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Enrollment Management & Planning at Master's Institutions

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Purpose of Session

- Background
- Things to listen for
- Ideas to share





Why Engage in Enrollment Management?

- What is it?
- Fears and problems
- Benefits
- Read more about it



Challenges Peculiar to Masters Institutions

- Centralized versus decentralized admissions decisions
- Resources:
 - Staffing
 - Data sophistication
 - Networking



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Les Sims – developed spreadsheet for
enrollment management – CGS
2003

Simplified and modified for master's
programs

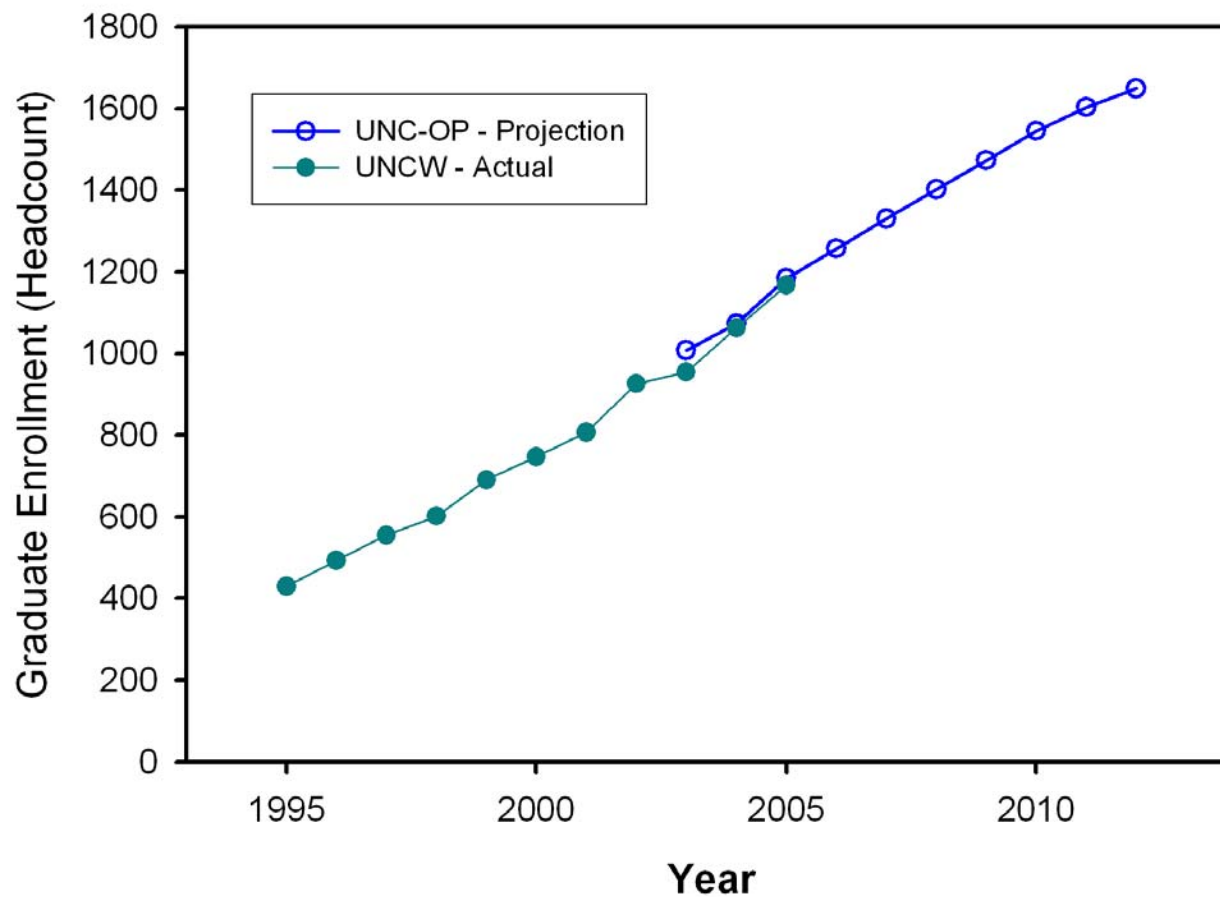


Uses of this approach:

- enrollment management - admissions
- strategic planning
- resource allocation
- budgetary justification
- assessment



Graduate Enrollment Projection





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Program	AY 2006-07			AY 2007-08			AY 2008-09		
	# of GTAs	Stipend	Total	# of GTAs	Stipend	Total	# of GTAs	Stipend	Total
Biology (728050)	31	9,500	294,500	31	9,500	294,500	31	10,000	310,000
Marine Biology (728051) Ph.D. Program	4	16,000	64,000	5	16,000	80,000	6	18,000	108,000
Chemistry (728100)	12	9,500	114,000	12	9,500	114,000	12	10,000	120,000
Geology (728250)	10	9,500	95,000	10	9,500	95,000	10	10,000	100,000
Psychology (728650)	16	9,500	152,000	16	9,500	152,000	16	10,000	160,000
Marine Science (772140)	10	9,500	95,000	10	9,500	95,000	10	10,000	100,000
Mathematics (728350)	12	9,500	114,000	12	9,500	114,000	12	10,000	120,000
English (728200)	9	9,000	81,000	9	9,000	81,000	12	9,500	114,000
History (728300) includes 2 GTAs for Library	14	9,000	126,000	14	9,000	126,000	14	9,500	133,000
Creative Writing (728225)	15	12,000	180,000	16	12,000	192,000	16	14,000	224,000
Business (738100, 738200, 738300, 738400, 738103)	13	8,500	110,500	13	8,500	110,500	13	9,000	117,000
Education (738010, 748020)	12	8,500	102,000	12	8,500	102,000	14	9,000	126,000
Nursing & Clinical Research (9758)	2	9,000	18,000	2	9,000	18,000	5	9,500	47,500
Public Administration (768600)	7	9,000	63,000	9	9,000	81,000	12	9,500	114,000
Computer Science & Information Systems	10	9,500	95,000	10	9,500	95,000	10	10,000	100,000
Social Work	8	9,000	72,000	9	9,000	81,000	12	9,500	114,000
Music	0	9,000	0	5	9,000	45,000	8	9,500	76,000
Criminology & Public Sociology			0	5	9,000	45,000	10	9,500	95,000
Educational Leadership, Ed.D. Program			0	3	16,000	48,000	5	18,000	90,000
Environmental Studies	0		0	5	9,500	47,500	10	10,000	100,000
Marine Policy			0			0	4	10,000	40,000
MALS (772610)	1	9,000	9,000	1	9,000	9,000	1	9,500	9,500
Film Studies			0			0	5	14,000	70,000
Gerontology (772610)	2	9,000	18,000	4	9,000	36,000	6	9,500	57,000
Spanish							4	9,500	38,000
Therapeutic Recreation									
TOTALS	188		\$1,803,000	213		\$2,061,500	258		\$2,683,000



GRADUATE ENROLLMENT PLANNING WORKSHEET

Program: _____		Degree Cohort: _____		Current ttd (yrs): _____	Current: _____	Goal: _____	Current: _____	Tot Enroll: _____	New Cohort: _____	
I. Goals	Composition: _____	(% Fem, Min, Int'l): _____		Complete Rate: _____	_____	_____	Goal: _____	_____	_____	
	Goal: _____	Cohort: _____								
II. Capacity (projected annual enrollment, based upon considerations in A, B, C)										
Factor	A. Mentoring *	%Weight	(# faculty	x % graduate faculty	x # advisees	/ Compl Goal	Enrollment Projections			
	*From Faculty Worksheet		0.00	x	0.0%	x	0.00	/	0%	A. 0.0 0.0
	B. Placement		(Annual estimate of likely # placements x ttd goal)				/	0%	B. 0.0 0.0	
	C. Mission		1. Doctoral Program 2. Job in Field (Annual # needed for missions, at 50% appt.) /				/	0%	C. 0.0 0.0	
Factor	D. Student funds		Budget	Stipend	Appt	# Stipends				
	Totals		0.0%	\$0	\$ (HTE*)	%	0.00	/	0%	D. 0.0 0.0
	A. TA					0.00				
	B. RA					0.00				
C. Other					0.00					
							*50% Appt.			
							Weighted Averages			
							Total Enrollment	Cohort Size		
IV. Analysis: _____							0	0		
							Wtd. Avg (A:D)	Wtd. Avg (A:D)	ttd goal	



GRADUATE ENROLLMENT PLANNING WORKSHEET

Program:	Biology/Marine Biology	Degree Cohort:	MS	Current ttd (yrs):	2.5	Goal:	2.5	Current:	48	New Cohort:	10
I. Goals	Composition:	(% Fem, Min, Int'l)	4.0%	Complete Rate:	76%	Goal:	90%	Goal:	60		15
	Goal:	Cohort:	Minority								

II. Capacity	(projected annual enrollment, based upon considerations in A, B, C)												
Factor A. Mentoring *	%Weight	(# faculty x % research-active x # advisees)	30.20	x	96.7%	x	2.38	/	Compl Goal	90%	Enrollment Projections		
*From Faculty Worksheet	10.0%										A.	77.3	30.9
Factor B. Placement	10.0%	(Annual estimate of likely # placements x ttd goal)							90%		B.	52.8	21.1
		1. Doctoral program	6						Sum x ttd goal/completion goal				
		2. Job in Field	13										
Factor C. Mission	40.0%	(Annual # needed for missions, at 50% appt.) /							90%		C.	68.9	27.6
		1. TA	32						Sum/Completion Goal				
		2. RA	30										
		3. Other											
III. Resources	D. Student funds	40.0%	Budget	Stipend	Appt	# Stipends					D.	54.4	21.8
	Totals	100.0%	\$441,000	\$(HTE*)	%	48.99			90%				
	A. TA		\$279,000	\$9,000	50.0%	30.99							
	B. RA		\$162,000	\$9,000	50.0%	18.00							
	C. Other					0.00							

IV. Analysis:											Weighted Averages	
											Total Enrollment	Cohort Size
											62	25
											Wtd.Avg (A:D)	Wtd.Avg (A:D)
												ttd goal

*50% Appt.



GRADUATE ENROLLMENT PLANNING WORKSHEET

Program: Creative Writing		Degree Cohort M.F.A.		Current ttd (yrs) 3.25	Goal 3.0	Current: 77	New Cohort 23
I. Goals	Composition: (% Fem, Min, Int'l) 5.0%	Cohort: Minority 20%		Complete Rate: 98%	Goal: 100%	Goal: 60-70	23
II. Capacity	(projected annual enrollment, based upon considerations in A, B, C)						
Factor A. Mentoring *	%Weight 50.0%	(# faculty 12.75 x % graduate faculty 84.3% x # advisees 8.16)	/ Compl Goal 100%		Enrollment Projections		
Factor B. Placement	10.0%	(Annual estimate of likely # placements x ttd goal)		/ 100%		A. 87.7	29.2
Factor C. Mission	10.0%	(Annual # needed for missions, at 50% appt.) /		/ 100%		B. 27.0	9.0
III. Resources	D. Student funds 30.0%	Budget	Stipend	Appt	# Stipends	C. 18.0	6.0
	Totals 100.0%	\$204,000	\$ (HTE*)	%	24.00 / 100%	D. 24.0	8.0
	A. TA	\$119,000	\$8,500	50.0%	14.00		
	B. RA	\$17,000	\$8,500	50.0%	2.00		
	C. Other	\$68,000	\$8,500	50.0%	8.00		
			*50% Appt.				
IV. Analysis:						Weighted Averages Total Enrollment 56 Cohort Size 19 Wtd.Avg (A-D) Wtd.Avg (A-D) ttd goal	



GRADUATE ENROLLMENT PLANNING WORKSHEET

Program: Accountancy		Degree Cohort: MS		Current ttd (yrs): 1	Goal: 1.0	Current: 57	Tot Enroll: 57	New Cohort: 57
Composition: (% Fem, Min, Int'l)				Complete Rate: 95%	100%	Goal: 60	60	60
Goal: Cohort: Minority 7%								
II. Capacity (projected annual enrollment, based upon considerations in A, B, C)								
Factor A. Mentoring *	%Weight	(# faculty	x % graduate faculty	x # advisees	y Cmpl Goal	Enrollment Projections		
*From Faculty Worksheet	50.0%	15.50	x 100.0%	x 3.67	y 100%	A.	56.9	56.9
Factor B. Placement	45.0%	(Annual estimate of likely # placements x ttd goal			y 100%	B.	38.0	38.0
		1. Doctoral Program			Sum x ttd goal/completion goal			
		2. Job in Field			38			
Factor C. Mission	5.0%	(Annual # needed for missions, at 50% appt.) /			100%	C.	13.0	13.0
		1. TA			13			
		2. RA						
		3. Other						
D. Student funds		Budget	Stipend	Appt	# Stipends	D.	13.0	13.0
Totals	0.0%	\$104,000	\$(HTE*)	%	13.00	/ 100%		
A. TA		\$104,000	\$8,000	50.0%	13.00			
B. RA					0.00			
C. Other					0.00			
III. Resources						Weighted Averages		
						Total Enrollment	Cohort Size	
IV. Analysis:						46	46	
						Wtd. Avg (A:D)	Wtd. Avg (A:D)	
						ttd goal		



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GRADUATE PROGRAMS AND THEIR STRUCTURE

- 1. Integrated: MFA Dance and Theatre; M.A. Women's History and Child Development – faculty are members of the undergraduate faculty**
- 2. Combination – predominantly graduate seminar classes – MFA in Writing – faculty primarily teach in the graduate and undergraduate areas of the college.**
- 3. Stand Alone – all courses are graduate seminars and the majority of the faculty are adjunct and appointed from fields of expertise**



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PROJECTED CHANGE IN GRADUATE PROGRAM ENROLLMENT
FROM GROWING GRADUATE PROGRAM TO THEIR CAPACITY

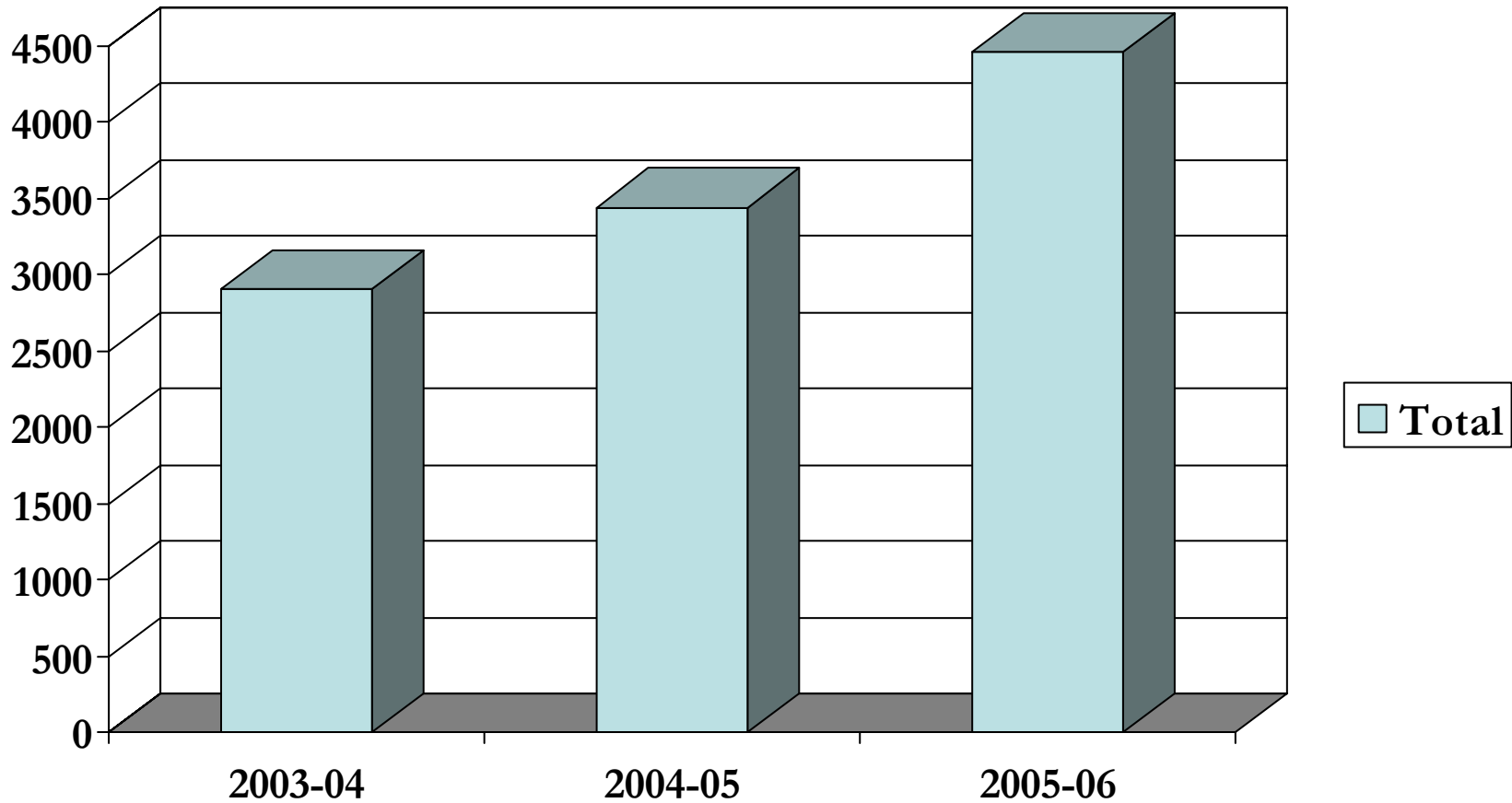
October 31, 2006

	2006-2007 Enrollment	Future Growth to Bring Programs to Capacity	(1)	Resulting Graduate Enrollment
Graduate Programs				
Art of Teaching	30	11		41
Child Development	9	3		12
Dance	10	2		12
Health Advocacy	30	10		40
Human Genetics	44	6		50
Women's History	23	7		30
Theater	23	2		25
Writing	149	1		150
Total	318	42		360

(1) It should be noted that we do not have a way to project when we might reach capacity or if indeed we will reach it.

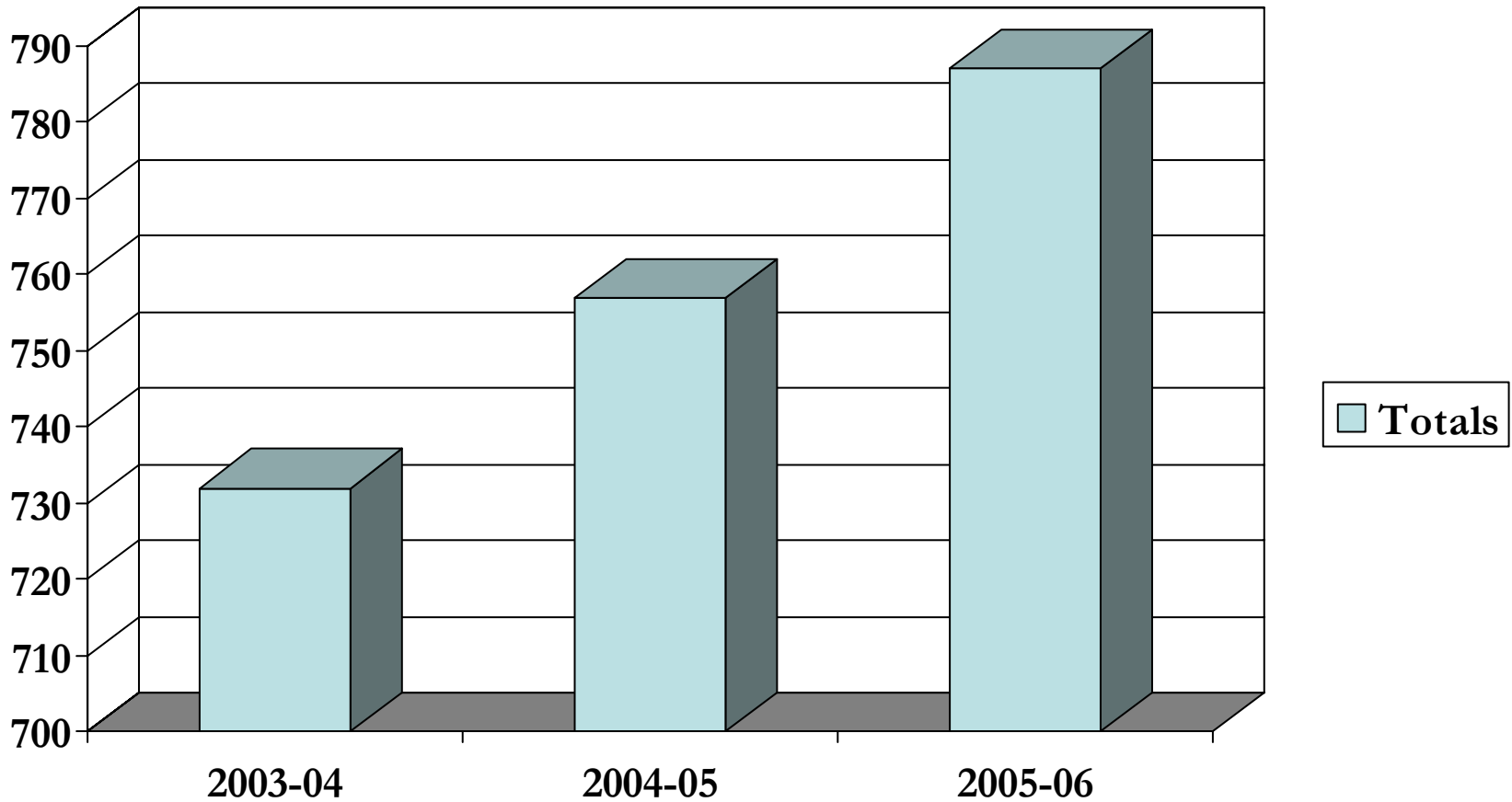


Inquiries



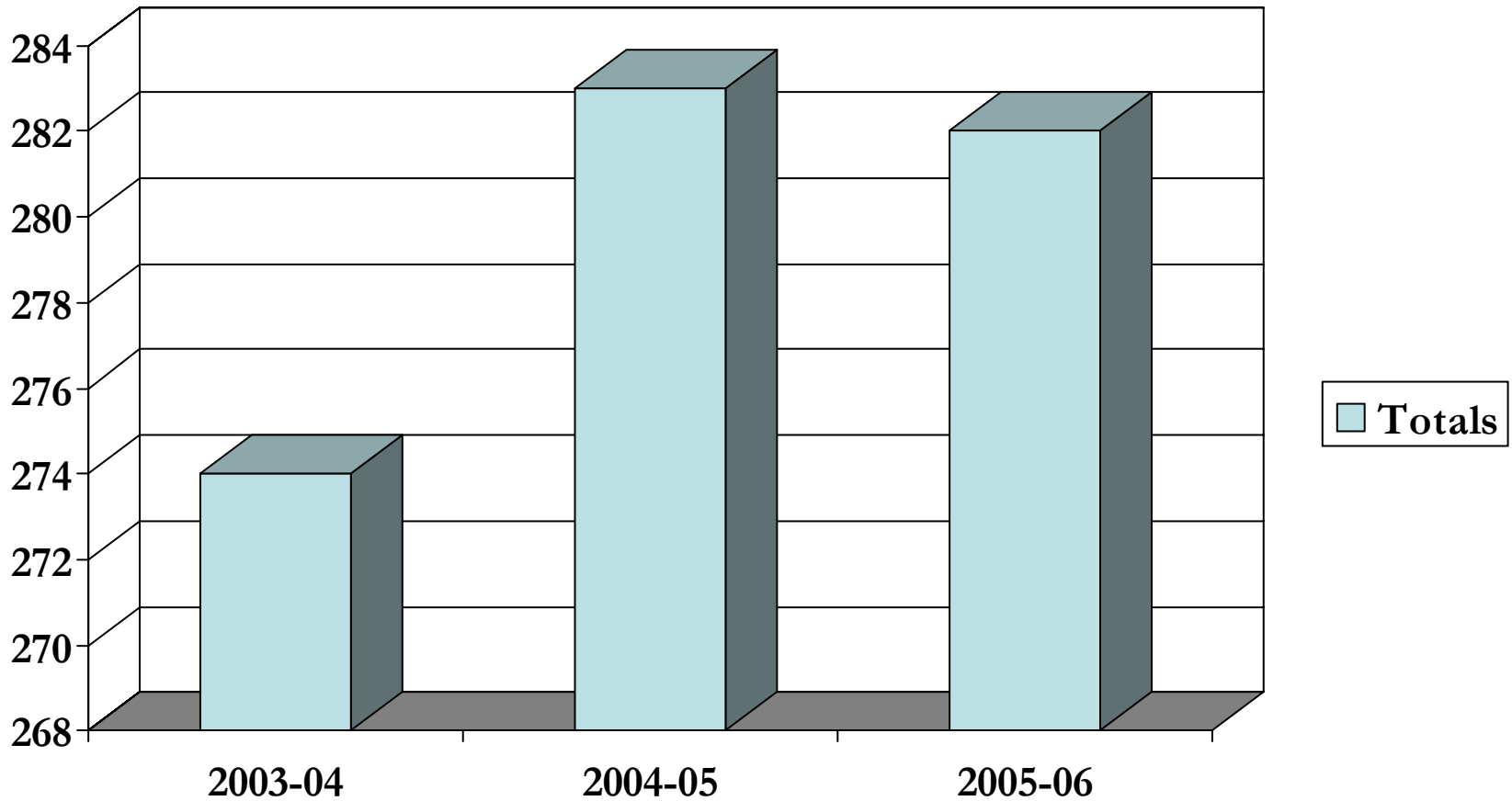


Applications



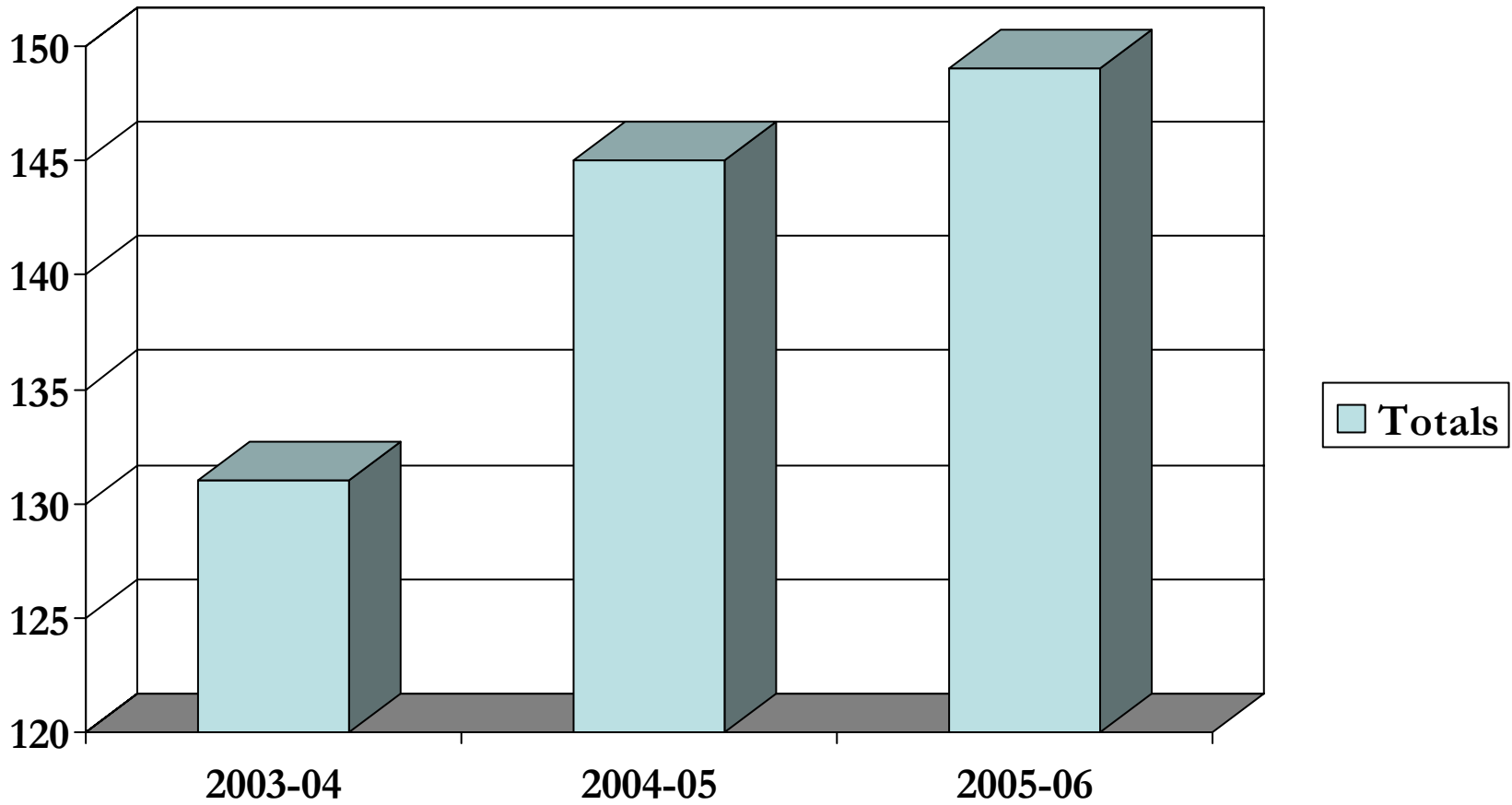


Admittances



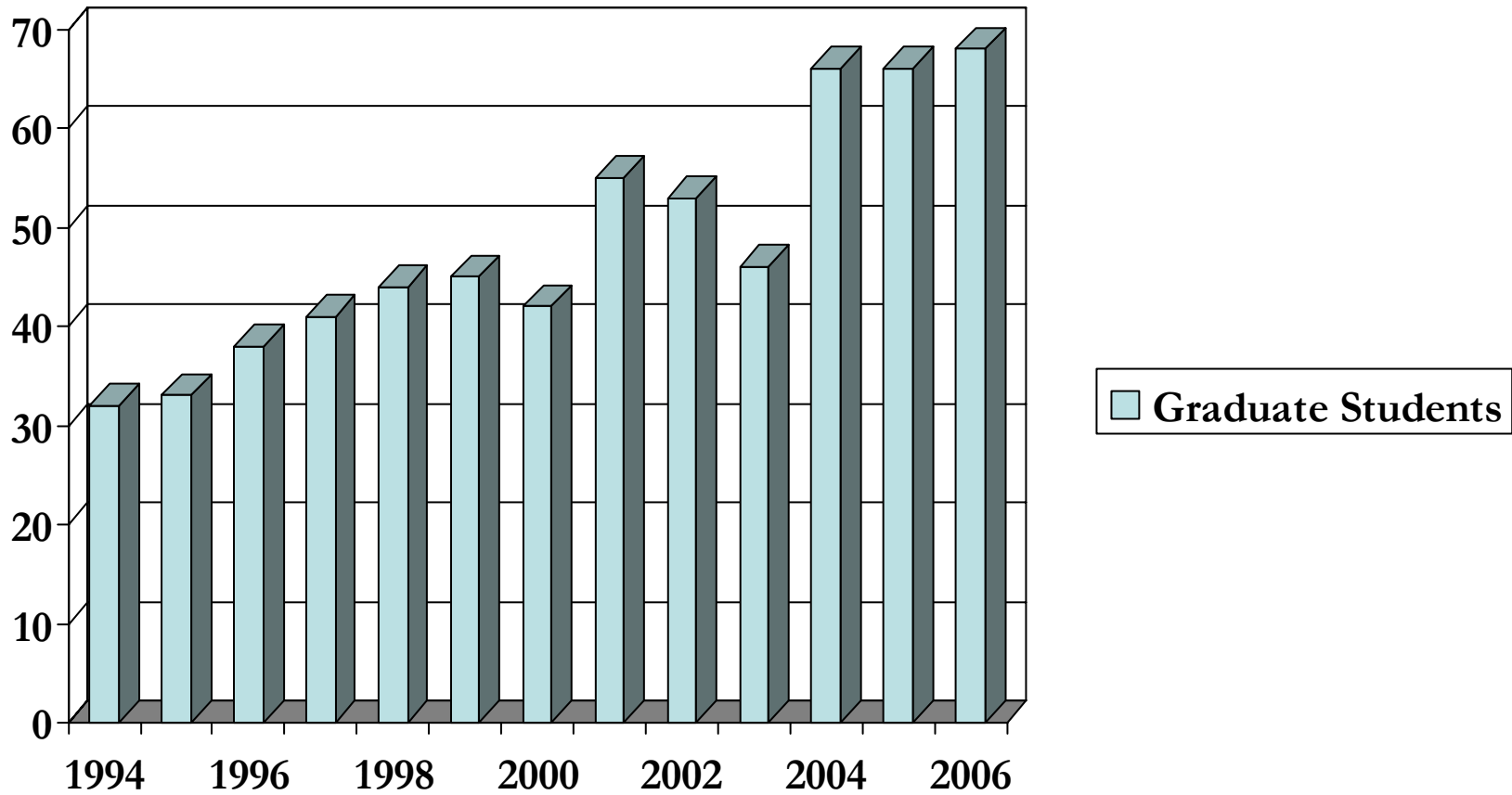


Enrollment





Total Ethnic Enrollment





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Laundry List of Data Needs

- A. Enrollment data
- B. Capacity
- C. Resources



Crude measures

- What other sorts of crude metrics should I be aware of?
- E.g., the campus mix of a comprehensive college is typically 20% grad, 80% undergrad



CGS and Benchmarking Data?

- What data and resources are available to me via my membership in CGS?
- How can we best share information?



Other questions...

- How do I BEGIN the process of enrollment management?
- Are there any "Crude" "quick and dirty" methods of enrollment management that even a relatively unsophisticated campus might be able to engage in?
- How can I benchmark my comprehensive college against others?



Suggestions

- Suggest listserv for masters institutions to discuss this and other matters
- Suggestions for presentation topics next year



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Contact us:

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(for copy of Enrollment Worksheet)

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Susan Guma SGuma@sarahlawrence.edu



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Resources:

Leslie B. Sims, 2003. JHES, Graduate Enrollment Planning II: Empowering Risk Taking in Graduate Recruiting, JHES, Vol. 1, Number 3, Fall (301-315).

Leslie B. Sims and Peter D. Syverson, 2003. Utilizing Data for Effective Graduate Administration. JHES, Vol. 1, Number 1, Spring (65-94).

Garlene Penn, 1999. Enrollment management for the 21st century: Institutional goals, accountability, and fiscal responsibility. ASHE-ERIC Higher Education Report Volume 26, No. 7. Washington, D.C.: The George Washington University, Graduate School of Education and Human Development.

Jim Black, 2001. Strategic Enrollment Management Revolution. AACRAO, Washington, D.C.

Laundry list of data needs for employment of above model

A. Enrollment data

- Administrative decisions:
- Gender, minority, international student goals expressed in % of total enrollment (?????)
- Time to degree goal, completion rate goal, total and cohort enrollment goals
- Current enrolled student composition: % Gender, % Minority
- Time to degree in years: Average for program over last ____ years (?????)
- Completion rate in %: Average over last ____ years (?????)
- Projection: Headcount overall enrollment target
- Projection: Headcount new cohort target

B. Capacity

- Administrative decisions: Weights for Mentoring, placement, and mission
- List of faculty by name and FTE in program
- % program faculty who are active in research
- Average number of advisees per year per faculty member in program
- Average number of graduates placed in academic and non-academic positions.

C. Resources

- Administrative decisions:
- Weight for student funds, budget for program, stipend value, number of stipends paid out in program
- GA/TA FTE's in program and associated support levels
- Fellows in program and associated support levels
- Other support for this department: Grants, Foundation, Other