MALONE UNIVERSITY
CHRIST'S KINGDOM FIRST

Name of Unit: Graduate and Professional Studies

Assessed by: Chris Todaro, Director of Admissions
Graduate & Professional Studies, Malone University

Date (Assessment Cycle): 2017/18

Mission Statement: The mission of Graduate and Professional Studies Enrollment is to recruit students by actively contacting and working them through the enrollment process from the point of contact until they start class with Malone University. Increase awareness in the community with local businesses, schools and organizations to positively promote Malone, the Graduate programs, the Degree Completion programs and the overall Malone message.

Unit Goals:

1. Focus on converting applicants into students quicker and more efficiently.
2. Using events, companies and feeder schools to increase enrollment by building a stronger pipeline.
3. Increasing awareness for on-campus GPS programs.
4. Work towards developing partnerships with local businesses and feeder schools by actively marketing to their decision makers.

Expected Performance Outcomes	Means of Assessment & Criteria for Success	Summary of Data Collected	Use of Results

Goal 1:
 	
Focus on and pursue a goal of converting 70% of our applicants to starts (students) in 2017/18.
	The means to assess this goal has been to look at our performance from the previous year and compare it to this year.
	
	The best way to do this is to look at each Admissions Counselor's conversion rate for "App to Start." App to start takes the total applicants for that particular counselor and it is divided by the amount of new starts to determine their "App to Start" conversion percentage. As a team we want to be around 65% for our percentage but overall an improvement on the previous year is a success.
	
	An applicant is someone that has applied directly to the program or University.
	
	A start is a new student brought to the University from our efforts.
		2015/16 Team Conversion
		Total Applicants – 479
		Total Starts - 272
		App to Start – 56.8%
		
		2016/17 Team Conversion
		Total Applicants – 581
		Total Starts - 322
		App to Start – 55.4%
		
		2017/18 Team Conversion
		Total Applicants – 419
		Total Starts - 292
		App to Start – 69.7%
		
		2017/18 Individual Conversion
		Team Member CT:
		   Total Apps – 59
		   Total Starts – 54
		   App to Start – 91.5%
		
		Team Member JL:
		   Total Apps – 10
		   Total Starts – 18
		   App to Start – 180%
		
		Team Member JT:
		   Total Apps – 106
		   Total Starts – 81
		   App to Start – 76.4%
			Although we show significant decline in applicants and starts, our conversion percentage went up. This is the opposite from last year, where we had more applicants and starts but converted at a lower rate. We had some workflow adjustments this year, partnering with an OPM (online program manager, The Learning House) that has taken some of our inquiry base as well as applicants. As expected, this is allowing us to be more efficient in the handling of inquiries and applicants and hopefully continuing to convert at a higher rate. *This goal is something that we will continue to focus on each year and push the results from our previous goal of 65% in 2017/18 and to 75% in 2018/19.*
			
			We had some re-structuring of responsibilities in our office this year, this was in anticipation of the OPM partnership as well as a reduced workload. This is the reason for some unique individual statistics.

		Team Member AY:
		    Total Apps – 136
		    Total Starts – 81
		    App to Start – 59.6%
		
		Team Member TW:
		    Total Apps – 108
		    Total Starts – 58
		    App to Start – 53.7%	

Goal 2:			
Awareness and branding are a big challenge for any small school, especially in a competitive market. Being able to make your programs and university stand out is important.	The only way to measure or define this goal is by looking at enrollment numbers for our programs and our total enrollment for our department.	***2015/16 Total GPS Enrollment: 272*** ***2016/17 Total GPS Enrollment: 322*** ***2017/18 Total GPS Enrollment: 318*** ***Difference: +14.5% over 3 years*** ***GPS Program Enrollment:*** ***MGMT*** *2015/16: 82* *2016/17: 55* *2017/18: 54* *Difference: -1.9% from previous year* ***RN2BSN*** *2015/16: 9* *2016/17: 24* *2017/18: 19* *Difference: -21% from the previous year* ***MSN*** *2015/16: 23* *2016/17: 10* *2017/18: 20* *Difference: +100% from previous year* ***COED*** *2015/16: 57* *2016/17: 60* *2017/18: 97* *Difference: +62% from the previous year* ***MBA*** *2015/16: 32* *2016/17:49* *2017/18: 47* *Difference: -4.1% from the previous year* ***MAOL*** *2015/16: 33* *2016/17: 47* *2017/18: 47* *Difference: 0% growth from previous year*	Our overall enrollment is up, which is great but we do face some struggles with a couple programs. The MGMT degree completion program will always be a challenge because of the student type as well as the competition in the marketplace. The MSN program had a bounce back year, but the interest in the program continues to be a challenge. The speed of file handling has improved significantly; we are hopeful that this group can return to consistent levels of enrollment moving forward. The RN2BSN program is another program that is challenging because of the competition in the marketplace as well as the motivation of the student. We have been quick to cancel classes and this is potentially having an effect on our word of mouth interest for the program. Our EDUC programs are struggling because there is not much motivation for educators in Ohio to advance their degrees. We have also added a graduate testing examination as a requirement to our licensure programs. COED is our hottest program, about 35% of our inquiries per year are for this program. The growth has been in large part because of the CACREP accreditation, outstanding faculty, Malone being a faith based institution and the development of our online program.

GPS: Graduate and Professional Studies; **MGMT**: Adult Bachelor's Degree Completion program; **RN2BSN**: Bachelor Science Nursing completion program; **MSN**: Master of Science in Nursing; **COED**: Master of Arts in Education & Counseling; **MBA**: Master of Business Administration; **MAOL**: Master of Arts in Organizational Leadership; **EDUC**: Master of Arts in Education programs and endorsements

	Additionally, we can use the feedback from current students to help determine if we are accomplishing this and what we can do better to improve their experience. Word of mouth is a large source of interest generation for our programs, so being able to anticipate someone's needs or corralling a bad experience is important.	***EDUC*** *2015/16: 36* *2016/17: 57* *2017/18: 33* *Difference: -42.2% from the previous year* There is no statistical data to support this.	All of the other GPS programs have grown or stayed the same over the last year, this is because of the OPM partnership and a slowing marketplace. *Next year we will be focusing on the interest of the programs and increasing the front of the funnel in relation to the end.*

GPS: Graduate and Professional Studies; **MGMT**: Adult Bachelor's Degree Completion program; **RN2BSN**: Bachelor Science Nursing completion program; **MSN**: Master of Science in Nursing; **COED**: Master of Arts in Education & Counseling; **MBA**: Master of Business Administration; **MAOL**: Master of Arts in Organizational Leadership; **EDUC**: Master of Arts in Education programs and endorsements

| Goal 3: Develop the GPS staff to provide the best service to the potential and current student in addition to positively promote Malone University to external contacts and increase awareness in our on-campus programs. | The best way to define or measure this is by looking at total enrollment for the team and our OPM combined, individual improvement in enrollment numbers and the total amount of events worked. | ***2015/16 Total GPS Enrollment: 272***
2016/17 Total GPS Enrollment: 322
2017/18 Total GPS Enrollment: 318
Difference: +14.5% over 3 years

Individual GPS Enrollment Numbers

Team Member JT:
    2015/16 starts – 38
    2016/17 starts – 88
    2017/18 starts – 81
    Difference – -8% from previous year

Team Member AY:
    2015/16 starts – 0
    2016/17 starts – 50
    2017/18 starts – 81
    Difference – +62% from previous year

Team Member TW:
    2015/16 starts – 0
    2016/17 starts – 1
    2017/18 starts - 58
    Difference – +100% from previous year

Team Member CT:
    2015/16 starts – 72
    2016/17 starts – 77
    2017/18 starts – 54
    Difference – -30% from previous year

Team Member JL:
    2015/16 starts – 18
    2016/17 starts – 29
    2017/18 starts – 18
    Difference – -38% from previous year

Team Member JB (no longer with Malone):
    2015/16 starts – 92
    2016/17 starts – 69 | Our overall enrollment has grown; this needs to continue. As we transition an OPM, we will focus more on our on-campus/ hybrid programs and growing those. This transition is also the reason for a small enrollment drop of 1.3% from last year.

Most current team member's individual enrollment results have grown, this shows that we are developing individually. Those whose results have declined significantly have had responsibilities shift away from directly enrolling students. This number took a dip in 2017/18 because we have been handing off programs to our OPM. |

GPS: Graduate and Professional Studies; **MGMT**: Adult Bachelor's Degree Completion program; **RN2BSN**: Bachelor Science Nursing completion program; **MSN:** Master of Science in Nursing; **COED**: Master of Arts in Education & Counseling; **MBA**: Master of Business Administration; **MAOL**: Master of Arts in Organizational Leadership; **EDUC**: Master of Arts in Education programs and endorsements

		In **2015/16** we attended 35 events; 15 of those were colleges or universities, 10 were hospitals, 10 were companies.

We also made 6 visits per semester to Stark State College, our closest feeder school. This was not included in the 15 colleges or universities of attended events.

In **2016/17** we attended 50 events; 19 of those were colleges or universities, 16 were hospitals, 5 were companies.

We also made 6 visits per semester to Stark State College, our closest feeder school. This was not included in the 19 colleges or universities of attended events.

In **2017/18** we attended 49 events; 26 of those were colleges or universities, 6 were hospitals, 15 were companies and 2 conferences.

We also made 7 visits per semester to Stark State College, our closest feeder school. This was not included in the 19 colleges or universities of attended events. | Working events do not always give an immediate feedback, every Fall we tend to have a six-week period where we attend other schools to promote our graduate programs. These are mostly attended by undergraduate Sophomores and Juniors that are a few years from graduating or Seniors that do not know their next step. The key is to be there, be seen, make them aware of Malone and gain that exposure. We have tried to put a numeric tracking system together for this in the past but it was such a minute number that it was more efficient to take a different approach.

Some of the events that we have added are more local, we are exploring more local fairs and business expos to promote the location of our University and the convenience of our on-campus programs. |

GPS: Graduate and Professional Studies; **MGMT**: Adult Bachelor's Degree Completion program; **RN2BSN**: Bachelor Science Nursing completion program; **MSN**: Master of Science in Nursing; **COED**: Master of Arts in Education & Counseling; **MBA**: Master of Business Administration; **MAOL**: Master of Arts in Organizational Leadership; **EDUC**: Master of Arts in Education programs and endorsements

Goal 4: We added a new goal at the end of last year: Marketing to local businesses (not in event form) individually and works towards developing partnerships.	This is best determined by what partnerships and relationships we have developed over the course of the year and how we went about doing this.	**2017/18** got off to a great start, we had meetings with Timken Co. and Hendrickson about potential partnerships. Nothing came to fruition but it gives us an idea of what companies are looking for to be a partner and do business. We have also had some good meetings with one of the Dean's at Stark State about developing a relationship with them and create a pipeline for students. This has been handed off to the Associate Provost for External partnerships.	This goal has taken a different shape. Through some collaborative efforts with the Associate Provost for External Partnerships, we are introducing opportunities to his office for discussion and development. This goal may be refined moving forward, depending on the outcomes from this year's developments and where our responsibilities lead.