



Proactive Planning for Graduate Enrollment Growth

Exploring the Elements of a GEM Plan with Georgia State

Meet Your Presenters



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A public research university based in Atlanta, Georgia, with a total enrollment of about 50,000 students

GSU Graduate School

- 150+ distinctive graduate degree programs across nine colleges, schools, and institutes
- Over 7,000 diverse graduate and professional students
- Created a GEM plan in summer 2023
- Graduate School was chartered in 2019





Education's Trusted Partner to Help Schools and Students Thrive



Your Imperatives Determine Ours

INSTITUTIONAL STRATEGY

Prepare Your Institution for the Future

Executive guidance rooted in research to support your strategic priorities

MARKETING AND ENROLLMENT

Achieve Your Enrollment and Growth Goals

Tailored partnerships powered by a recruitment ecosystem with unrivaled reach to enroll your future classes

STUDENT SUCCESS

Build a Student-Centric Campus

Technology trusted by 850 schools to retain, graduate, and empower more students

DIVERSITY, EQUITY, AND INCLUSION

Advance DEI on Campus and in Your Community

Technology, research, and bold initiatives to strengthen your DEI strategy and eliminate equity gaps

DATA AND ANALYTICS

Embrace Digital Transformation

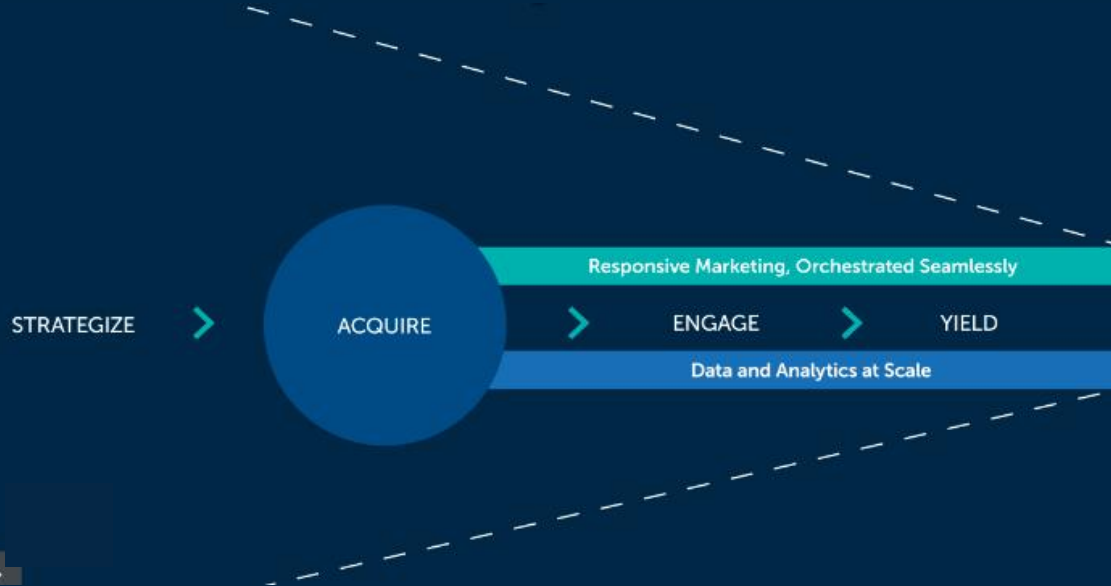
Data and analytics solutions built for higher education to guide decisions and accelerate innovation

We partner with **2,500+** institutions to
accelerate progress and enable lasting change.

95%+ of our partners return to us year after year
because of results we achieve, together.

EAB Adult Learner Recruitment

Helping to Secure Your Future in a Changing Graduate, Online, and Adult Learner Market



Higher Ed
Expertise

+

Unrivaled Lead
Generation

+

Marketing
Orchestration

+

Full-Funnel
Transparency

200+ Partner Institutions

Always Rooted in Research and Data

- 1 Understanding the Strategic Enrollment Management Imperative
- 2 Six Core Elements of an Effective Graduate Enrollment Management Plan
- 3 Key Takeaways



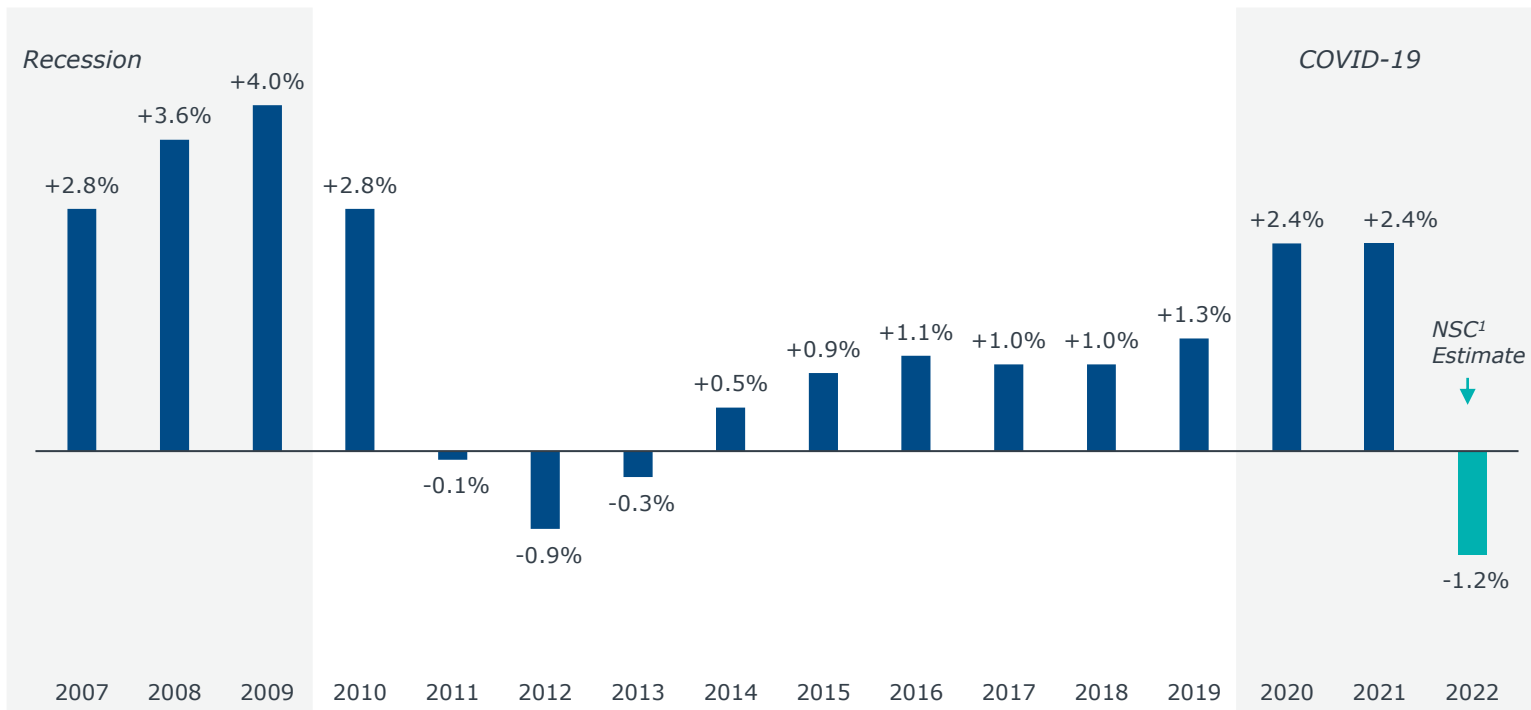
Understanding the Strategic Enrollment Management Imperative

1

Graduate Enrollment Is in Flux

Pandemic-Fueled Growth Weak Compared Previous Recession Growth

Year on Year Growth of Total Graduate Enrollments – All 4-Year Institutions



1) National Student Clearinghouse..

Source: EAB analysis of enrollment data from IPEDS Fall Enrollment Surveys 2010-2020, 'COVID-19 Stay Informed: Fall 2022', National Student Clearinghouse, Oct. 20, 2022; 'Current Term Enrollment Estimates – Fall 2021', National Student Clearinghouse; EAB interviews and analysis.

But There Is One Constant...

Grad and Adult Enrollment Is a High or Moderate Priority For...

100%

of surveyed
presidents

100%

of surveyed
provosts

91%

of surveyed
VPEMS

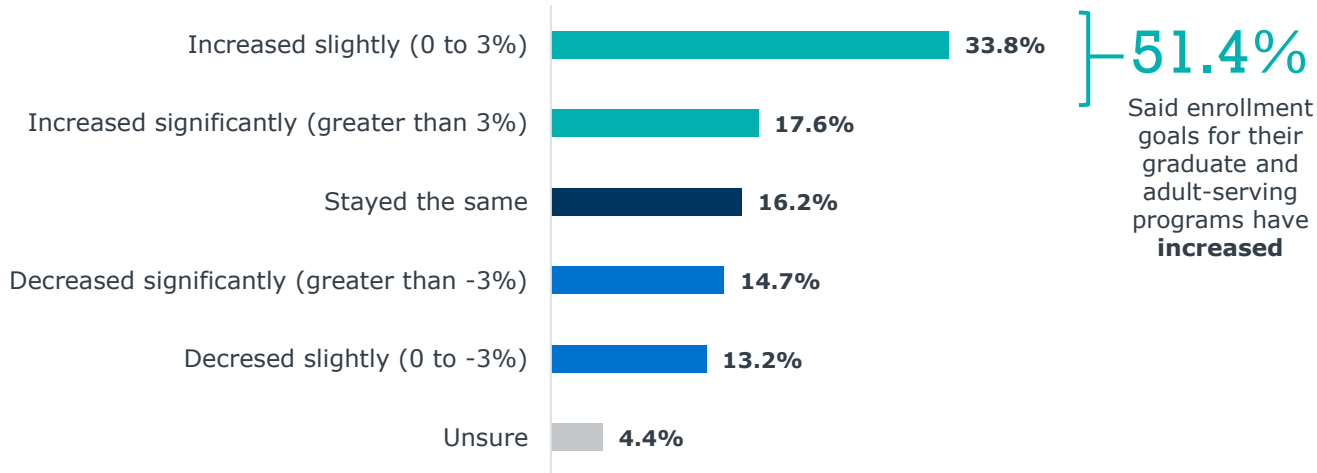
Source: EAB survey research and analysis.

Expectations for Graduate and Adult Ed Enrollment Are Growing



Enrollment Goals Are Increasing at Most Respondents' Institutions¹

Q: How have overall enrollment (headcount) goals for your graduate and adult-serving programs tracked since the start of the pandemic?



¹) EAB researchers used historical enrollment growth data from 2014 to 2019 to determine realistic ranges for enrollment growth in the coming years.

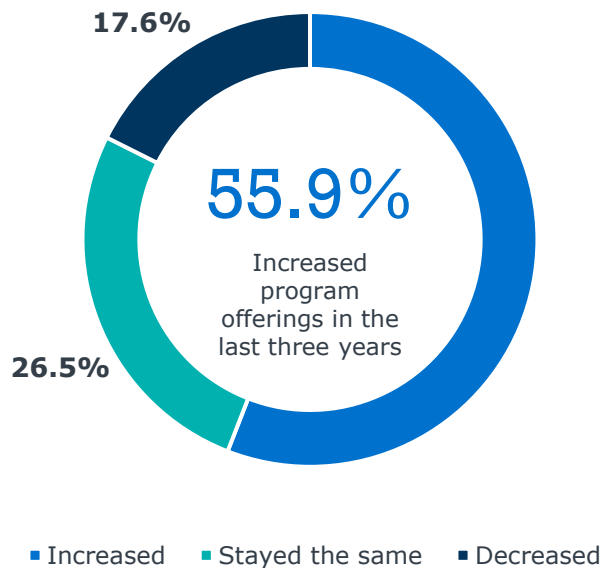
Source: EAB survey research and analysis.

University Leaders Are Betting on New Programs



More Than Half of Respondents Are Increasing Program Offerings

Q: How has the number of grad/adult ed programs in your portfolio changed since the start of the pandemic?

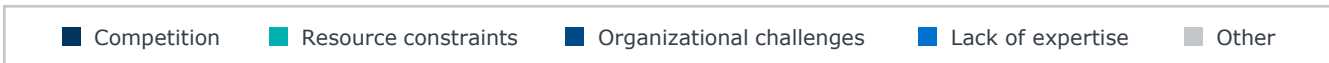
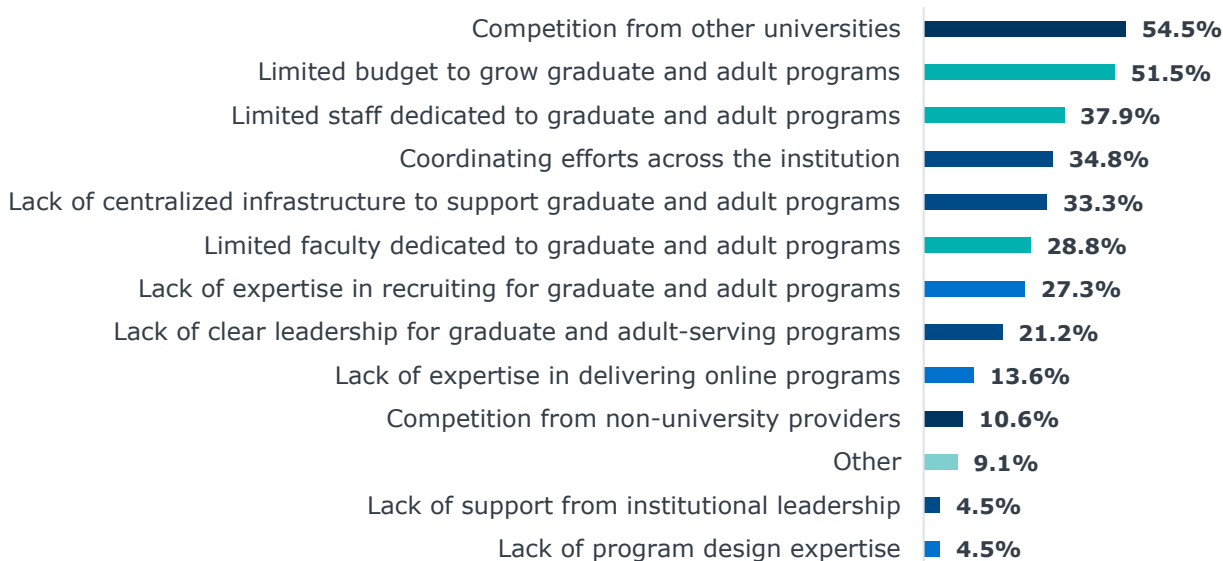


Source: EAB survey research and analysis.

But Staff and Budget Limitations Pose Real Barriers to Growth

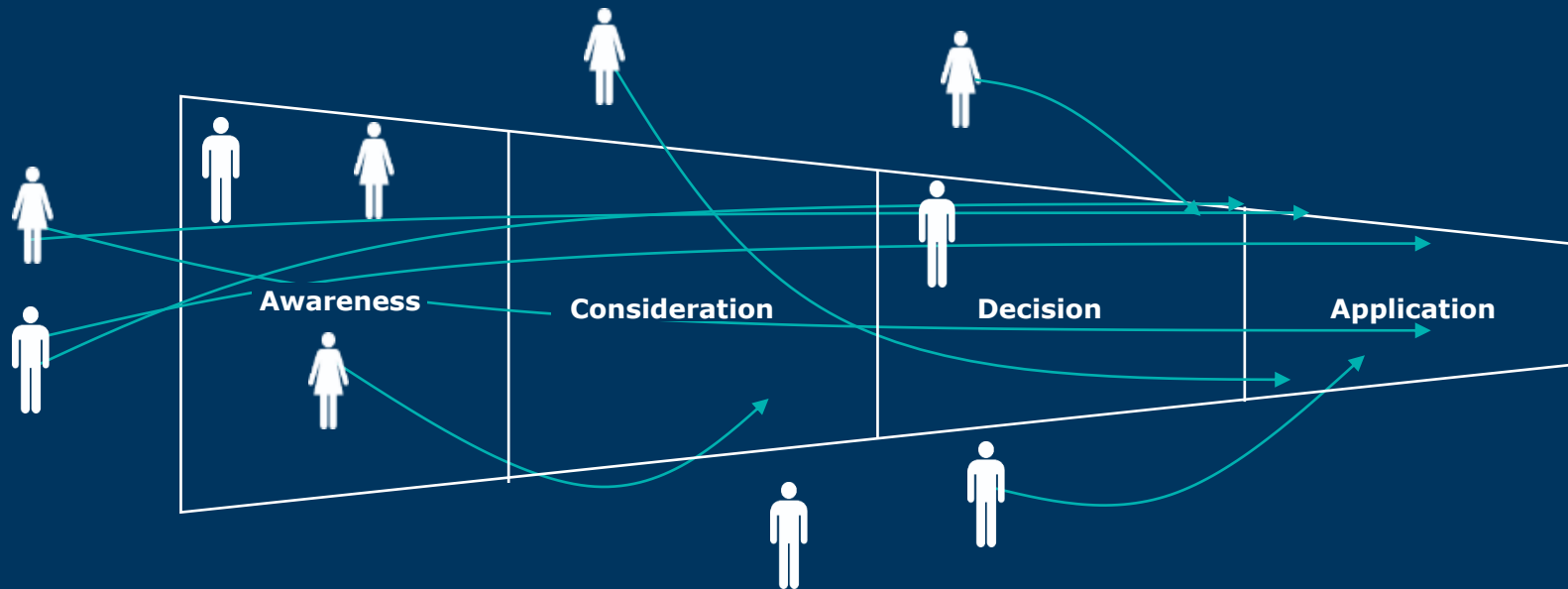


Q: What are the greatest challenges facing your graduate and adult-serving programs when it comes to increasing headcount? Select all that apply.

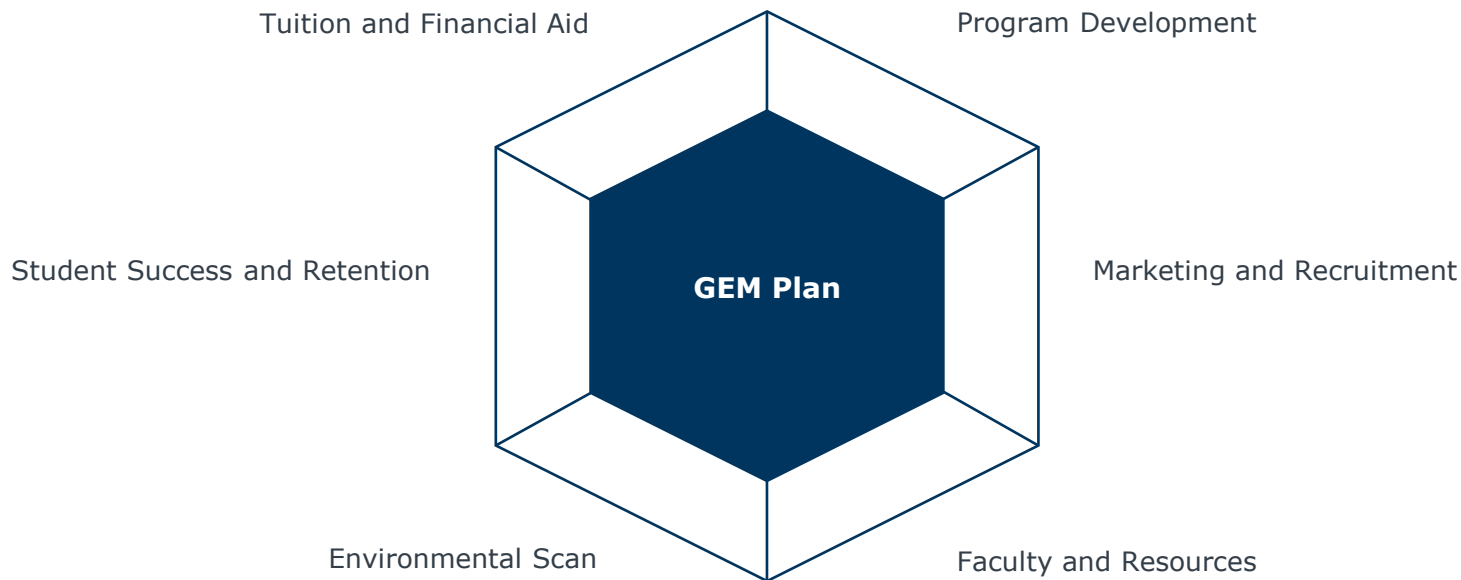


Students' Complex Journeys Require a New Approach to Enrollment

How Do You Engage Graduate Students at Scale When Their Path Is Rarely Linear?



Key Pieces of the GEM Plan





Campus Perspective

From Georgia State University



Barriers and Setbacks



- ▶ Had to restructure growth goals to match market realities



- ▶ Insufficient infrastructure in place to support rapid growth amid university-wide budget cuts



- ▶ Faculty hesitant to adopt big changes

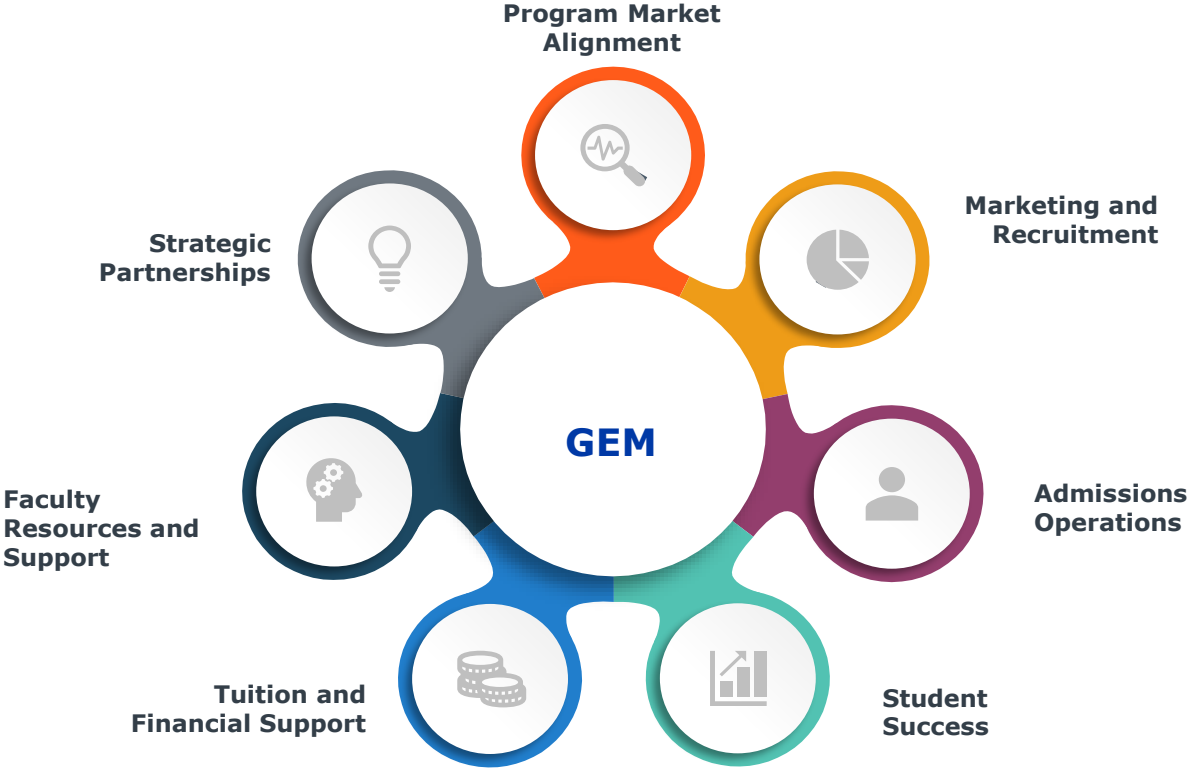
Support From Leadership



- ▶ Additional resources and support granted to graduate school



- ▶ New university-wide strategic growth plans already underway, allowing graduate school to easily make the case





Six Core Elements of an Effective Graduate Enrollment Management Plan

2

Internal and External Environmental Scan

Use Comprehensive Environmental Scans as the Basis for Your GEM Plan

Data to Consider in an Internal Academic Program Review



Quantitative Data Points

- ✓ Enrollment numbers
- ✓ Student-to-faculty ratios
- ✓ Retention rates
- ✓ Graduation rates
- ✓ Job placement trends



Qualitative Data Points

- ✓ Questionnaires from key stakeholders, such as community and advisory board members
- ✓ Faculty reviews
- ✓ Student satisfaction surveys



When available, take advantage of external scans to save institutional resources and time, while still assessing the favorable and unfavorable effects of events, trends, or scenarios on the institution and its programs.

Program Development



Consider Student-Centric Criteria When Developing Academic Programs

Three Questions to Consider During Program Development



What is the program's market viability?



What is the program's modality?



What are the program's competitive advantages?



Implications and Campus Perspective

From Georgia State University

Making Smart Portfolio Decisions Based on Market Trends



▶ Renewed focus on high-demand, high-capacity programs in the region, as identified by EAB's market opportunity reports



▶ Aligning program options with market demand, considering faculty led ideas, and sunseting programs



▶ Investing in innovative academic offerings, like stackable credentials

Portfolio Health Check

Market Alignment of Master's Program Portfolio

Though master's enrollment growth has slowed considerably on a national scale, the master's market is still a lucrative one for many institutions, especially as they seek to counteract potential undergraduate enrollment declines.

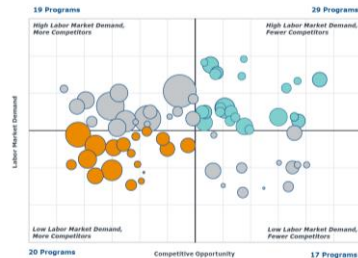
To attract master's students, institutions must position their programs to meet labor market demand.

In the chart below, each bubble represents one master's program (by 6-digit CIP code) at your institution. The size of the bubble corresponds to the number of master's degrees that program conferred in 2019-2020.

The vertical axis shows how well each program aligns with past and future demand from employers in your region for master's-level graduates—the higher up each bubble sits, the more demand for master's-degree holders in that field. The horizontal axis measures how many other institutions in your region offer similar programs. Programs in the top-right quadrant, with high labor market demand and fewer competitors, offer the greatest potential for enrollment growth.

How Competitive Are Your Institution's Master's Programs?

Labor Market Demand and Competitive Opportunity of Master's Programs, 2021



See the following page for a list of programs by quadrant and Appendix for a full analysis methodology.



Key Elements of Graduate Marketing



Ensure your marketing is **responsive** to student behavior



Take advantage of a multitude of **campaign channels**



Develop data-driven and **personalized content**



Use consistent and **frequent messaging**



Implications and Campus Perspective

From Georgia State University

Investing in Graduate Specific Marketing and Recruitment Tactics



▶ Enhanced and expanded lead generation sources, like high-affinity audiences



▶ Strategic, multi-year communication with prospects throughout the enrollment funnel



▶ Direct admissions opportunities for qualified undergraduates

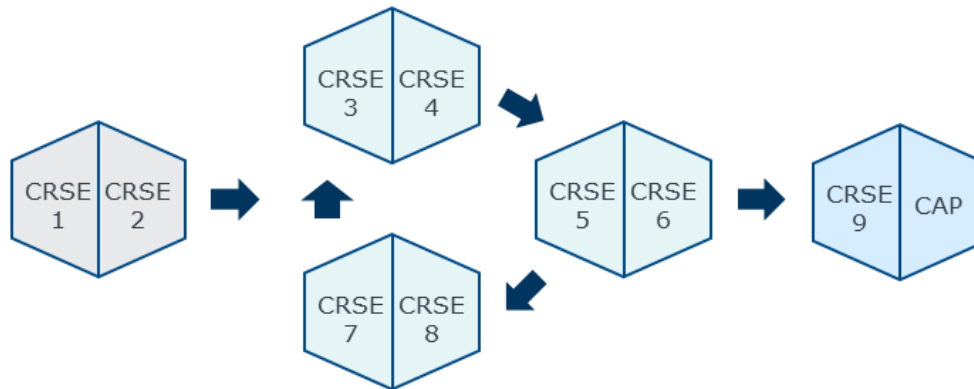


▶ Strategic initiatives to accelerate time to decision

Tuition and Financial Aid

Curriculum Modeling for Continuous Enrollment and Faculty Scheduling

Sample Curriculum Model



Regardless of the curriculum model for enrollment, institutions should remove unnecessary financial burdens to increase new tuition revenue.

Student Success and Retention



Prioritize Support Services to Shore Up Graduate Student Success

Cumulative Completion Rates of STEM Master's Students

41%

Graduated within two years

60%

Graduated within three years

66%

Graduated within four years

First-Year Graduate Students' Concerns

18%

Balancing family and school

16%

Balancing work and school and other work issues

13%

Feeling stressed, overloaded, or not having enough time to fulfill all their commitments

Source: Council of Graduate Schools, "Completion and Attrition in STEM Master's Programs"



Implications and Campus Perspective

From Georgia State University

Improving Graduate Retention with Intentional Campaigns



Reengaging Stop-Outs

- ▶ Email and micro-survey campaign to understand reasons for stop-outs
- ▶ Intentional engagement with stop-outs to address concerns



Making a Graduate Education Worth It

- ▶ New internal and external efforts to secure investment in stipends to lower costs
- ▶ Additional opportunities for professional development to improve potential ROI

Faculty and Resources

Sample Revenue Calculation with Tuition and Expense Inputs

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Academic/Fiscal Year	AY 2023	AY 2023	AY 2023	AY 2023
Estimated Inputs				
Enrollment Projections	100	250	250	500
Tuition per Credit Hour	\$650	\$650	\$650	\$650
Est. Credit Hour Production	1,800	4,500	5,250	9,000
Tuition and Fees				
Graduate Tuition	\$1,170,000	\$2,925,000	\$3,412,500	\$5,850,000
Fees	\$292,500	\$731,250	\$853,125	\$1,462,500
Total	\$1,462,500	\$3,656,250	\$4,265,625	\$7,312,500
Expenses				
Marketing	\$350,000	\$350,000	\$350,000	\$500,000
Faculty Salaries	\$1,250,000	\$1,500,000	\$1,750,000	\$2,500,000
Staff Salaries	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Market Research	\$50,000	\$50,000	\$50,000	\$50,000
Instructional Design	\$250,000	\$250,000	\$250,000	\$250,000
Total	\$2,900,000	\$3,150,000	\$3,400,000	\$4,300,000
Revenue	(\$1,437,500)	\$506,250	\$865,625	\$3,012,500



Implications and Campus Perspective

From Georgia State University

Creating Professional Development Opportunities to Retain Faculty



Inclusive mentorship training



Measuring and incentivizing
academic innovation



Key Takeaways

3

Final Takeaways

- 1 Graduate enrollment **growth is not guaranteed**—but it is a top priority for university presidents, provosts, and VPEMs.
- 2 Challenges such as staff and budget limitations, heightened competition, and graduate students' changing needs and preferences mean that a **GEM plan is necessary to achieve enrollment growth**.
- 3 Effective graduate enrollment management requires a comprehensive approach. In addition to the six core elements of a GEM plan, the most effective GEM plans **take the holistic vision, mission, and strategic initiatives of the institution into account**.
- 4 Ensure your GEM plan is **data-informed, monitored and modified over time**. Effective plans must have support across the institution.

Interested in More?

I'd like to speak further about...

- 1 Identifying graduate, online, or adult education programs to launch or refresh
- 2 Finding, reaching, and engaging with right-fit prospects
- 3 Supporting adult learners' success
- 4 Setting and managing graduate enrollment goals

What's Next?

Let Us Know in the Survey That Will Automatically Load in Your Browser



Request a copy of today's slides



Receive a copy of our report on graduate enrollment management planning



Register for our upcoming webinar to learn insights and takeaways from EAB's survey of 3,800 students



Access our playbook on setting smart goals



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