

NAGAP Fall Professional Development Institute

Topics & Speakers

Tuesday, October 26 – 3:00 p.m. ET

Enrollment Management Communication

Steve Taylor, Research Director of BusinessCAS, Liaison

This highly interactive session will address some of the core topics in enrollment management communication. Participants will leave the session with an understanding of how clear process and communication planning can be the key drivers for meeting EM goals.



Steve Taylor joined the Liaison BusinessCAS team as Research Director in 2020 after 15 years in higher education administration. Serving in leadership roles for business schools at universities like Harvard Business School and Arizona State University, Steve's experience has focused on enrollment management, process and systems efficiency, and organizational culture. His most recent administrative role was Associate Dean for Arizona State University's W. P. Carey School of Business, where he led the unit responsible for all graduate business programs. He holds undergraduate degrees in General Studies and Information Systems, a Master of Business Administration, a post-grad degree in Philosophy, and took courses in Information Technology and English

Literature at Harvard University.

Wednesday, October 27 – 2:00 p.m. ET

GEM Research

Hironao Okahana, Assistant Vice President for ACE Research, American Council on Education



Dr. Hironao Okahana is the assistant vice president for research & insights at the American Council on Education (ACE), where he develops and manages a research agenda to help advance the quality of work produced in ACE's thought leadership areas: equity-minded leadership, institutional transformation, and student success. Prior to joining ACE, he held progressively increasing responsibilities at the Council of Graduate Schools (CGS) for over eight years, culminating his tour there as the vice president for research & knowledge development. As a researcher, his work focuses on enrollment trends, labor market outcomes, diversity and inclusiveness, and organizational analysis of U.S. postsecondary education, with particular emphasis on master's and doctoral education.

Dr. Okahana has written a number of technical reports, research briefs, and peer-reviewed articles, as well as given academic conference presentations. As an expert, he has served on several technical review and advisory panels for various studies of graduate education, as well as, has delivered invited talks on the state and implications of U.S. graduate education at national and regional convenings. In addition to his role at ACE, Dr. Okahana is a Higher Education Program Affiliate at the George Mason University and an adjunct

assistant professor of education at the William & Mary School of Education. Also, he was a Dean's Fellow for the Graduate School at the University of Maryland, Baltimore County.

Originally from Tokyo, Japan, Dr. Okahana earned his Ph.D. in education and M.P.P. in Public Policy from the University of California, Los Angeles, and his undergraduate degrees from California State University, Long Beach. He resides in Northern Virginia with his wife, Saleha Bholat, who is Associate Dean of Arts at the Loudoun campus of Northern Virginia Community College, and a kindergartener son.

Thursday, October 28 – 1:00 p.m. ET

Changes to the Prospective Graduate Student Journey

Jaime Oleksik, AVP, Strategic Marketing, Carnegie Dartlet

As prospective grad student behaviors, intentions, and decision-making continues to evolve, it's imperative to stay tuned in to as much of the insights, perspectives, and data we can to inform our approach. In this session, we'll dive into updated trends, benchmarks, and survey data from Google, LinkedIn, Carnegie and more – all focused on the prospective grad students we're needing to reach, engage, and enroll. From student search behavior and social media activity, to changing options surrounding data privacy, audience access and reach, and segmentation and personalization, this session will lean on the most up-to-date and reliable data and resources for your recruitment planning.



With more than 10 years of experience in recruitment and enrollment marketing, Jaime Oleksik is passionate about her partnerships with higher ed institutions. She has an affinity for finding unique solutions to enrollment challenges and uncovering new ways of reaching key audiences. Jaime previously worked in undergraduate admission at the University of Maryland, Baltimore County (UMBC), where she held roles in international student recruitment and visit programming. She holds a BS in business from the Pennsylvania State University as well as an MBA in finance from the University of Baltimore.

Friday, October 29 – 12:00 p.m. ET

Thinking Strategically about Graduate Enrollment Planning

Scott Jeffe, Vice President of Graduate and Online Research; Reena Lichtenfeld, Executive Consultant, Ruffalo Noel-Levitz

Graduate enrollment has grown in each of the last three semesters – despite the pandemic and all the challenges it has brought to higher education. But growth – even health – will not be distributed equally. Why? Because there is more competition for graduate students than there ever has been. The institutions that both understand their “market” and have the best plan and processes in place will lead. In this session, we will combine the findings from a new RNL national study on the search patterns and decision making processes of prospective graduate students with a tutorial on how to implement and execute an annual planning process that is comprehensive, collaborative, and agile.

Reena Lichtenfeld is an Executive Consultant who works with dozens of graduate schools and programs each year to develop and execute marketing and enrollment planning processes, and Scott Jeffe has spent the last 20 years researching the demands, preferences, and decision

making processes of graduate students. Together we will navigate through a process that can be used at every type of institution in the country.



Scott Jeffe is Vice President of Graduate and Online Research at RNL. Over more than 20 years, Scott has worked with more than 300 institutions in 40+ states to apply market data on nontraditional audiences to strategic decision making. With a focus on profiling the demands and preferences of working professional graduate students, undergraduate adult degree completers, and online students, Scott has developed a unique sensitivity to ensuring that programs align with student demand while upholding institutional mission and values. Scott was Carol Aslanian's research partner for more than 20 years, first at the College Board, then at Aslanian Group and EducationDynamics.

He is a regular presenter at national conferences focusing on both the surfacing of market data and the strategic application of such data to enrollment growth. He is the author, co-author, or contributor of numerous reports and presentations focusing in recent years on "post-traditional" undergraduate and graduate students. His most recent report - RNL's Graduate Student Recruitment Report – was published in July 2021 and has been downloaded more than 500 times (to date).

He has also recently presented findings of RNL research on marketing best practices for adult undergraduates as well similar research at the graduate level. Other presentations include: findings from a national study on the demands and preference of post-traditional graduate students at the AMA Higher Education Symposium, findings from the 2018 Online College Student report at the CALEM conference, and leveraging market data to inform strategic program development at the RNL national conference.



Dr. Reena Lichtenfeld, is an Executive Consultant with Ruffalo Noel-Levitz who brings more than 20 years of experience in higher education administration. Her areas of expertise include graduate, undergraduate, and online admissions; strategic recruitment and enrollment management/planning; and policy, accreditation, governance, and compliance. You'll come to know Dr. Lichtenfeld as a results-driven passionate higher education professional who brings a broad spectrum of proven tools and strategies to the table.

Previous experience

In her former role as Assistant Dean for Enrollment Management for Vanderbilt University's Peabody College of education and human development Dr. Lichtenfeld was responsible for developing and initiating a comprehensive strategic enrollment plan for the college. In this capacity, she brought forth a data-informed and collaborative discipline for enrollment

management planning resulting in an increase in qualified leads, a better conversion rate from started to completed applicants, and increase in the number of candidates accepting offers of admission for professional graduate students across 18 different programs.

As Executive Director of Admissions Services for Laureate Education, she led initiatives in a large multi-national, highly matrixed organization. Some of the notable work there entails: management of a large, multi-national operations admissions team to include the following teams: admissions, document management, global transcript evaluation, continuous improvement, transfer of credit and MOU development; the development of a Center for Degree Completion; the launch of a new institution, the first to be recognized in 23 years by the Ministry of Education in Australia; spearheading the development of admissions offices at two U.S. based institutions; and leading multiple change management initiatives across five global regions.

Her leadership style is collaborative, innovative, solution- and improvement- oriented and her work with clients is notably rooted in appreciative inquiry. Other experiences include leadership positions at top-ranking schools of graduate business and engineering and a small liberal arts college.

She earned her doctorate in education for Higher Education Administration from Walden University and holds a B.A. in Psychology and an M.Ed. in Higher Education Administration from the University of South Carolina. Additionally, she is also DISC certified, a certified Accountability with Care expert, holds a certification in DEI in the Workplace, and a graduate certificate in Digital Marketing.