



PRESENTATION HANDOUT



# Building a Culture of Enrollment Management with Faculty

Lisa Krissoff Boehm, Ph.D.

Paul Cincotta Jr., MBA

# Today's Presentation

Charged with moving from an admissions perspective to an enrollment management perspective.

Offer theoretical and practical advice from our vantage point at a master's comprehensive university.

Takeaways for you on our approach.



# General Assumptions

Enrollment management emerging as a key focus for all US universities

Faculty uncomfortable with the corporatization of today's universities

How do we make what is necessary palatable and include the faculty in the work?



# College of Graduate Studies

- Bridgewater State University founded in 1840 by Horace Mann
- 5 colleges including College of Graduate Studies; 11,000 students
- College of Graduate Studies is home to over 60 graduate degree, certificate and licensure programs
- Approximately 1,600 graduate students
- Underwent a consultation with the Council of Graduate Schools (CGS) in 2017
- Now working with RNL on enrolment managements university-wide



# Leadership

## Lisa Krissoff Boehm, PhD, Dean

*Five years in the role. Served as a dean at three other institutions. Started career as a full-time faculty member. Full professor and tenured.*

## Paul Cincotta, MBA, Director of Graduate Admissions

*Six years in the role. Graduate Admissions part of the College of Graduate Studies.*



# “That is not my job”

Moving the faculty along with the project was going to be our biggest hurdle.

Built a strategic plan

Understood that enrollment management involves both science and magic



# Moving from a Culture of Defensiveness to a Culture of Openness

## Four T's:

- Talking together
- Transparency
- Time
- Trust

Highlight the carrots as well as the sticks





# Setting Attainable and Manageable Goals by Academic Program

## Assessment/Trends by program

- Historical Enrollment
- Program Capacity
- Research (BLS, trends, etc.)
- Institutional Knowledge

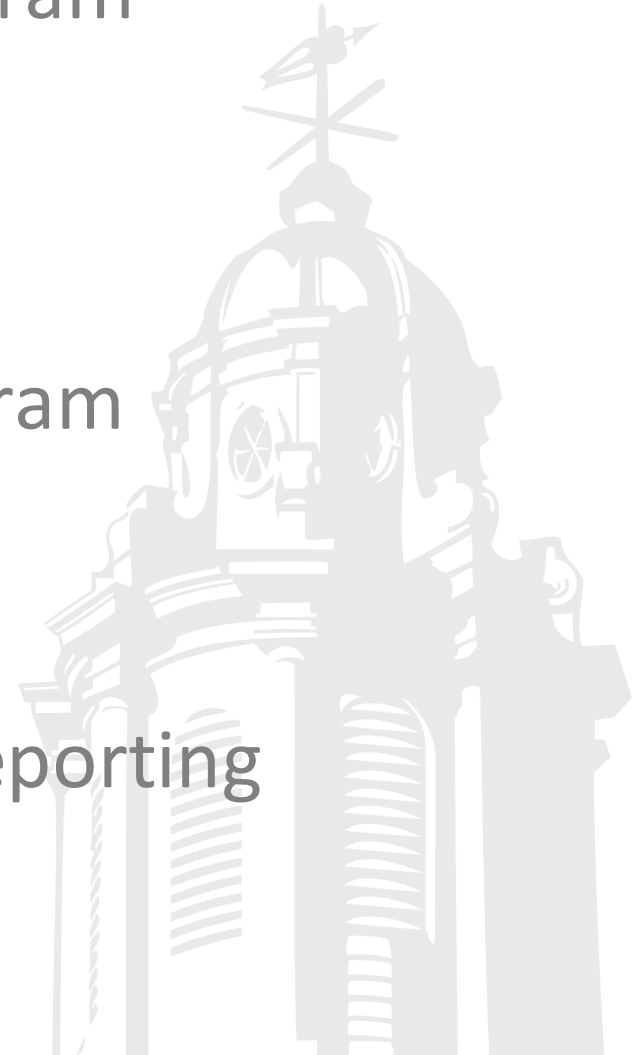
## Funnel Information by program

## Targeted goals by program

- Goal
- Stretch Goal

## Nested Targets roll up for reporting

- Built-in buffers



# Communication to Faculty

From: [Redacted]  
 To: [Redacted]  
 Cc: [Redacted]  
 Subject: Fall 2021 Enrollment Update  
 Date: Friday, June 25, 2021 10:46 AM  
 Attachments: [Redacted]

Dear John,

I just wanted to check-in and provide an update regarding Fall 2021 enrollment and where you currently stand regarding same date last year (2020) as well as where you are in relation to the 2021 goal that was set below.

Enrollment today vs. 6/25/20:

	2020 FALL Headcount	2021 FALL Headcount	% Difference
[Redacted]	21	25	19.05%
Master of Arts	21	25	19.05%
Grand Total	21	25	19.05%

Fall 2021 goal vs actual (goal is based upon freeze date which is 1 month after the start of the Fall 2021 semester)

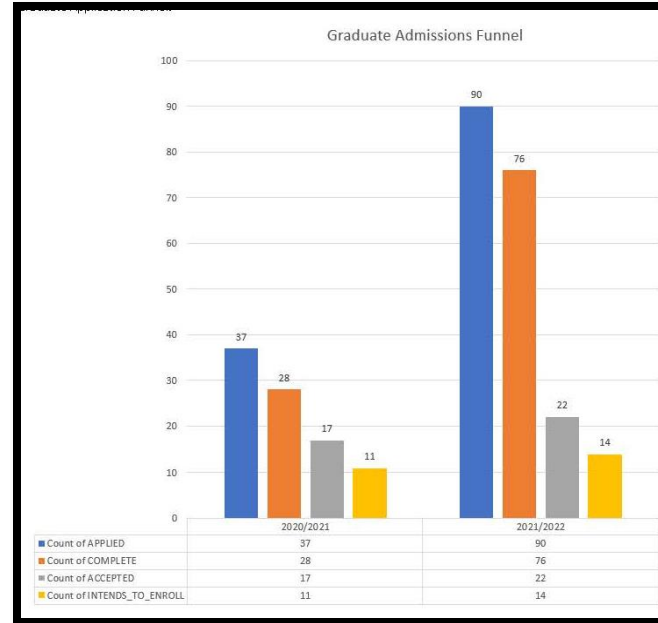
	2021 FALL Goal	Actual 2021 FALL	Actual 2021 FALL vs GOAL
[Redacted]	30	25	-16.7%
Master of Arts	30	25	-16.7%

Graduate Application Funnel:

Graduate Admissions Funnel

	2020/2021	2021/2022
Count of APPLIED	37	90
Count of COMPLETE	28	76
Count of ACCEPTED	17	22
Count of INTENDS_TO_ENROLL	11	14

As you can see, our actual enrollment is up compared to same date last year but we are still shy of the overall goal. The funnel is way up in the number of applications and completed applications. Accepted and intends to enroll are only slightly up. I'm hoping that we'll be able to continue to build this to hit our goal in the fall. Please let us know if there is anything we can do to help.



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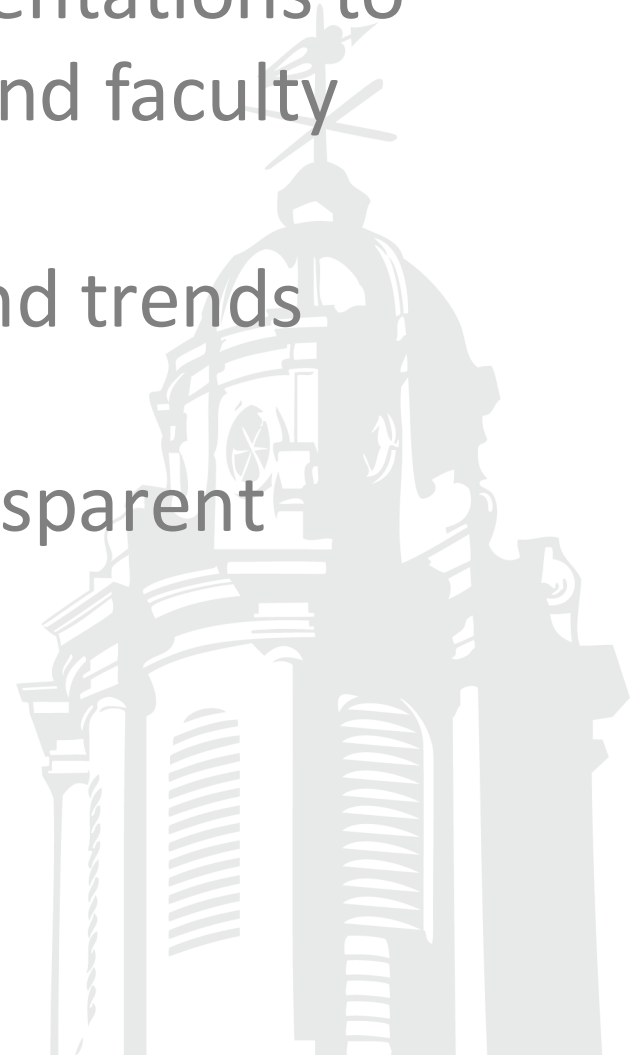
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# Reinforcing Enrollment

Director of Admissions presentations to graduate program leaders and faculty

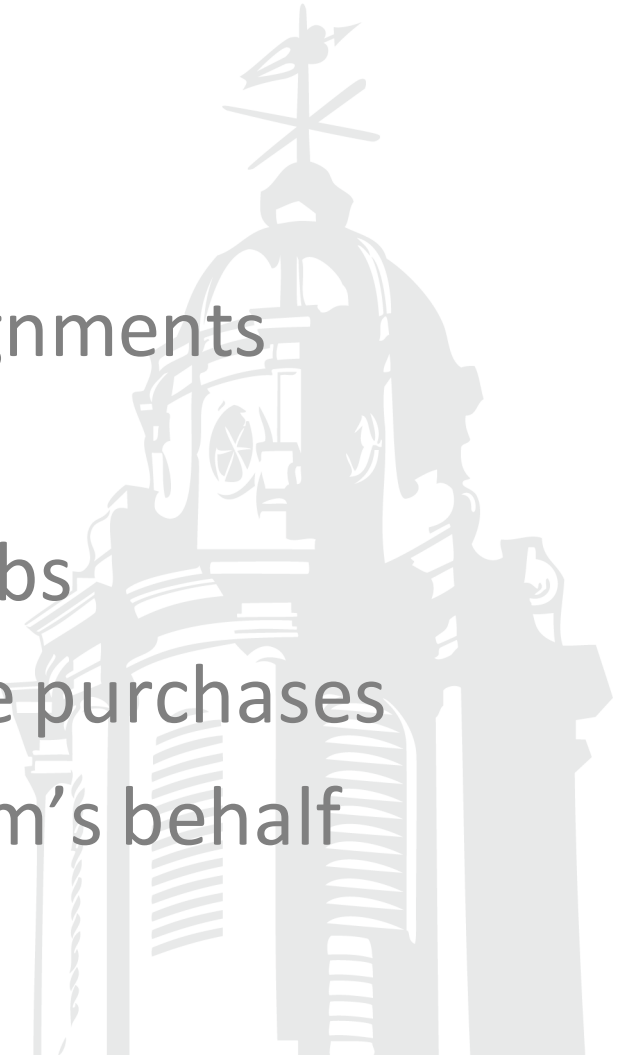
Meetings to discuss goals and trends

Dean's Notes—regular, transparent information sharing



# Business Plans

- Set enrollment goals and tie to carrots
- Faculty hires
- Staff hires
- Graduate Assistant assignments
- Space
- Support for computer labs
- Equipment and software purchases
- Grant writing on program's behalf



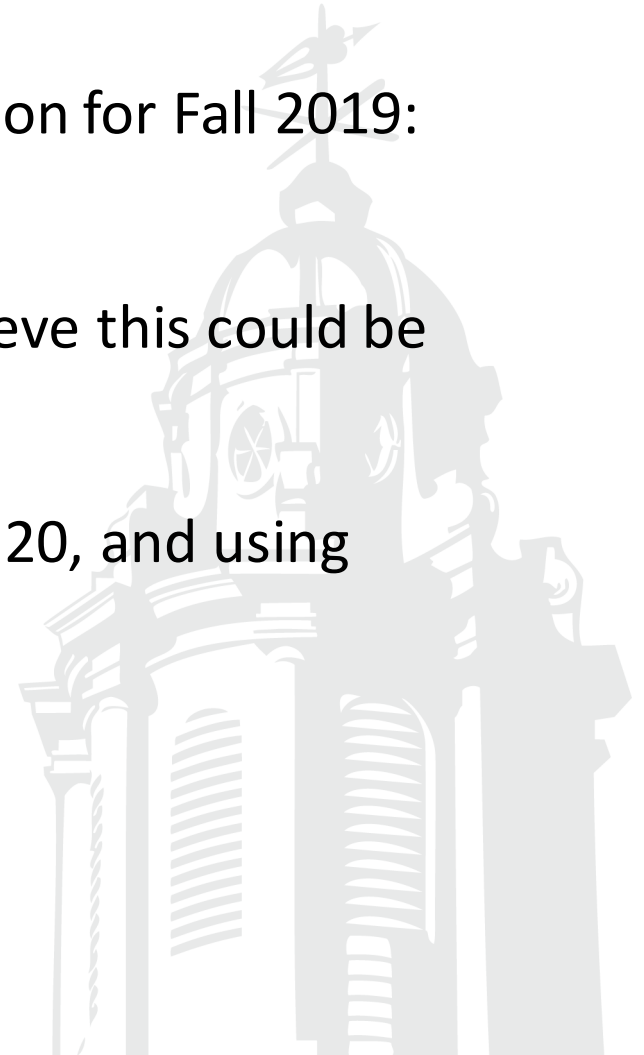
## BUSINESS PLAN FOR PROGRAM A:

Number of total applications for Fall 2019: 113

Total number that met all stated criterion for Fall 2019:  
73

Number desired for each cohort (I believe this could be increased to 18-20): 15

Number accepted to account for melt: 20, and using wait-list system, new for Fall 2019

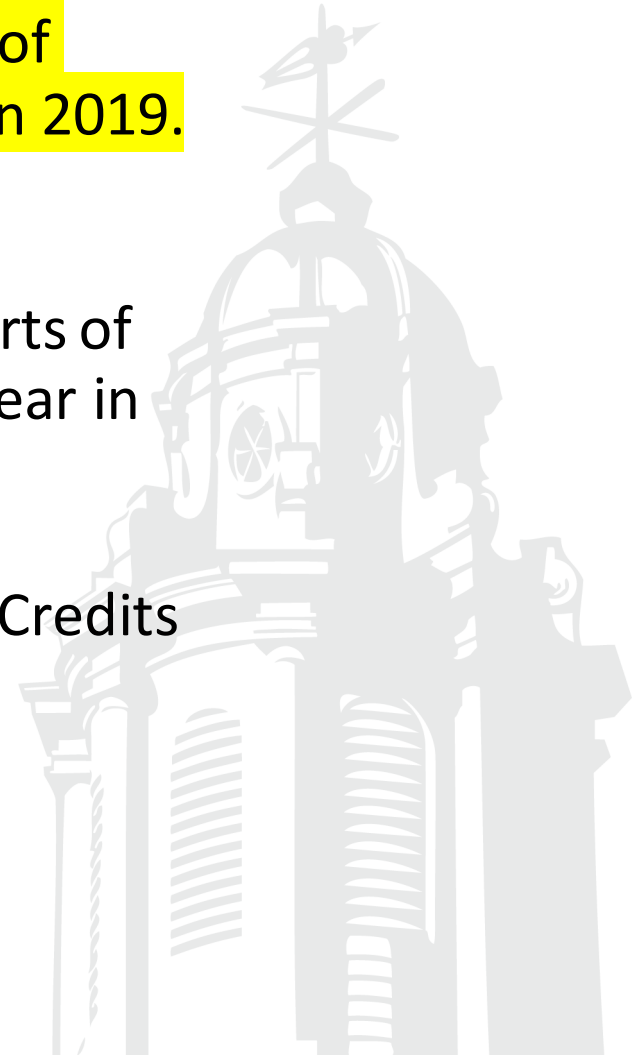


## PROPOSAL:

ADDITION: WE ADDED FIVE NEW STUDENTS TO THE FALL 2019 COHORT, bringing in additional new revenue of approximately \$32,922 in 2019.

FALL 2020: Accept two cohorts of students to start their first year in the program.

NETS AN ADDITIONAL # Credits  
for the 2020-2021 AY  
 $27 * 15 = 405$  credits at  
 $\$438.96 = \$177,778.80$



HIRE: One additional staff person as field director:  
**SALARY: \$84,000** (And BENEFITS)

One additional SLP professor, full-time, to teach  
only in graduate program

**SALARY: \$80,000** (And BENEFITS)



# Innovative Initiatives

- Set targets for increased admissions related to particular initiatives
- 4 plus 1 programs
- Graduate Assistantships as recruitment tools
- Marketing
- Off-site cohort growth
- New programs designed
- Converting programs to online, hybrid, or Hyflex modalities





# Discussion

- Have you seen pushback to enrollment management among faculty at your institutions?
- What do you do in the face of that pushback?

