8.3%
	414 semester FTEs	448.25 semester FTEs	(last week +8.8%)
	2021	2022	Change
Spring (week by week comparison)	4,305 CHP	4,422 CHP	+2.7%
	358.75 semester FTEs	368.5 semester FTEs	(last week +4.3%)
		Goal at peak enrollment: 5,199 CHP/433.25 FTEs	
		Goal at Spring 2022 census: 5,145 CHP/ 428.7 5FTEs	

What are some interventions this program could consider?

Enrollment Projection, Graduate Program

Based on summer/fall census data, we are projected to grow by **8.5%** from last year to this year. To reach this, we need to hit goals as defined above.

Based on today's enrollment numbers, here's where we currently stand:

2020-21 Academic Year (Summer 2020, Fall 2020, Spring 2021)	2021-22 Academic Year PROJECTION (Summer 2021, Fall 2021, Spring 2022)
10,482 CHP	11,116 CHP*
436.8 FTEs	463.2 FTEs

* Would reflect a **6%** (last week 6.6%) increase from last year.

How could this dashboard, provided weekly, support a graduate program?

2022 Recruitment & Admission Dashboard							
	Submitted Apps	Written Materials	Complete Apps	Admits	Intent to Start		App Cycle
YTD	180	97	85	0	0	YTD	9
GOAL	560	522	511	383	268	TOTAL WEEKS	19
% GOAL	32%	19%	17%	0%	0%	% COMPLETE	47%



TAKE
A DEEP
BREATH

- Slow, slow, and steady.
- Your S-GEM model will emerge when you start the process.
- Chances are – you are already doing this! We will support you in identifying where you may be doing this really well, and where potential gaps may be.
- You are not alone – and the responsibility is shared.
- Get ready to work with your team, OGS, and colleagues in new and exciting ways!

Integrated Operations Across the Student Lifespan

A Life Span & Integrated Interdependent Approach



Strategic Graduate enrollment management (S-GEM) is a systematic approach to managing the graduate student lifecycle from initial awareness to alumna/alumnus by **integrating** the core functions associated with the enrollment and support of a graduate student. - NAGAP



Recruitment
& Marketing



Admissions
Operations



Financial Aid,
Grants &
Scholarships



Student
Support &
Services

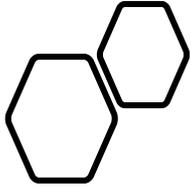


Advising &
Retention



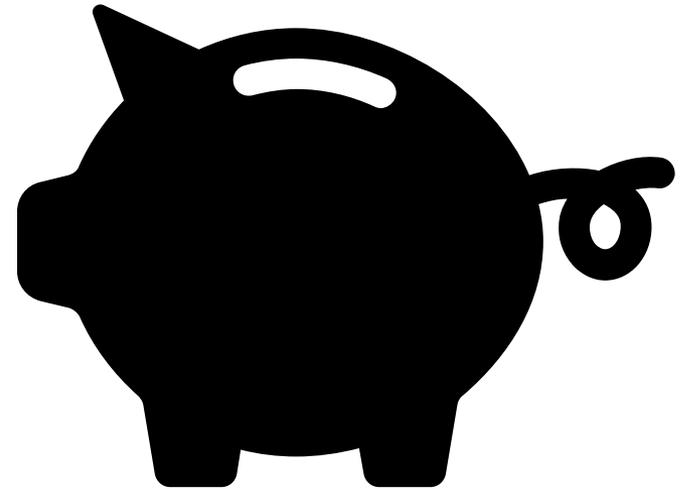
Graduation
& Alumni
Relations

- S-GEM 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).



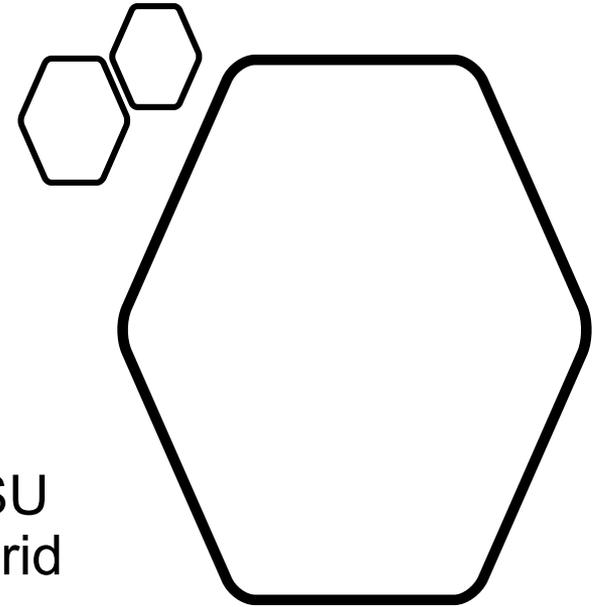
Responsibility Centered Budget Management

“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)



Doing this work will...

- Help us inform the S-GEM model at MSU Denver. Centralized, decentralized, hybrid – all use S-GEM.
- Help define graduate program structure at MSU Denver.
- Help advocate for support and resources.



**5 minute
break**

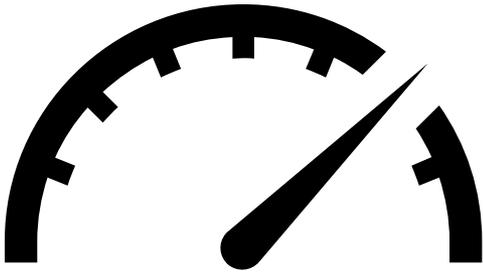




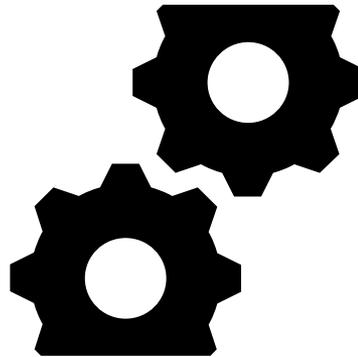
OGS Grad Lab Partnership and Support

- Provide support as you develop your S-GEM plans.
- Help make clear distinctions between “OGS responsibilities” and “Program responsibilities”
- Interested in having the top level data dashboard information to have a good sense of the health of MSU Denver graduate programs.
- Data Architect role – I’ll be working with you to support your development of your plans and also identify and gain access to that “top level” data.

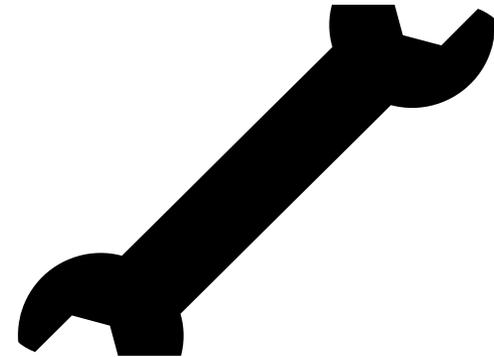
Grad Lab Pit Crew Efforts



Work-SHOPS

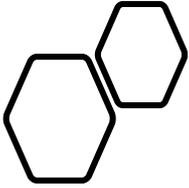


Pit Stops
(think pop up)



Tune Ups
(consults)

Questions?



S-GEM Plans

Our goals

Start the brainstorming process and the **discussion**.

Identify all the **people** who have a role in the S-GEM process.
Has someone been missing from the conversation?

Gain a living/working space for your programs to co-create your S-GEM plan.
By May 2022, your S-GEM plans will emerge.

It's going to feel messy – that's how you know you are doing it right! It will begin to become clear and refined.

