



The Skills, Tools, and Core Competencies of Effective Enrollment Professionals

The RNL Certificate in Enrollment Management

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Introductions



How do the most successful enrollment managers and leaders prepare themselves and their institutions to meet their challenges?



In this session, we will explore the key skills, most relevant knowledge areas, and the cutting-edge strategies that RNL experts have collected and infused into a unique career-building experience—the RNL Certificate in Enrollment Management



Session Contents

- The Skills, Tools, and Core Competencies of Enrollment Management Professionals
- The RNL Certificate in EM
- Educational Model
- Options & Schedules
- Faculty
- Admission
- Student Reviews
- Questions & Discussion



Key Skills, Tools, and Core Competencies of the most effective EM Professionals



Areas

The six key areas critical for effective enrollment management professionals to master, categorized here

The Six Key Areas:

- 1.) Principles and Practices of Enrollment Management
- 2.) Marketing and Communications for Enrollment Management
- 3.) Financial Aid Strategy
- 4.) Student Retention and Success
- 5.) Technology Applications
- 6.) Strategic Planning



Principles and Practices

Effective enrollment management professionals need fluency in and mastery of the basic principles and practices of enrollment management. These include:

1. A comprehensive overview of the field of enrollment with its related departments, systems, positions, and processes
2. A deep understanding of the concepts, the terminology, the tools, and the techniques used in successful higher education enrollment management
3. Knowledge and application of professional ethics in admissions and recruitment practices
4. Ability to examine how enrollment management strategies shape the recruitment and retention practices within educational institutions
5. The ability to analyze enrollment plans that include the integration of marketing, communication, recruitment, and retention strategies



Marketing and Communications

Effective enrollment management professionals need knowledge and skills in marketing and communications tools and techniques for EM, including:

1. An understanding of how targeted communications and marketing strategies support an institution's enrollment management goals
2. Knowledge of current, new and emerging marketing practices
3. Proficiency in the use of different technologies in marketing to prospective students
4. Ability to create communications goals and strategies, and apply marketing best practices & research to enrollment management
5. Ability to assess the effectiveness of an institution's communication plans
6. Ability to design and develop a unique enrollment communications strategy for a college or university



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Financial Assistance

Effective enrollment management professionals must understand the role and use of financial aid strategy in impacting the recruitment and retention of college students, and apply ethical practices. The core knowledge areas and skills in this category include:

1. A comprehensive understanding of the evolution, current status, and emerging trends of student financial aid in the United States
2. Knowledge of the “characteristics” of effectively administered financial assistance programs at colleges and universities
3. A critical understanding of the relationship of college costs and pricing strategies, and the role of financial aid in managing enrollments
4. An understanding of the ethical issues around financial aid, as well as policy, regulatory, and legal compliance
5. Ability to develop strategic financial aid recommendations for improved enrollment at a specific college or university



Student Retention and Success

The knowledge, skills, and competencies most needed by enrollment management professionals in college student success and retention include the following:

1. A comprehensive understanding of the fundamentals of retention theory and research, and student success models
2. Knowledge of the factors that may cause students to leave, but also of the factors that impact students' decision to stay
3. Ability to identify and use key performance indicators, and student success metrics
4. Proficiency using the tools and even the technology of college student retention
5. Ability to design and develop a comprehensive retention plan for a specific college or university



Technology Applications

Key knowledge and skills needed by enrollment management professionals with regard to technology and technology applications for enrollment management include:

1. Critical knowledge of relational database management, communication systems, statistical modeling in recruitment and retention, enrollment data analysis, and web-based social media technologies
2. Ability to analyze the role technology plays in the effective management of enrollment at colleges and universities
3. Skills in current technology applications, but also understanding of emerging future technologies
4. Ability to integrate technology tools into communications, enrollment, and assessment plans
5. Ability to design a relevant strategic technology plan for a specific college or university



Strategic Planning

Finally, the most successful enrollment management professionals have knowledge and skills in strategic enrollment planning and the creation of comprehensive enrollment plans. They need:

1. An understanding of different types of enrollment strategies and goals, and how they differ by institution, by target demographics, and by need
2. Knowledge of the strategic enrollment planning process, and the players, departments, and functions necessary for its success
3. Ability to clarify the alignment of academic and co-curricular programs, understand enrollment data analyses, and interpret key performance indicators
4. Ability to bring together the tools and strategies of the five prior areas to design a comprehensive and multi-faceted strategic enrollment management plan for a real institution



The Bay Path University--RNL

100% Online

**Graduate Certificate in
Enrollment Management
and Degree Programs**



The Content: All Six Areas

The Bay Path University RNL Certificate in Enrollment Management offers graduate level curriculum and certification **in each of the six areas**, including critical current issues and emerging practices.

Enrollment professionals can:

- Earn the Bay Path/RNL Graduate Certificate in Enrollment Management (six 8-week online courses)
- Earn the Bay Path Masters Degree in Higher Education Administration with EM Concentration and the RNL Certificate in Enrollment Management (10 courses)
- Graduates can apply to Bay Path's doctorate degree program in higher education leadership; certificate classes can apply or transfer to the EdD



RNL Graduate Certificate

To earn the RNL Enrollment Management Certificate alone, students complete these six courses:

- MHE 627 **Enrollment Management Principles and Practices, 3 credits**
- MHE 652 **Essentials of College Student Retention, 3 credits**
- MHE 654 **Technology Applications to Enrollment Management, 3 credits**
- MHE 656 **Financial Assistance in Higher Education, 3 credits**
- MHE 645 **Marketing and Communications for EM, 3 credits**
- MHE 658 **Strategic Planning for Enrollment Management, 3 credits**



Certificate with Masters

To earn the RNL Enrollment Management Certificate in conjunction with the full masters degree in Higher Education Administration, students complete ten courses total:

- MHE 500** Foundations of Higher Education Administration
- MHE 635** Student Services in Higher Education
- MHE 640** History and Economics of Higher Education
- MHE 620** Supporting Success of Diverse Students
- MHE 627** Enrollment Management Principles and Practices
- MHE 645** Marketing and Communications for Enrollment Management
- MHE 656** Financial Assistance in Higher Education
- MHE 654** Technology Applications to Enrollment Management
- MHE 652** Essentials of College Student Retention
- MHE 658** Strategic Planning for Enrollment Management



Educational Model



Bay Path University



Bay Path University

Founded in 1897, Bay Path University's main campus is located in Longmeadow, Massachusetts

Bay Path has on-campus residential programs and online programs for undergraduate women, and over 30 graduate programs for men and women

The online graduate programs feature

- State of the art technology
- No residency requirements
- Affordable and convenient
- No hidden fees, just tuition & books
- Career Advising and Academic Advisors
- Highly supportive online learning community



Bay Path Online

Bay Path uses the “Canvas” Learning Management System, known for its simple, intuitive, user-friendly online course rooms.

Courses include:

- Access to Bay Path University online library & web research
- Peer interaction inside and outside of the online course room
- Faculty facilitated discussions
- Access to faculty online and by zoom and phone for one-on-one help
- Asynchronous learning platform - no set meeting times
- Real-world challenges as part of course assignments



Relevancy

Students in Bay Path's higher education enrollment management courses report a high degree of satisfaction with the "relevancy" and "applicability" of the curriculum

- Course assignments with immediate real-world application
- Readings & resources that illuminate current issues and hot topics in the field
- Exploration of current and emerging technologies and tools
- Know-how and insight into cutting-edge best practices

"I told my boss about the readings in one of my courses this week, and she asked me to share my new knowledge with our whole team at our next staff meeting!"

--Josh, MHE EM Graduate



Career Advancement

- The enrollment management curriculum provides a strong foundation for **career advancement, executive and senior-level positions**
- Prepares graduates for higher level work in administration, including **admissions, retention, financial aid, advising and student services**
- Prepares graduates to work in a variety of settings including **community college environments, public and private four-year colleges and universities**



Options & Schedules



Flexible Design

- All courses are **8-weeks long**, 3 graduate credits each, and all are 100% online
- **Three semesters per year** = Six 8-week sessions a year
- With a fall start, finish certificate program in **one year or 8 months**
- Or finish masters **degree** with certificate in **one year or 20 months**



Schedule

One-Year Certificate completion with a Fall 2023 start:

Fall Session Oct 30 – Dec 21, 2023

MHE 627 Enrollment Management Principles & Practices

Spring Session 1 Jan 8 – March 2, 2024

MHE 654 Technology Applications to Enrollment Management

Spring Session 2 March 4 – Apr 27, 2024

MHE 645 Marketing and Communications for Enrollment Management

Summer Session 1 May – June, 2024

MHE 652 Essentials of College Student Retention

Summer Session 2 July – Aug, 2024

MHE 656 Financial Assistance in Higher Education

Fall Session 1 Sept – Oct, 2024

MHE 658 Strategic Planning for Enrollment Management



Schedule

Accelerated 8-month option for Certificate with a Fall 2023 start:

Fall Session Oct 30 – Dec 21, 2023

MHE 656 Financial Assistance in Higher Education

Spring Session 1 Jan 8 – March 2, 2024

MHE 627 Enrollment Management Principles & Practices

MHE 654 Technology Applications to Enrollment Management

Spring Session 2 March 4 – Apr 27, 2024

MHE 645 Marketing and Communications for Enrollment Management

Summer Session 1 May – June, 2024

MHE 652 Essentials of College Student Retention

MHE 658 Strategic Planning for Enrollment Management



Faculty



Faculty

Faculty in the program are enrollment management professionals.

All have terminal degrees in the field, extensive teaching experience and extensive consulting experience in enrollment management.



Faculty



Dr. John Baworowsky
Vice President
for Enrollment
Management, Marquette
University,
and Senior Associate
Consultant for RNL



Dr. Kathleen Cross
Executive Vice President
and Chief Operating
Officer in educational
communications and
marketing firm,
former higher
education Vice President
of Enrollment, Chief
Technology Officer, and
Dean of Studies Abroad



Dr. Joanne Landers
Experience as both Vice
President of Enrollment
Management and Vice
President of Enrollment
Services at prominent
universities, with
expertise in improving
enrollment efficiencies,
systems, and technology



Dr. Ron White
President of Emmanuel
College, Former Vice
President for Enrollment
Management and
Graduate School Faculty
at Columbia College,
and Consultant for RNL



Admission



Graduate Admissions

Admissions Requirements:

1. Undergraduate degree from an accredited college or university
2. A minimum GPA of 3.0 on a 4.0 scale

To Apply:

1. Application
2. Essay: 1-2 pages double spaced
3. Resume
4. Two professional letters of recommendation
5. Official Transcripts – undergraduate and graduate



Financial Aid

- **Stafford loans available for full- and part-time study**
- **To be eligible for financial aid, a student must be enrolled in the masters degree or the certificate program, taking at least one 3-credit course per semester**
- **No income limits – Up to \$20,500 per year for graduate study**
- **All graduate students encouraged to apply for financial aid**
- **BPU School Code #002122**
- **Student Financial Services - 413.565.1256 or sfs@baypath.edu**



Student Reviews



Why Choose Bay Path's RNL Certificate?

Here are the Top 5 Reasons graduates say they chose Bay Path's RNL Certificate to study enrollment management:

- 1. Relevancy.** Content is immediately applicable with focus on current issues, practices, tools and strategies of higher education enrollment management
- 2. Return on Investment, ROI.** Graduates say their careers are “propelled” by this RNL credential, as the skills they build in the program result in significant career advancement
- 3. Quality.** Faculty are teaching practitioners with terminal degrees and extensive experience in higher education EM, and the curriculum quality is renowned
- 4. Interactivity.** Highly supportive, interactive learning culture encourages you to get to know professors and other students in your cohort
- 5. Credibility.** Bay Path is a well-established, NECHE certified university



Job Titles of Current Students & Graduates

Current students and graduates of the program have the following job titles:

- ★ Admissions Director
- ★ VP of Enrollment Management
- ★ Financial Aid Officer
- ★ Dean of Students & Engagement
- ★ Graduate Program Coordinator
- ★ Director of Student Retention
- ★ Campus Human Resources Director
- ★ Director of Multicultural Center
- ★ Dean of Graduate Admissions
- ★ Enrollment Specialist
- ★ Coordinator of Online Programs
- ★ Executive Assistant to the President
- ★ Dean of Graduate Admissions
- ★ Residential Life Coordinator
- ★ Campus Athletics Director
- ★ Student Success Director
- ★ Asst Director of University Events
- ★ Vocational Counselor
- ★ Dean of Undergrad Admissions
- ★ Retention Director
- ★ Dean of Student Success
- ★ Director of Student Life
- ★ Chief of Staff
- ★ Associate Registrar



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Institutions Where Current Students & Graduates Work

Current students and graduates of the program work at:

- ★ University of Texas San Antonio
- ★ Bates College
- ★ Albany Law School
- ★ Laredo Community College
- ★ Florida Southwestern State
- ★ University of Oregon
- ★ Amherst College
- ★ The Citadel Military College
- ★ Xavier University
- ★ Harvard University
- ★ Massachusetts College of Liberal Arts
- ★ College of the Holy Cross
- ★ Rockefeller University
- ★ Quinsigamond Community College
- ★ Southern Adventist University
- ★ American National University
- ★ Bennett College
- ★ Bradley University
- ★ Charter Oak State College
- ★ Colorado Department of Law
- ★ Notre Dame College
- ★ Wentworth Institute of Technology
- ★ Embry-Riddle Aeronautical University
- ★ Fort Valley State University
- ★ York Technical College
- ★ Ohio State University
- ★ Advent Health University
- ★ Ozark Christian College
- ★ New York Chiropractic College
- ★ SUNY Community College
- ★ East Coast Polytechnic Institute
- ★ Pennsylvania College of Art and Design
- ★ Purdue Northwest University
- ★ Quinebaug Valley Community College
- ★ Bunker Hill Community College
- ★ University of Michigan Dearborn
- ★ US Merchant Marine Academy
- ★ Victoria College
- ★ Elizabeth City State University
- ★ Framingham State University
- ★ Syracuse University
- ★ Pacific Lutheran University
- ★ Springfield Technical Community College
- ★ Roger Williams University
- ★ Becker College
- ★ Case Western Reserve University
- ★ Hampshire College
- ★ MIT - Massachusetts Institute of Technology
- ★ Minnesota State College
- ★ Northeastern University
- ★ University of New Haven
- ★ Three Rivers Community College
- ★ Salve Regina University
- ★ Bay Path University
- ★ The College of New Jersey
- ★ Delgado College
- ★ East Mississippi Community College
- ★ Eastern Florida State College



Student Reviews

What do our graduates say?



“My success in the certificate program has led to me accepting a senior-level position in my field. I really believe this certificate helped give me an edge. I’m excited to be moving forward with the RNL credential!”

Justin R. Hernandez
Vice President of Revenue and Enrollment, Emeritus
RNL Certificate in Enrollment Management



Student Reviews

What do our graduates say?



“The information I learned has been most helpful. My College has seen a stabilization in enrollment since I’ve begun the program, and I’ve only just started to implement the strategies that I have been taught!”

Michelle Levron Greco

Director of Enrollment Management, Delgado Community College

RNL Certificate in Enrollment Management



Student Reviews

What do our graduates say?



“This degree and the cutting-edge practices I’ve learned have been applicable to me on the job since day one of the program. I’ve gained a significant advantage in my professional career.”

Tammy Vondrasek

Director of Admissions, Enrollment, and Financial Aid

Minnesota State College Southeast

RNL Certificate in Enrollment Management and EM Degree



Student Reviews

What do our graduates say?



“After finishing the program I was hired for my first Vice Presidency position in enrollment management!”

Jocelyn Biggs
Vice President of Enrollment Management
Clinton College
Degree and RNL Certificate in Enrollment Management



Questions and Discussion

Value Summary re-cap:

- *The Certificate is the premier EM credential*
- *All faculty with extensive EM experience*
- *All courses are for graduate level credit*
- *Courses are Stafford Loan eligible*
- *All courses online, no residency requirement*
- *Depending on start date, one year completion*



**Learn more at
BAYPATH.EDU**

**Office of Graduate Admissions
413-565-1332 or graduate@baypath.edu**

