



2019 Annual Conference

Global Outlooks: Reaching Beyond Borders

April 10-13, 2019

Sheraton Centre Toronto
Toronto, Ontario, Canada

Welcome Letter from the Program Chair



Dear NAGAP Perspective Participants:

On behalf of the Conference Planning Committee, I would like to invite you to the 2019 NAGAP Annual Conference in Toronto, Ontario, Canada! The Conference Planning Committee has been working behind the scenes to ensure that this year's conference is a success. This year's theme – "Global Outlooks: Reaching Beyond Our Borders" – will culminate as we all come together at the beautiful Sheraton Centre Toronto. The hotel is perfectly situated in the heart of downtown's financial and entertainment districts. There are lots of Toronto's attractions, from Eaton Centre to the CN Tower, all within easy reach of this family-friendly hotel, with the subway close at hand for added convenience.

The conference's educational offerings have been designed to meet the needs of each member, from a new graduate enrollment management professional to an experienced veteran. Learn new approaches and strategies in a variety of topics related to our field, including: recruitment and marketing; money matters; integrated operations; student services; alumni engagement across the student life cycle; enrollment modeling and strategic planning; as well as career, staff, and personal development, and management strategies. Throughout the conference there will be rich programming as we remain committed to making the educational offerings at the Annual Conference current and relevant so they meet the membership's diverse needs and interests. Additionally, the Exhibit Hall will feature more than 40 exhibitors, showcasing their brands, products, and services under one roof; these exhibitors are ready and eager to discuss partnership opportunities.

We are very fortunate to be joined by three notable plenary speakers at this year's conference. On Thursday, Dr. Sarah Lewis will provide our opening keynote address. Dr. Lewis is an Assistant Professor at Harvard University, an author of several books, with her most recent being a Los Angeles Times bestseller, [The Rise: Creativity, the Gift of Failure, and the Search for Mastery](#) (Simon & Schuster), a layered, story-driven investigation of how innovation, discovery, and the creative process are all spurred on by advantages gleaned from improbable foundations. Our plenary speaker on Friday is Alex Usher, President of Higher Education Strategy Associates, a consultancy based in Toronto. Mr. Usher will share with us some of his work and research in higher education. On Saturday, Ty Bennett will serve as the closing keynote speaker at our brunch session. Mr. Bennett is the founder of Leadership, Inc., a company that specializes in speaking and training that seek to motivate and inspire organizations to become better as leaders and build relationships. The Conference Planning Committee feels that learning how to become a better leader and how to build on relationships within our different institutions will be a great way to end our conference!

We hope you will be able to join us on Wednesday, April 10 for our Welcome Reception. If you are attending the conference for the first time, we highly encourage you to attend the First-Timer's Session Wednesday afternoon. This event provides you with the opportunity to learn about making the most out of your conference experience, network with other first-time attendees, and meet NAGAP board members. We will formally kick off the conference on Wednesday evening with our Welcome Reception in the Exhibit Hall. Also, the Professional Development Committee has planned a Pre-Conference Institute (PCI), which is a half-day program on Wednesday, of focused, in-depth supplemental professional development that complements our conference educational sessions.

Friday evening's Off-Site Event will take place at the Hockey Hall of Fame, located a short walk from the Sheraton Centre Toronto. The Hockey Hall of Fame celebrated its 75th year of existence in 2018 and is the home of the Stanley Cup and hockey artifacts. During your time there you will be able to take pictures with the Stanley Cup, shop, and play interactive games, so please be sure to join us for an evening of food, music, and fun with long-standing colleagues and new friends!

We hope that this conference provides a chance to relax, connect with colleagues, and reflect on why we do this important work. From graduate admissions professionals to educational administrators, enrollment management decision-makers, student affairs professionals, and beyond, this conference is designed to meet your needs. Our diversity is rich! Participants walk away from the annual conference reenergized and ready to return to their offices with valuable ideas and suggestions.

On behalf of the Conference Planning Committee, I invite you to join us at the NAGAP 2019 Annual Conference where we will learn and grow together.

I hope to see you in Toronto!



Naronda Wright, 2019 Annual Conference Chair

Meeting Registration

Registration Deadline: March 1, 2019

There are two ways to register:

1. ONLINE

If registering via credit card, visit our website at www.nagap.org and click on the “NAGAP Annual Conference” link.

2. BY MAIL

If registering via check, mail completed [registration form](#) and appropriate fees to:

NAGAP Executive Office

P.O. Box 723248

Atlanta, GA 31139

After March 1, all registrations will be processed on-site. Please bring your registration form and payment directly to the NAGAP Annual Conference if registering after March 1.

Registrations will not be taken over the phone. All payments must be in U.S. funds and received before the beginning of the conference. Registrations will not be processed until payment is received. NAGAP does not accept purchase orders and does not bill/invoice for services.

International Attendees

Please contact the NAGAP Executive Office at (913) 222-8655 or info@nagap.org for instructions regarding wire transfer options or if a special VISA letter is required for your attendance at this educational event. An additional \$35 processing fee will be incurred for wire transfers.

Confirmation and Questions

For registrations received by March 1, NAGAP will e-mail a confirmation notice. If you do not receive a confirmation notice within 15 business days of registering, please contact the NAGAP Executive Office. Please direct any questions regarding the NAGAP Annual Conference to the NAGAP Executive Office Staff at (913) 222-8655 or info@nagap.org.

Pre-Conference Institute

Wednesday, April 10, 2019

9:00 a.m. – 1:30 p.m.

International Graduate Enrollment Management - Data-driven Strategies to Optimize Recruitment and Support International Graduate Students

This year's Pre-Conference Institute (PCI) will provide information on how to use data to help your institution adapt to changes and trends to recruit and support international graduate students. International higher education experts Dr. David L. Di Maria, the Associate Vice Provost for International Education at the University Maryland, Baltimore County, and Steven Mulligan, the Chief Commercial Officer (CCO) of North America for Studyportals will provide an interactive seminar where participants will learn about digital marketing strategies that will help them find the best students from diverse backgrounds. The presenters will also discuss steps attendees can take to improve internal processes and procedures, that will not only improve outcomes but also ensure these enhancements are sustainable.

This PCI is ideal for both representatives from specific disciplines as well as members of central services that work to recruit, support, and retain international populations. The speakers will also address international recruitment issues that face institutions both inside and outside of the United States, and the speakers look forward to conversations with a diverse array of voices.

Apply for a Pre-Conference Institute Fellowship

NAGAP encourages its members to apply for a Pre-Conference Institute Fellowship, which is a great way to stretch professional development dollars during a time of increasing financial challenges. Two fellowships are available for NAGAP members. Each fellowship covers the Pre-Conference Institute registration fee.

Click [here](#) to apply for a fellowship. For more information please email Kathryn Kendall, Sr. Assistant Dean for Enrollment and Online Programs, University at Buffalo, School of Social Work, at kkendall@buffalo.edu. Please include "NAGAP Fellowship" in the subject line.

Fellowship applicants are required to provide an essay which should address their reason for interest in attending the Pre-Conference Institute and how they think the Pre-Conference Institute would assist them in their professional development.

Fellowship applications must be submitted by **Monday, February 25, 2019** (11:45 p.m. Eastern Time).

Keynote and Plenary Session Speakers

Opening Keynote Speaker

Thursday, April 11, 2019

9:30 a.m. – 10:30 a.m.

Opening Keynote Address



About the Presenter:

Sarah Lewis is a bestselling author, curator, and an Assistant Professor at Harvard University. Lewis is the guest editor of the landmark “Vision & Justice” issue of *Aperture* which received the 2017 Infinity Award for Critical Writing and Research from the International Center of Photography. The issue was based on the topic of her first course at Harvard University and the related exhibition at the Harvard Art Museums. The issue was also made required reading for all incoming freshman at New York University’s Tisch School of the Arts for the 2016-17 academic year. Her essays on race, contemporary art and culture have been published in many journals as well as *The New York Times*, *The New Yorker*, *Artforum*, *Art in America* and for the *Smithsonian*, *The Museum of Modern Art*, and *Rizzoli*. Her current book project, which lies at the intersection of African American Studies, Art

History, and Slavic Studies, is under contract with Harvard University Press. Lewis is also the author of *The Los Angeles Times* bestseller, *The Rise: Creativity, the Gift of Failure, and the Search for Mastery* (Simon & Schuster), a layered, story-driven investigation of how innovation, discovery, and the creative process are all spurred on by advantages gleaned from improbable foundations. The work has been translated into six languages to date. Lewis is a frequent keynote speaker at many universities and conferences such as TED, SXSW, PopTech, ASCD, and for a wide range of organizations from the Aspen Institute to The Federal Reserve Bank. Her work has been profiled in *The New York Times*, *Vogue*, and *The Wall Street Journal*. She received her bachelor’s degree from Harvard University, an M. Phil from Oxford University, and her Ph.D. from Yale University. Before joining the faculty at Harvard, she held curatorial positions at The Museum of Modern Art, New York and the Tate Modern, London. She also served as a Critic at Yale University School of Art. She is a Trustee of Creative Time, The CUNY Graduate Center, the Brearley School, and the Andy Warhol Foundation of the Visual Arts. She lives in New York, New York and Cambridge, Massachusetts.

Plenary Session Speaker

Friday, April 12, 2019

8:30 a.m. – 9:30 a.m.

Plenary Session Presentation

Alex Usher, President, Higher Education Strategy Associates



About the presenter:

Alex Usher is the President of Higher Education Strategy Associates. An internationally recognized expert in student financial aid and quality measurement in post-secondary education, Mr. Usher has authored numerous ground-breaking studies in higher education. In addition to his years of work on higher education in Canada, his recent work spans projects in Asia, Europe and Africa. In his former role as Director of Educational Policy Institute Canada (EPI Canada), Mr. Usher managed the Measuring the Effectiveness of Student Aid Project for the Millennium Scholarship

Foundation, a four-year \$4 million research project to investigate the long-term effects of student aid, and is the author of the project’s Final Report, appearing in early 2010. In 2002 and 2004, Mr. Usher co-authored (with Sean Junor) the *Price of Knowledge*, a volume considered the standard reference on student finance in Canada. More recently, he has written the theme document for UNESCO Europe’s

decennial meeting on higher education, *Ten Years Back and Ten Years Forward: Developments and Trends in Higher Education in Europe Region*. He sits on a variety of advisory, supervisory, and editorial boards in Canada, Europe, and Asia. Prior to joining the Educational Policy Institute in 2003 and founding the Higher Education Strategy Associates, Mr. Usher served as the Director of Research and Program Development at the Canada Millennium Scholarship Foundation. From 1996 to 1998, Mr. Usher served as a researcher and lobbyist for the Association of Universities and Colleges of Canada, and before that was the first national director of the Canadian Alliance of Student Associations. He holds degrees from McGill University and Carleton University.

Closing Keynote Speaker

Saturday, April 13, 2019

11:00 a.m. – 12:30 p.m.

Brunch and Closing Keynote Address

Ty Bennett, Entrepreneur, Keynote Speaker, Bestselling Author



About the Presenter:

- Ty Bennett is the founder of Leadership Inc., a speaking and training company with a mission to empower individuals and organizations to challenge their status quo, cultivate exceptional relationships, and compete in extraordinary ways. He's changing lives – one leader at a time.
- At 21, Ty and his brother built a direct sales business to over \$20 million in annual revenues.
- He developed a system and organization that would help over 500 leaders fine-tune their sales and leadership skills in over 37 countries.
- He was featured as one of the Top 40 Under 40.
- He was dubbed one of the 10 Coolest Entrepreneurs in Utah.
- He's the author of three best-selling books.
- He has traversed the world speaking to tens of thousands of audience members transforming the lives, careers, and business practices of leaders from some of the most recognizable brands in the world, such as: Coca-Cola, Subway, Blue Cross Blue Shield and RE/MAX.
- Ty's best-selling books – Partnership is the New Leadership, The Power of Influence: Increase Your Income and Personal Impact, and The Power of Storytelling: The Art of Influential Communication – are used in graduate courses at multiple universities, including MIT, as today's version of "How to Win Friends and Influence People."
- He's one of the youngest speakers ever to receive the CSP Designation from the National Association of Speakers – less than 5% of the world's speakers earn this honor.
- He's a husband and a father, and he's PASSIONATE about helping leaders cultivate the relevance and influence they need to challenge old ways and open new doors.

Community Service Project

Pathways to Education

Pathways to Education is a national, charitable organization breaking the cycle of poverty through education. Its award-winning program is creating positive social change by supporting youth living in low-income communities to overcome barriers to education, graduate from high school, and build the foundation for a successful future. Through the collective power of partnerships, Pathways to Education's innovative program is preparing youth for tomorrow. For more information visit [Pathways to Education](#). You may donate to Pathways to Education [here](#). NAGAP will match up to \$500 total donated both through this link and on-site at the conference.

NAGAP Resource Center

NAGAP will once again offer an area exclusively for networking. The time between sessions will be approximately 15 minutes to facilitate communication.

We are asking each conference attendee to bring a supply (approximately 25) of the best promotional materials their respective schools use to share with other attendees. These materials will be available in the resource center. If you are considering additional resources, this is the place to look for extra materials you want to take home with you. This area will also feature a job and message board for posting open positions at your institution, looking for jobs, or to leave messages for colleagues.

SCHEDULE OF EVENTS

Wednesday, April 10, 2019

8:00 a.m. – 9:00 a.m. **Pre-Conference Institute Registration Open**

8:00 a.m. – 9:00 a.m. **Pre-Conference Institute Continental Breakfast**

9:00 a.m. – 1:30 p.m.

Pre-Conference Institute: International Graduate Enrollment Management

This year's Pre-Conference Institute (PCI) will provide information on how to use data to help your institution adapt to changes and trends to recruit and support international graduate students. International higher education experts Dr. David L. Di Maria, the Associate Vice Provost for International Education at the University Maryland, Baltimore County, and Steven Mulligan, the Chief Commercial Officer (CCO) of North America for Studyportals will provide an interactive seminar where participants will learn about digital marketing strategies that will help them find the best students from diverse backgrounds. The presenters will also discuss steps attendees can take to improve internal processes and procedures, that will not only improve outcomes but also ensure these enhancements are sustainable.

This PCI is ideal for both representatives from specific disciplines as well as members of central services that work to recruit, support, and retain international populations. The speakers will also address international recruitment issues that face institutions both inside and outside of the United States, and the speakers look forward to conversations with a diverse array of voices. *(additional registration required)*

8:00 a.m. – 3:00 p.m. **JAGAP and BIOGAP Meetings** *(times tentative)*

1:30 p.m. – 3:00 p.m. **MAGAP Chapter Meeting**
BAGAP Chapter Meeting

2:30 p.m. – 3:15 p.m. **CAGAP Chapter Meeting**
SEAGAP Chapter Meeting
NYGAP Chapter Meeting

3:00 p.m. – 7:00 p.m. **Annual Conference Registration Open**

4:30 p.m. – 5:30 p.m. **First-Timers' Session**

5:00 p.m. – 5:45 p.m. **PAGAP Chapter Meeting**
NEGAP Chapter Meeting
TXGAP Chapter Meeting

6:00 p.m. – 8:30 p.m.

Welcome Reception in the Exhibit Hall

What better way to kick off NAGAP's 2019 Annual Conference than an evening of engaging conversations, new introductions and reconnections with old friends in our Exhibit Hall! Enjoy refreshments with fellow NAGAP attendees and exhibitors while viewing the latest innovations in our field. Exhibitors will be on hand to chat and answer any questions you have about their latest products and services. Please show your school spirit by wearing apparel from your current institution. Welcome to your first night in Toronto!

Thursday, April 11, 2019

6:00 a.m.

Fun Run/Walk

Like the title says, this is just for fun so you can get a little exercise to start your day. Water will be provided. There is no cost to participate in the fun run/walk. Fun run t-shirts are available for \$15 when you register for the conference. Be sure to indicate your t-shirt size and review the [participation waiver](#).

7:30 a.m. – 3:00 p.m. **Annual Conference Registration Open**

7:30 a.m. – 3:15 p.m. **Exhibit Hall Open**

7:30 a.m. – 8:30 a.m. **Continental Breakfast in the Exhibit Hall**

8:30 a.m. – 8:45 a.m.

Welcome and Opening Remarks

Keith Ramsdell, Assistant Dean and Director of Graduate Enrollment, Bowling Green State University, NAGAP President

8:45 a.m. – 9:15 a.m.

Awards Presentations

During this special celebration the 2019 winners of the Graduate Student Enrollment Management Research Grant will be announced. Recognition will be bestowed to NAGAP's 2019 Distinguished Service Award Winner, as well as Future Leader, Visionary, Promotion of Excellence, and Chapter Leader Award winners.

9:15 a.m. – 10:15 a.m.

Opening Keynote Address: The Rise – Creativity and the Search for Mastery

Sarah Lewis, Bestselling Author, Curator, Assistant Professor, Harvard University

Where do new innovations—new ideas—spring from? It's an enduring enigma, but, in this exquisite talk, Sarah Lewis offers a new understanding of what enables creative endeavors. What really drives iconic, transformational change on both a personal and an organizational level? From Nobel Prize-winning discoveries to new inventions, to works of art, many of our creative triumphs are not achievements, but conversions. Drawing on figures such as Frederick Douglass, Angela Duckworth, J. K. Rowling, and others, Lewis reveals the importance of play, grit, surrender, often-ignored ideas, and the necessary experiments, and follow-up attempts that lead to true breakthroughs. Smart, uplifting, and counterintuitive, this keynote will help change the way you think about creativity, innovation, and mastery: the path to success, Lewis notes, is often more surprising than we expect.

10:15 a.m. – 11:00 a.m. **Refreshment and Connection Break in the Exhibit Hall**

1A The Use of Social Media and E-Marketing in Graduate Student Recruitment: An Investigation of Graduate Enrollment Management Practices – *Presentation, Recruitment & Marketing*

Stanley Kania, Enrollment Management Recruiter, Geisinger Commonwealth School of Medicine

2018 NAGAP RESEARCH GRANT RECIPIENT

Social media (SM) is a constant, perhaps even a mainstay, in the everyday lives of many individuals around the world. On a daily basis, millions of people tweet out their day and hashtag (#) their photos and posts on Facebook, Twitter, and Instagram. The power of social media allows us to reach the world at the press of a button. With millions of prospective students using social media on a daily basis to gather information on higher education, colleges and universities must “stand out from the crowd” by utilizing unique marketing practices in order to target and recruit a fruitful graduate student population. The purpose of this presentation is to investigate the use of social media and e-marketing practices in graduate student recruitment. A pilot study was conducted to measure and analyze SM and e-marketing practices at colleges/universities in the United States. The results of this study highlight the different uses of SM and e-marketing practices in GEM and provide participants with the knowledge base to integrate SM and e-marketing practices in strategic enrollment management plans at their respective institutions. Discussion will be centered around social media and marketing strategies and implications for professional practice.

1B The Fundamental Four: Critical Competencies for Today's Global GEM Professional – *Presentation, Career, Staff, & Personal Development*

Alice Camuti, Associate Dean, Tennessee Technological University; Ann Kerlin, Associate Professor, Luther Rice College

Four leadership competencies are considered crucial to succeed in today's global graduate admissions environment. The competencies identified in this session include: communication; influence; learning agility; and self-awareness. In this session, the presenters will review each of the "fundamental four" skills and provide strategies on ways to develop each area. During this session participants will be presented with self-coaching techniques and other skill-acquisition tactics to help them achieve each competency. Learn what it takes to reach a new skill-set level and succeed in the global GEM career field.

1C Alumni Engagement and Admissions: Ways to Engage Graduate Alumni While Serving as Admissions Ambassadors – *Presentation, Alumni Engagement across the Student Life Cycle*

Jill Murrin, Senior Manager, Admissions and Recruitment, American Film Institute Conservatory

Wondering how to get alumni involved in the admissions process? Alumni can be an invaluable tool to use for your programs. Learn how to engage alumni from recruitment to evaluations (reviews and interviews), through enrollment, and getting a candidate to say yes to your school.

1D How to Establish Enrollment and Tuition Revenue Goals for Graduate Academic Programs – *Presentation, Enrollment Modeling & Strategic Planning*

Joseph Paris, Assistant Dean of Enrollment Management and Marketing, Temple University

The presenter will explore a methodology and process by which enrollment headcount and tuition revenue goals can be established for graduate academic programs. The presenter will describe important considerations when developing these goals, such as market demand (e.g., prospective student and employment), program capacity (e.g., physical, financial, advising, student services, etc.), and alignment with institutional mission. Attendees will be equipped with a better understanding of how to leverage institutional data to define program enrollment and tuition revenue targets and develop key performance indicators to measure the attainment of these goals over time.

1E The Fellowship Application Incentive Program: How We Convinced 195 Students to Apply for 274 Fellowships/Grants – Presentation, Money Matters

Julie Goodliffe, Director of Funding and Fellowships, The Graduate School, University of North Carolina at Charlotte

Thousands of fellowships and grants exist for graduate students, providing cost-free money for research and education. These opportunities range from \$500 to \$150,000, and are beneficial as financial support and professional prestige. A database search (PIVOT, 9/12/18) for applicant: graduate student; funding type: research or training, scholarship, or fellowship; provided 2,205 results, each with its own detailed eligibility and application instructions. This abundance of specific opportunities suggests that most students are eligible for one or more, but the abundance and diversity present challenges. How do students identify opportunities that are right for them? How do students complete the complex applications? Challenges for the university include helping students, but also how do we know who applied for which opportunities? How do we know who obtained a fellowship or grant? To address these challenges, the university created the Fellowship Application Incentive Program (FAIP), designed to motivate students to learn, apply, and communicate with us about fellowships and grants. The University paid 195 students \$500 for each of 274 applications for which the student was eligible. Training over 200 students, and spending \$155,000 total, we helped 24 students obtain \$511,000 in fellowship/grant/internship money, a 230% ROI.

1F Go Further Beyond: Working with EducationUSA for International Graduate Student Recruitment and Retention – Presentation, Recruitment & Marketing

Jennifer Brown, EducationUSA Program Officer, U.S. Department of State

EducationUSA is a U.S. Department of State global network of more than 400 educational advising centers in 180 countries. The network promotes U.S. higher education to students around the world by offering accurate, comprehensive, and current information about opportunities for graduate study at accredited post-secondary institutions in the United States. EducationUSA also provides services to the U.S. higher education graduate school community to help institutional leaders meet their recruitment and campus internationalization goals. The presenter will provide a brief overview of EducationUSA services and resources, recent updates and priorities, and strategies for how to collaborate with the network to facilitate the admission of qualified and diverse international students. EducationUSA Regional Educational Advising Coordinators (REACs) and advisers from select countries will present regional recruitment trends and strategies for targeting students from their regions, including information on foreign government initiatives that support graduate study in the United States. Meet EducationUSA advisers and REACs from around the world, increase your knowledge of international student mobility trends, and develop or improve your institution's recruitment strategy!

1G Building a Graduate Research Symposium to Strengthen Retention and Increase the Enrollment Funnel – Presentation, Student Services

Tracy Collum, Associate Dean, Graduate School, Idaho State University

Various support services can help increase retention with graduate schools, but few are more self-serving than professional development opportunities for graduate students that also venture into recruiting and retention. Implementing and building up a Graduate Research Symposium is a way to provide an outlet for students to showcase the work which culminates from their academic pursuits as well as providing exposure to the graduate opportunities that can exist on campus. The presenter will focus on how to build a research symposium from scratch and improve on it each year to build submissions, attendance, and engagement with other parts of campus, and help widen the enrollment funnel at the same time. Variety of formats, presentation styles, and undergraduate targets will be discussed.

1H Diversity in Graduate Education: Looking at, and beyond, Admissions – Panel, Integrated Operations

Steven W. Matson, Dean, The Graduate School, University of North Carolina at Chapel Hill; Mark J.T. Smith, Dean, Graduate School, University of Texas at Austin; Janet Rutledge, Vice Provost and Dean, University of Maryland, Baltimore County (UMBC) Graduate School; Jamal Watson, Executive Editor, Diverse: Issues in Higher Education

Programs seeking to improve student diversity are also seeking to understand how to recruit, evaluate, and support candidates from diverse social and educational backgrounds. Institutions take various approaches to this process. So, what are these approaches, and what are the benefits and drawbacks associated with them? Is it possible to have a fair admissions process that is free from bias? During this interactive, live discussion, moderated by Jamal Watson, Executive Editor at Diverse: Issues in Higher Education, three deans will share their stories, experiences and expertise on this important topic. Gain a greater awareness about the issues and challenges involved in increasing student diversity and inclusiveness in graduate programs, ponder some of the questions that are being discussed about bias in current admissions practices, and hear and share specific examples of practices that can help nurture program diversity. Gain new insights and ideas that will help inform practice and policy conversations on campus.

12:00 p.m. – 1:30 p.m. **Lunch on Your Own**

There are many restaurants within walking distance of the hotel.

1:30 p.m. – 2:30 p.m. **EDUCATIONAL SESSIONS**

2A Dissecting a Bachelor's Degree: Resources & Tips for Determining U.S. Bachelor's Equivalency – Presentation, Integrated Operations

Emily Tally, Credentials Analyst, Sr., Indiana University, Bloomington

When reviewing an international credential for U.S. bachelor's equivalency, there are basic components to look for: institutional recognition, length of program, entry requirements, and access to further education in the home country. The presenter will review these components, as well as introduce helpful online resources and common trends in international education systems worldwide. Sample documents will be presented and evaluated as a group.

2B An Inside Look at the HubSpot Marketing Platform (and How GEM Schools Are Using It) – Vendor Presentation, Recruitment & Marketing

Zach Busekrus, Director of Marketing Strategy, Direct Development; Guillaume Delloue, Principal Channel Consultant, HubSpot

Have you heard of HubSpot but don't quite know what it does? Have you ever wanted to know how graduate schools are actually using HubSpot? HubSpot is the leading marketing platform that brings together advanced marketing automation and the inbound methodology for truly data-driven communications that use permission-based marketing. Learn how to use HubSpot in conjunction with your existing CRM to start doing more advanced prospective student engagement tactics using social media, blogging, landing pages, forms, calls-to-action, email automation, workflows, digital ads, and advanced website reporting and analytics. This demonstration will provide an inside look at the platform and all of its features, including specific examples of how graduate schools large and small are scaling the software for their specific use.

2C The 2019 Inquiry Response Project and What It Means for Your Communication Strategy –

Presentation, Recruitment & Marketing

David Cotter, Assistant Provost for Graduate Enrollment Management, Boston University; Suzanne Sharp, Executive Director, Enrollment Management Consulting, Liaison International; Robert Ruiz, Vice President, Strategic Enrollment, Liaison International

Every year since 2016, we've submitted inquiry forms to more than 300 NAGAP schools and tracked changes in the time, method, and types of responses received. Presenters will share their overall findings, dive into apparent trends, and offer data-based predictions for where graduate student engagement is headed. Breakout group discussions will focus on how graduate student engagement — and the application experience as a whole — are evolving to meet user expectations. Participants will leave with an understanding of the graduate student recruitment landscape and actionable steps to streamline meeting their enrollment goals.

2D GRE® Test as an Admissions Tool: Pros and Cons – Panel, Enrollment Modeling & Strategic Planning

Christopher Turoski, Law Professor and Director of Patent Programs, University of Minnesota Law School; Brent Bridgeman, Distinguished Presidential Appointee, ETS; Denise Bridwell, Bioengineering Program Coordinator, University of Kansas; Anthony Perez, Associate Director of Recruitment and Marketing, Medical College of Wisconsin

For nearly 70 years, graduate and professional schools looked to GRE General Test scores as a key consideration when making admissions decisions. Recently, a number of graduate school programs dropped or questioned the value of the GRE test. At the same time, business and law schools are signing up to receive GRE scores. In this session, panelists representing diverse institutions and viewpoints will share quantitative information and policy views about the use of the GRE test assessments in admissions. Participants will learn about data and trends at graduate programs and professional schools. A GRE ETS expert will describe the evolving role of the GRE General Test, including its intended purpose as a door opener, its frequent use as a gatekeeper, and research regarding how programs are successfully using it to support institutional goals. Frontline program coordinators will discuss their perspectives on past, present, and future use of the GRE as an admission tool, including pros and cons of the GRE test in admissions.

2E Advanced Professionals Roundtable: Supervising, Hiring, and Leading a GEM Team – Special Interest Forum, Career, Staff, & Personal Development

Jennifer Kulbeck, Assistant Dean of Liberal Arts, Saint Mary's College of California; Teisha Johnson, Senior Director of Admissions, Illinois College of Optometry

Designed specifically for advanced professionals, this facilitated roundtable discussion will create a venue for conversation related to topics on supervising, hiring, and leading an effective and successful GEM team. The session will be moderated by two advanced GEM/NAGAP professionals and allow for GEM leaders to share and discuss their most pressing challenges (and successes) related to leading a team in graduate enrollment management.

2F Building a Stronger Student Services Office: An Open and Frank Discussion – Special Interest Forum, Student Services

Kittie Pain, Director, Graduate Enrollment Management, McDaniel College; Marcus Hanscom, Director of Graduate Admission, Roger Williams University; Kathy Dilks, Director, Graduate Student Affairs, Sacred Heart University

Amidst the slowly growing recognition that graduate students are an asset to campuses nation-wide, many schools are starting to establish a student service office, division, or point person. Left to their own devices, these offices or point persons are trying to adapt traditional undergraduate concepts to their non-traditional graduate population, and do so using one-fourth of a budget. During this roundtable discussion, participants will share their light-bulb moments with the room in order for everyone to

build a tool-kit. Hosted by three individuals who transitioned from Graduate Admissions into Enrollment Management, you will also hear the misses they have encountered to give you hope.

2G New Graduate Student Orientation: A Proven Way to Increase Participation, Engagement, and Student Satisfaction – *Presentation, Student Services*

Daria Pidkorytova, Recruiting, Outreach, and Events Coordinator, University of Michigan-Dearborn;
Trista Wdziekonski, Director of Graduate Studies, University of Michigan-Dearborn

Graduate student orientation – it is a constant question of how to get students to attend, how to share the most important information, and how to keep it fun and engaging. Presenters will share their "secret recipe" and how they acquired it. They will discuss format (face-to-face and online), timing, and frequency of the events. They will share best practices on how to manage invitations, RSVPs, and the check-in process with the help of Salesforce TargetX. At the end, they will give specific examples of how to make orientation a positive experience for everyone.

2H Dotting Your i's and Crossing Your t's: Thoughts on Best Practices in International Admissions – *Presentation, Integrated Operations*

Emily Tse, Director of Evaluations, International Education Research Foundation (IERF); Andy Ray, Director, International Student Services, Graduate College, Ohio University

International admissions is both a challenging and rewarding field. Various best practices will be highlighted with regard to recruiting and reviewing international transcripts. The presenters will cover optimizing one's marketing, branding, and recruitment travel, as well as educating students to become competitive applicants. The presenters will then explore what happens after students have submitted their applications and their records need to be assessed for admissibility. Examples include the determination of accreditation and fraud. The presenters will also share insights from how to get started to developing strategies. Challenges in the field will also be considered.

2:30 p.m. – 3:15 p.m. **Refreshment and Connection Break in the Exhibit Hall**

3:15 p.m. – 4:15 p.m. **EDUCATIONAL SESSIONS**

3A Racial Diversity in Graduate Education Matters: Increasing Enrollment of African American and Latina/o Students – *Presentation, Recruitment & Marketing*

Moises Orozco Villacana, Director of Enrollment Management, University of Illinois at Urbana-Champaign, School of Information Sciences

African American and Latina/o students' enrollment in graduate programs continues to lag behind their peers. Research has shown that there are individual and institutional benefits associated with enrolling a diverse student population in higher education. For this reason, institutions have to create a strategic plan that broadens visibility and access to graduate education across a diverse student population. The objective of this presentation is to showcase how a graduate program sought out collaborative efforts to increase enrollment of African American and Latina/o students in a Midwest graduate program. There were several initiatives that were implemented to actively recruit diverse students such as inviting current graduate students and alumni to lecture at HBCUs and Hispanic-serving institutions. The presenter will offer insight on the effectiveness of these outreach efforts to broaden the diversity of enrolled students.

3B Making the “Jump”: Building Trust, Relationship, and Skills to Take Your GEM Career to the Next Level – Panel, Career, Staff & Personal Development

Ryan Taughrin, Assistant Director, Graduate Enrollment, University at Buffalo College of Arts and Sciences; Jillian Baer, Associate Director of Graduate and Professional Admissions, The Ohio State University; Katie-Ann Mason, Associate Director, Bridgewater State University; Ariana Balayan, Associate Director of Graduate Admission, Suffolk University

With an increase in the professionalization of graduate enrollment management positions over the past decade, colleges and universities, and especially large public research universities, introduced more full-time, professional staff in the GEM sector. Given this role expansion, there are likely many staff who are looking to navigate advancement and growth within a GEM career. This panel will discuss the career paths and trajectories of several graduate enrollment management professionals navigating their recent mid-level staff positions. Panelists will explore the role that graduate enrollment management played in the context of working in decentralized campuses, noting the importance of taking the time to understand campus culture, learning how to work with multiple constituencies, and finding ways to build skills that would prepare them for future career growth. Specifically, attendees will hear how panelists were able to piece together skill-building such as managing staff, managing budgets, and understanding GEM in a context beyond recruitment and admissions in order to position themselves for growth within the field. These skills include completing and using personalized professional development plans, building relationships with campus partners, and learning (sometimes the hard way) how to take the temperature of the graduate environment on your campus.

3C Distance Admissions for Remote Applicants: Three Methods for Conducting Interviews –

Presentation, Integrated Operations

Janet Kim, Special Education Recruitment Specialist, University of Hawai‘i at Mānoa; Karen Wilson, Student Academic Services Advisor, University of Hawai‘i at Mānoa; Waynele Yu, MEdT Admissions Coordinator, University of Hawai‘i at Mānoa

For the past 10 years, distance education enrollments have grown such that 5.8 million students are taking some or all of their courses at a distance (Allen, E., Seaman, J., Poulin, R., & Straut, T., 2016). The demand for flexible alternatives that allow students to pursue graduate degrees while maintaining their current employment has caused many institutions of higher education to develop more online programs. As the number of students walking onto campus decline, graduate programs are challenged with finding ways to screen applicants from a distance. The presenters will share three strategies used to interview prospective teacher candidates for different University of Hawai‘i at Mānoa distance programs: in-person, asynchronous video and synchronous online group interviews. More commonly used in business and job marketing, asynchronous video interviewing has only recently entered the higher education scene. Data collected on this new method from perspectives of both applicant and program faculty will be shared. Participants will examine the implications of all three methods, and analyze their own program needs to help guide future considerations for developing an interview strategy for their distance programs.

3D Graduate Enrollment Management: Successfully Leveraging Scholarships to Impact Yield and Campus Revenue – Presentation, Enrollment Modeling & Strategic Planning

Randall Langston, Vice President for Enrollment Management, Texas Woman’s University; Carolyn Kapinus, Dean, Graduate School, Texas Woman’s University

The presenters will share how they successfully re-visioned graduate enrollment management from a headcount based approach to one that incorporated revenue approaches and formula funding. As a result of the new approaches toward Graduate Enrollment Management, TWU was able to increase new student enrollment by 12% in summer and a further 13% in the fall. This was achieved by a number of factors, which included: (1) purposeful communication between EM, The Graduate School and academic affairs; (2) ability to look outside the box and take measured risks; and (3) operationalize procedures and methods to impact graduate enrollment.

3E Enrollment Challenges Our Nation Faces and How We'll Overcome Them – Presentation, Recruitment & Marketing
Brett DiMarzo, Director of Graduate Admission, Simmons University; Robert Ruiz, Vice President, Strategic Enrollment, Liaison International

From budgetary decreases to pipeline concerns, higher education professionals across the U.S. have a lot on their minds these days. During this session, Brett DiMarzo, immediate past president of NEGAP, and director of graduate admission at Simmons University School of Nursing and Health Sciences, will be joined by Robert Ruiz, Liaison's vice president of strategic enrollment, to discuss where we are now concerning regional trends facing higher education, and where we go from here. They will draw on their over three decades of combined admissions experience to offer a way forward to those facing an uncertain higher education landscape.

3F Problems of Practice: Creating Innovative and Collaborative Solutions to Pressing Challenges – Special Interest Forum, Recruitment & Marketing
Barbara Selmo, Assistant Vice President, Graduate Admissions, Lesley University; Julie Deland, Director of Graduate Admissions, Harvard Graduate School of Education; Jeremiah Nelson, Director, Enrollment Management, Wake Forest University School of Business; Francesca Reed, Associate Vice President, Marketing and Enrollment Management, Marymount University

If you are in senior leadership and have been wishing for a panel of peers to help you work out a challenging or sensitive strategic or operational issue, or if you are a senior leader and want to try your hand at team consulting, this special interest forum is for you. In Problems of Practice, NAGAP members come together over one of four practice areas: Admissions/Recruitment; Scholarship/Discounting; Data/Reporting/Analytics; and Program/Faculty/Alumni partnerships. Once in a self-selected group, group members can outline their current issue or challenge, provide their timeline, brief info on stakeholders/goals, etc. The amount of time per problem will vary depending on the number of people at the table. As each problem is presented, the practice area team, including a facilitator, begins a structured brainstorming process. The goal of this session is to generate relevant and actionable ideas for each participant to take away for review, use, or further consultation.

3G Building Student Resilience through Extended Orientation: Grad Groups at Georgia Tech – Presentation, Student Services
James Black, Special Projects Coordinator, Georgia Institute of Technology

Graduate school will never be stress free. Personal challenges, rigorous academic programs, and challenging research all contribute to student stress. How can we prepare students for these stressors? Georgia Tech has developed an extended orientation program for graduate students to provide a foundation of resilience and knowledge to handle stress and promote academic and professional success. Some of the best advice for graduate students will come from more senior students who have navigated the learning curve of starting a new graduate program and faced challenges of their own. Grad Groups is a small-group, peer-led, extended-orientation program for first-semester graduate students offered as a one-credit-hour, pass-fail course in fall 2018. A blended learning model allows efficient online delivery of core concepts while students socialize and network at in-person meetings. Participating students have confirmed the value of the program through feedback and testimonials. The program is designed to have maximum impact with minimal resources by leveraging campus partnerships, connecting existing campus resources to new students, and employing a scalable content delivery mechanism. The presenter will provide an overview of Grad Groups, walk through the course curriculum, and discuss how you might be able to implement similar, high-value programs on your campuses.

3H GRExit: Managing Admissions Changes and Strengthening a Holistic Admissions Process –

Presentation, Integrated Operations

Salvatore Calabro, Director, Graduate Admissions and Enrollment, Albert Einstein College of Medicine;

Leslie Lichter, Academic Program Administrator, Johns Hopkins University

The presenters will provide an overview of a national discussion that led to a growing list of graduate programs in the biosciences to drop the GRE requirement for the PhD application process. Presenters will discuss how these national changes impacted their individual campuses and programs and led to a change in the GRE requirement on their PhD admissions processes. Presenters will provide quantitative and qualitative data on how GEM professions help lead the change in the admissions office, with faculty, and applicants. One important rationale for dropping the GRE was to help improve a holistic admission process. The presenters will provide a framework to assist faculty to improve a holistic evaluation process for an applicant. Discussion on the holistic admissions implementation process (without the GRE) and information on the value of providing continued education to faculty and admissions committees throughout the admissions cycle will be included. Participants will receive access to current research articles on this relevant topic, both presenting the positives and negatives of the GRE and access to holistic admissions rubrics.

3:45 p.m. – 5:15 p.m. **Chapter Presidents Meeting**

4:45 p.m. – 6:00 p.m. **Emerging Leaders Reception** (invite only)

Friday, April 12, 2019

7:30 a.m. – 3:00 p.m. **Annual Conference Registration Open**

7:30 a.m. – 3:00 p.m. **Exhibit Hall Open**

7:30 a.m. – 8:30 a.m. **Continental Breakfast in the Exhibit Hall**

7:30 a.m. – 8:30 a.m. **Integrity and Ethics in GEM Roundtable Discussion**

8:30 a.m. – 9:30 a.m.

Global Higher Education to 2035 and the Demand for Graduate Education

Alex Usher, President, Higher Education Strategy Associates

Demand for higher education has been on a relentless upward path around the world more or less since WWII. However, with rapidly changing demographics in both developed and developing countries, domestic market saturation setting in in the west and the emergence of major research universities in Asia, the market for graduate education is likely to shift substantially. Combined with potential changes in funding and funding priorities, and changes in delivery technology, the demands on North American graduate programs may change considerably. In this plenary session, Alex Usher will crunch the data on supply and demand in order to provide participants with insights on how the landscape is likely to change over the next 15 years, and what the incoming student body of 2035 may look like.

9:30 a.m. – 10:00 a.m. **Refreshment and Connection Break in the Exhibit Hall**

10:00 a.m. – 11:00 a.m. **EDUCATIONAL SESSIONS**

4A Swimming Against the Tide: Strategies for Combating Declining International Enrollment at U.S.

Graduate Programs – Presentation, Recruitment & Marketing

Paul Schulmann, Associate Director of Research, World Education Services; Michelle Vakman, Director of

Graduate Admissions, New York Institute of Technology; Ryan Taughrin, Assistant Director, University at

Buffalo College of Arts and Sciences

Xenophobic rhetoric and public policies, ballooning costs, and a proliferation of affordable, high quality English taught programs abroad have led to declining interest in U.S. graduate programs from international students. The presenters will discuss new WES research on how institutions are reacting to declining enrollment and offer strategies for mitigating these challenges from seasoned GEM experts. The data analysis and research on graduate schools is drawn from a survey of GEM professionals and will be released publicly for the first time at NAGAP.

4B The Power of Authentic Mentoring in Higher Education – *Special Interest Forum, Career, Staff & Personal Development*

Margaret Lomas Carpenter, Manager, Master of Science in Economics Program, Texas A&M University;
Rafael Almanzar, Senior Academic Advisor I, Texas A&M University

Discovering one's true self is a work in progress and a powerful journey unique to every individual (Craig, George, & Snook 2015). Using tried and true methodologies, and shared best practices, individuals have all the tools to implement their personal leadership behaviors and to develop self-awareness of their ability to connect with and influence others to achieve success. Within this session, individuals will have an opportunity to reflect on their life stories and discover how their authentic selves can help others. By doing so, they will gain a better understanding of how to bring themselves and their passions into their profession.

4C GEM Professional Turned Implementation Specialist: Guiding the Integration of Software Systems in Graduate Education – *Special Interest Forum, Integrated Operations*

Janice Austin, Assistant Dean, Director of Admissions and Academic Progress, Virginia Tech Graduate School

Software systems to manage daily operations are ever-changing in higher education. GEM professionals are often tasked with implementing these software systems with little to no background or training in how to do it efficiently and effectively. In this special interest forum, participants will discuss their involvement in the implementation of software systems on their campus, the different approaches taken, campus partnerships required, and best practices learned through experience. Participants will be able to make connections with other GEM professionals who face similar challenges in implementing software systems.

4D Building the Team: Coaching, Performance Reviews, and Real, Useful Feedback – *Presentation, Career, Staff & Personal Development*

Stacy Doepner-Hove, Director, Masters in Human Resources and Industrial Relations Program, University of Minnesota - Carlson School of Management

No one likes to hear criticism, but (if we are honest) we do appreciate useful feedback. It helps us grow and improve and be better people. So why can it be so difficult to use a standard performance review system to give good feedback to our employees? Studies show that less than 40 percent of employees feel the performance review system they are under generates honest feedback that they can use in clearly defined performance goals. And, as managers, we often just don't know how to best give feedback – good or bad – in ways that our employees will hear and incorporate. The presenter will give you some ideas on best practices for how and when to give feedback and help you practice some of what we learn. Good feedback can help build stronger and more adaptable employees.

4E How We Decide: Understanding and Using Decision-Making Biases in Graduate Recruitment Strategy – *Presentation, Recruitment & Marketing*

Heather O'Leary, Director of Graduate Admission, Suffolk University

Regardless of the program or disciplines prospective students are interested in, there are key decision-making biases that unite us all. For all the great processing work the human mind can do, it's still prone

to making curious assumptions that shape the decisions we make. Very often, these unconscious biases are not recognized as influencing our choices. The presenter will not only outline some of these common biases, but also share examples of how they can be addressed, and even leveraged, as you design your marketing and recruiting strategies for the graduate market.

4F Digital Ads the Inbound Way: How to Get Better ROI from Media Buys – Presentation, Recruitment & Marketing

Tony Fraga, Chief Executive Officer, Direct Development; Francesca Reed, Associate Vice President, Marketing and Enrollment Management, Marymount University; Zach Busekrus, Director of Marketing Strategy, Direct Development

Traditional digital advertising across Google Ads, paid social media, display ads, retargeting campaigns, and other online influencers can get expensive quickly, let alone the technical skills needed to manage the various types of media. The presenters will teach participants practical tactics they can implement immediately to get more results from a limited media budget. Using case study data, presenters will do a side-by-side comparison of traditional ads vs. content-based ads that use the inbound methodology.

4G Beyond Diversity: Creating an Inclusive Environment for Graduate Students – Presentation, Student Services

Noro Andriamanalina, Director of Academic and Professional Development, University of Minnesota Graduate School

2018 NAGAP PROMOTION OF EXCELLENCE AWARD WINNER

The presenter will focus on strategies for developing, implementing, and sustaining retention programs for Indigenous and graduate students of color at predominantly white institutions. Once such program is the Community of Scholars Program at the University of Minnesota, Twin Cities. Four areas will be addressed: (1) assessing student needs; (2) getting funding and support from senior leaders; (3) effective program staffing and implementation; (4) faculty and staff training on creating an inclusive environment; and (5) evaluating program impact on student progress.

4H Advanced Professionals Roundtable: Building and Implementing the GEM Model on Your Campus – Special Interest Forum, Integrated Operations

Matt Cipriano, Associate Director of Enrollment and Education Operations, Weill Cornell Medicine, Graduate School of Medical Sciences; Julie Deland, Director of Admissions, Harvard Graduate School of Education

Designed specifically for advanced professionals, this facilitated roundtable discussion will create a venue for conversation related to implementing the graduate enrollment management model on campus. The session will be moderated by two advanced GEM/NAGAP professionals and allow for GEM leaders to share and discuss their most pressing challenges (and successes) related to implementing the GEM lifecycle model.

11:15 a.m. – 12:30 p.m. **Business Meeting Luncheon**

12:45 p.m. – 1:45 p.m. **EDUCATIONAL SESSIONS**

5A Sexual Minority Non-Discrimination in the Catholic/Religious Higher Ed Context – Presentation, Integrated Operations

Dave Fletcher, Director of Admissions, Barry University School of Podiatric Medicine

There is a general understanding that the Catholic Church is not welcoming of minority sexual orientations. In an effort to create a more welcoming environment for student and for employees, can Catholic universities include "sexual orientation" in their non-discrimination clause and still maintain that they are true to their Catholic faith/heritage? Pope Francis, with his model of accompaniment, has

set the example for more inclusivity of LGBTQ members in the Church at large, but Catholic universities have long been leading the way in this area. This presentation will demonstrate that explicit protection based on sexual orientation is both a common reality in the Catholic higher education environment and is supported by church teaching. But is a non-discrimination clause sufficient, and is it always effective? In many places, sexual orientation non-discrimination is a given. But what can you do when it's not so at your institution? And what about gender identity and other sexual minorities? How inclusive is your institution or department? Although this presentation developed from a study about Catholic higher education, it has application to all higher ed institutions, religious and secular. Attendees can use information from this session to be advocates for inclusion initiatives in their own communities/situations.

5B Creating a World of Support: Building a Graduate Education Network Across Your Own Campus – Presentation, Career, Staff & Personal Development

Philip Guerrero, Graduate Program Administrator, The University of Texas; Rafael Almanzar, Senior Academic Advisor, Texas A&M University; Rebecca Gavillet, Senior Program Coordinator, The University of Texas, McCombs School of Business; Lindsey Jendraszak, Associate Director of Curriculum and Student Services, University of Minnesota, Twin Cities; Dean Tsantir, Director, Admissions and Recruitment, University of Minnesota, Twin Cities; Stacy Doepner-Hove, Director, University of Minnesota, Twin Cities

How connected are GEM professionals on your campus? Decentralization doesn't mean collaboration can't happen at your institution! In this session the presenters will discuss the critical need for creating and maintaining a formal network of GEM professionals across campus to support our increasingly complex work. These groups are already established at the undergraduate level but the need is just as strong at the graduate level. Participants will come away with a template to apply at your own campus to elevate the status and support for GEM professionals on your campus and make graduate education work better. If you build it, GEM professionals will come!

5C GEM Challenge: Serving On-campus International Students as Graduate Education Moves Online – Special Interest Forum, Integrated Operations

Jessica Enriquez, Assistant Director of Admissions, Director of Graduate Admissions, Western New Mexico University; Jennifer Coleman, Professor, Psychology, Western New Mexico University

In order to compete in the higher education market, many universities have moved their graduate programs online. Additionally, to increase enrollment, they have turned to more and more international markets for students. A conflict arises from these two disparate trends; residential international students must attend face-to-face classes for the majority of their course of study. At some institutions, the administration's goal of internationalizing the institution is in direct conflict with programs' goals of increasing enrollment by moving the curriculum online. Many of our institutions face this challenge. GEM professionals are often "caught in the cross-fire" as we must champion enrollment while also adhering to regulations for international visas. By bringing GEM professionals together to discuss this special topic, the presenters hope everyone will leave better informed on how to address this challenge on their campuses.

5D Let's Chat: Turning Recruitment Challenges into Opportunities – Special Interest Forum, Recruitment & Marketing

Abby Ehling, Assistant Director, Graduate Admissions, University of Kansas; Holly Shriner, Graduate Admissions Coordinator, University of Kansas

In many ways higher education is at a crossroads. On one hand, there is a concerted focus on international education and on the importance of international students at colleges and universities. On the other hand, many institutions are faced with budget constraints and there is a mantra of "continue to do more with less." While these challenges seem mutually exclusive, in this forum the presenters will endeavor to address how they affect one another and explore how institutions might be finding success.

5E Advanced Professionals Roundtable: Budget Management and Planning – *Special Interest Forum, Money Matters*

Kathryn Kendall, Assistant Dean for Enrollment and Online Programs, University at Buffalo School of Social Work; Kate McConnell, Director of Marketing and Recruitment, Penn State Great Valley School of Graduate Professional Studies

Designed specifically for advanced professionals, this facilitated roundtable discussion will create a venue for conversation related to managing operational budgets, the budget request process, allocating funds, and more. The session will be moderated by two advanced GEM/NAGAP professionals and allow for GEM leaders to share and discuss their most pressing challenges (and successes) related to budget planning in GEM.

5F What Keeps Veteran GEM Professionals Up at Night – *Special Interest Forum, Integrated Operations*
Lynn Hanson, Director of Graduate Programs in Business, Georgia College & State University; Hope Udombon, Administrative Director, MBA/Graduate Academic Advisor, University of West Georgia; Sonya Boadu, Administrative Director of MBA Program/Director of Student Services, Columbus State University; Angelia Huggins, Managing Director of Georgia WebMBA®, The Georgia WebMBA®

Have you been in GEM for five or more years? Are you worried about how rapidly things are changing in graduate education? Are you having sleepless nights worrying about the constant demand to increase enrollment while competition has intensified? Are you stressed about rankings, retention, CRM choices, etc.? If so, this special interest forum is for you! Participants will discuss issues that veteran GEM professionals experience on a routine basis, collaborate on solutions that GEM professionals can take back to their institutions, and develop camaraderie among GEM professionals.

5G Beyond the Classroom: Realigning Professional Development Opportunities to Meet the 21st Century Needs of Graduate Students – *Presentation, Student Services*

Valerie Burke, Executive Director of Graduate Student Services, University of Nevada, Las Vegas; Katelyn DiBenedetto, Postdoctoral Scholar, University of Nevada, Las Vegas

One central issue within graduate education is the misalignment between skills graduate students master and the careers they pursue post-graduation. At the University of Nevada, Las Vegas (UNLV), professional development opportunities for all graduate and professional students are housed in the Graduate College's Professional Development Academy. To help graduate students gain transferable skills needed for 21st century career pathways, professional development opportunities were realigned to fall within key pillars. These pillars are known as the Pillars of Graduate Student Success and are: mentorship, research, teaching, financial wellness and self-care, communication skills and science policy/advocacy, innovation and entrepreneurship, and cultural competency and collaboration. All pillars are based on published research which has examined transferable and career skills that education, industry, non-profit, and government leaders look for in employees. Presenters will highlight the development and assessment of these pillars and the lessons learned from this initiative to increase student success beyond the graduate classroom.

5H A Strategic Look at Enrollment Service Models – *Special Interest Forum, Enrollment Modeling & Strategic Planning*

Chelsea Heinning, Graduate Admission Counselor, University of Texas at San Antonio

In the world of higher education, graduate enrollment offices are managed in a variety of ways. It is becoming more and more common for institutions to be required to do more with less. How is your office being strategic in using your resources? This roundtable discussion will facilitate and encourage open dialogue about enrollment service models. What model is your institution using? How can we be more effective in our duties to better serve our students?

6A Starting from Scratch: Graduate Admissions Communication Plan Development – *Presentation, Recruitment & Marketing*

Trista Wdziekonski, Director of Graduate Studies, University of Michigan-Dearborn

Using a shared services model, the University of Michigan-Dearborn moved from a decentralized to centralized graduate admissions operation a little over four years ago. As part of that process, a limited number of transactional communications were settled upon that would be sent from our central Office of Graduate Studies. Since then, trust has grown, a CRM was implemented, and the University of Michigan-Dearborn has been working with its four colleges and marketing team to develop a more comprehensive graduate communication plan meant to cultivate relationships with potential students at each stage of the admissions funnel. The presenter will cover the development of a communication sequence map and how to approach creating different calls to action, messaging, and marketing assets for prospects, inquiries, stealth applicants, regular applicants, and admitted students whom you are trying to yield.

6B Advanced Professionals Roundtable: Inclusive Excellence – *Special Interest Forum, Career, Staff & Personal Development*

Dave Fletcher, Director of Admissions, School of Podiatric Medicine, Barry University; Candy Ryan, Institutional Graduate Recruiter, Bloomsburg University of Pennsylvania

Designed specifically for advanced professionals, this facilitated roundtable discussion will create a venue for conversation related to topics on inclusive excellence and diversity. The session will be moderated by two advanced GEM/NAGAP professionals and allow for GEM leaders to share and discuss their most pressing challenges (and successes) related to diversity in graduate enrollment management.

6C Best Practices for Admissions in a Decentralized World: How Three Institutions Evaluated, Implemented, and Launched an Online Application System – *Presentation, Integrated Operations*
Robert Ruiz, Vice President, Strategic Enrollment, Liaison International; Robbie Melton, Interim Dean, Tennessee State University, Graduate School

As the graduate recruiting and admissions environment becomes increasingly competitive, having the right tools to identify, select, evaluate, and enroll best-fit students is key to admissions offices' success. As they search for these tools, many graduate offices are considering reimagining their admissions operations with an online application system. This panel will feature representatives from three of these schools and will focus on their experience evaluating, implementing, and launching these systems. They'll each explore how they earned stakeholder buy-in, managed change during implementation, and tracked outcomes achieved after leveraging these tools for at least one admissions cycle.

6D GIS in Graduate Enrollment: Utilizing Geographic Data Analysis to Inform Engagement Strategy – *Presentation, Enrollment Modeling & Strategic Planning*

Nicole Hall, Graduate Director, Enrollment Management, School of the Art Institute of Chicago

With rapid population changes comes significant challenges in identifying and engaging the dynamic applicant pools desired for graduate enrollment. Utilizing geospatial technologies called geographic information systems (GIS) to help manage and plan for growth and development allows enrollment managers to better understand and engage desired student populations. Geo-spatial technologies also allow for the presentation of data in a visually compelling and comprehensive format ideal for engaging faculty and senior leadership in buy-in for enrollment planning initiatives.

6E Who's Afraid of Financial Aid? Graduate Merit Scholarships and How They Work – Presentation, Money Matters

Raymond Lutzky, Senior Director of Enrollment and Admissions, Cornell Tech, Cornell University; Jennifer Kulbeck, Assistant Dean of Liberal Arts, Saint Mary's College of California

Scholarships can be one of the most important and influential ways to recruit top graduate students, but many GEM professionals are afraid to admit they don't know much about how the work! How should a school award merit scholarships? What's the difference between a "normal" scholarship and an "endowed" scholarship? What's my "discount rate" and how does it relate to my "net revenue"? How can an institution leverage merit scholarship aid toward graduate enrollment goals? These questions and much, much more will be covered in this "crash course" in scholarships for GEM professionals. This session is appropriate for new professionals or those with years of experience who could use more perspective on merit scholarships.

6F Promising Initiatives in Refugee Credentialing in Europe and North America – Panel, Recruitment & Marketing

Bryce Loo, Research Manager, World Education Services (WES); Rolf Lofstad, Deputy Director of Foreign Education, Norwegian Agency for Quality Assurance in Education (NOKUT); Kevin Kamal, Associate Director of Institutional Client Relations, WES

The presenters will provide background to the issue of credential recognition among displaced students lacking full, official documentation. They will provide an overview of major credential recognition initiatives for refugees and other displaced students in Europe and North America, including the European Qualifications Passport for Refugees (EQPR), the WES Gateway Program in Canada and pilot program in the U.S., and the Article 26 Backpack Initiative. They will also provide an opportunity to discuss policy and practice changes among institutions in the U.S., Canada, and elsewhere.

6G Development of a Situational Judgment Inventory for Doctoral Student Transitions – Presentation, Student Services

Gavin Sanders, Graduate Student in Clinical Psychology, Wayne State University

2018 NAGAP RESEARCH GRANT RECIPIENT

The lack of faculty diversity in the Academy may be traced back to critical experiences in graduate school, especially the dissertation writing phase. Research has shown that underrepresented minority (URM) students in STEM have lower 10-year PhD completion rates than white students, and identified the dissertation proposal and writing stage as a critical juncture where many students drop out. It is not clear what specific obstacles students face during this stage or how they successfully navigate them. To improve graduate enrollment management strategies, such as retention efforts, we must understand what this phase is like for URM students. Situational Judgment Inventories (SJIs) have been developed for a number of different populations to assess responses to potentially stressful situations that require a degree of competency in interpersonal skills, critical thinking, and problem-solving. While some studies have focused on higher education samples, there are no SJIs for use with doctoral students. The purpose of the current study is to develop an instrument to assess student experiences during the dissertation proposal and writing phase, with a long-term goal of improving strategies to competently navigate them. Three phases of data will be reported, and implications will be discussed.

6H From Prospect to Proud Alum: Engaging International Students at Each Stage of the GEM Life Cycle to Support Recruitment Goals – Presentation, Recruitment & Marketing

Katherine Beczak, Assistant Director of Graduate Enrollment, Rochester Institute of Technology

As institutions strive to grow and diversify their international student enrollment, effective communication and personal connections are key. This is especially true in today's environment, where many international students are worried about their safety and sense of welcome in the U.S. Can students envision themselves at your university? What makes your institution stand out from the other,

over 4,000, institutions in the United States? Current students and alumni can help with this, and to some prospective students, offer the best and most authentic source of information regarding campus life, coursework, and transition to life and studying in the U.S. The presenter will review some best general practices for communicating with prospective international students and applicants, focusing on strategies for creating communities through social media platforms and connections with campus stakeholders. The presenter will also share Rochester Institute of Technology's model of connecting with new international students early in their campus careers to build a successful current international student ambassador program and, later, an engaged alumni network. Engaged and happy students become proud and helpful alumni.

3:00 p.m. – 3:45 p.m. **Refreshment and Connection Break in the Exhibit Hall**

3:45 p.m. – 4:45 p.m. **EDUCATIONAL SESSIONS**

7A Developing an Effective Evidence-Based Digital Marketing Campaign to Meet Institutional Recruiting and Enrollment Goals – *Presentation, Recruitment & Marketing*

Shannon Sevier, Director, Graduate Law Programs, St. Mary's University School of Law; Mike Fogarty, Managing Director, MF Digital Marketing, Inc.

As universities look to diversify and enrich their campus communities with international students, a strain can be placed upon traditional marketing divisions as they are hard-pressed to identify authentic value propositions that appeal to international students, as well as develop unique and innovative vehicles to convey such strategic messaging. As budgets get leaner and consumers become savvier it is imperative for every serious marketing and recruiting team to consider digital marketing. The presenters will focus on the development of a robust digital marketing campaign based upon market research and one law school's strategic marketing plan. Each aspect of the campaign will be discussed, from planning, cyclic workflow, social media lead generation, prospect nurturing through individualized URLs and revisions to digital information delivery based upon market feedback and information consumption data. From click, to bounce, to conversion, to yield, we'll cover the lifecycle of the higher education prospect in the digital market.

7B Beyond Survival: How to Thrive When Leadership Changes – *Presentation, Career, Staff & Personal Development*

Scott Gordon, Manager, Graduate Recruitment and Retention, Western Kentucky University; Denise Bridwell, Bioengineering Program Coordinator, University of Kansas

Leadership transition can be a stressful experience for any organization, but especially in higher education. Frequent leadership changes can lead to shifting organizational objectives, uncertainty of roles, and staff turnover. No matter the challenges, organizations have a core mission that must be maintained throughout these shifts, and there are particular strategies that allow staff to thrive during these transitional periods. From the perspective of an academic program and a centralized graduate school at public institutions, the presenters will take a ground-floor look at the challenges that transitions bring, and discuss specific approaches that help minimize the disruptions that often accompany leadership change.

7C Beyond Conventional Borders: A Dynamic Approach to Thriving and Advancing Amidst Institutional Boundaries – *Presentation, Integrated Operations*

Sara Pettingill, Dean of Graduate Admission, Bellarmine University; Jordan Wiehebrink, Senior Graduate Admission Officer, Bellarmine University

Limited by financial restrictions and institutional resistance to change, Bellarmine University's Office of Graduate Admission was forced to evaluate ways to grow, develop, and continue supporting its graduate student population despite increasing restrictive obstacles. For this small, private institution in Louisville, Kentucky, significant adjustments that centered on integrated operations, enhanced

processes, and strategic collaborations proved beneficial following a short period of implementation. This included changes such as brand new, on-campus housing options for graduate students, a centralized, “one-stop” welcome orientation with appreciable reviews and outcomes, strategized cost-benefit analysis for local and regional events, and increased campus presence and collaborations across various university sectors. The presenters will provide an overview of a continuously evolving GEM approach grounded in proactivity necessary to thrive and succeed.

7D Easy Writer: Strategies and Road Maps for Writing about Your Programs and People – Presentation, Recruitment & Marketing

Amelia Pavlik, Communication Specialist, Graduate Education and Faculty Development, Georgia Institute of Technology; Jennifer Kulbeck, Assistant Dean of Liberal Arts, Saint Mary’s College of California

Marketing is key to recruitment and retention success, and sharing the stories of our programs and community for websites and brochures is central to effective marketing. The presenters will provide strategies and road maps for structuring articles, web content, and other promotional materials that are engaging, easy to read, and simple to pull together.

7E Advanced Professionals Roundtable: Financing Graduate Education – Special Interest Forum, Money Matters

Marcus Hanscom, Director of Graduate Admission, Roger Williams University

Designed specifically for advanced professionals, this facilitated roundtable discussion will create a venue for conversation related to graduate financial aid. The session will be moderated by two advanced GEM/NAGAP professionals and allow for GEM leaders to share and discuss their most pressing challenges (and successes) related to enrollment and aid strategies, financial education, funding opportunities, and more.

7F Global Partnering and Recognition beyond the U.S. and Canada: Is That Foreign Institution OK? – Presentation, Marketing & Recruitment

Marybeth Gruenewald, Director of Global Initiatives, Educational Credential Evaluators, Inc. (ECE); Kurt Baumbach, Director of Evaluation, Academic Evaluation Services, Inc. (AES)

Before a foreign educational qualification can be considered comparable to a U.S. or Canadian academic credential or before a university partnership can be actualized, the legal status of the institution awarding the degree or engaging in partnerships must be determined. Is the institution, credential, or program of study comparable to the same in the U.S. and Canada? The principle of reciprocity is essential for the advancement of joint partnerships and global student mobility. Differing terms such as accreditation and official-degree granting are used interchangeably when they actually are defined differently. Legislation, ministries, laws, educational authorities, and quality assurance organizations all play a part in this global concern. The presenters will provide an overview of how this recognition is defined beyond the U.S. and Canada and introduce best practices in determining the legal status of a university or institutional program of study. Please note that while the session is intended for an audience of newcomers to the field of comparative education, all levels of experience can benefit from attending this session as new or updated online resources are published frequently.

7G Supporting International Graduate Students: Intercultural Practices and Culturally Responsive Approaches for GEM Professionals and Graduate Schools – Presentation, Student Services

Catherine Johnson, Graduate Research Assistant, Montana State University

Intercultural connections are necessary features of graduate student socialization. Identifying and cultivating such relationships is vital to the well-being of current and prospective international graduate students whose goal is to attend graduate education in the U.S. or Canada. The framework of intercultural practices can help institutions better assess themselves. The framework promotes

innovative strategies to support the unique needs of international graduate students better. The framework outlines different ways GEM professionals and graduate schools can help to sustain students as they interact, develop, and successfully navigate academic culture with cultural integrity. This interactive session will present recruitment approaches and programmatic elements supportive of international graduate students. First, the facilitator will share findings from a research study that examined the influence of environmental fit and cultural congruity on the socialization of international graduate students. Second, using the framework of intercultural practices as a point of departure, the facilitator will highlight culturally responsive approaches and program strategies successfully implemented across the U.S. and Canada recently. Participants will discuss and draw from their experiences as GEM professionals, practitioners, and administrators to formulate additional practices that relate to intercultural experiences, social interactions, and cultural congruity of international graduate students from their institutional perspective.

7H The Journey Continues: Applying Student Development Theory in Graduate Education – Presentation, Student Services

Rachel Foltz Nash, Interim Executive Director, Office of Student Academic Success, Graduate and Professional Admissions, Ohio State University; Brian Orefice, Assistant Dean, College of Arts and Sciences, Ohio State University

Most student development theories focus on the 18-24-year-old student, yet we know that students continue to grow during graduate school. Graduate students have unique needs as they transition from their undergraduate experience, often related to their family life, mental health, academic discipline, and professional training. While much of the literature focuses on graduate student attrition, a better understanding of their developmental needs can provide faculty and staff with the insights necessary to improving the graduate student experience. The presenters will focus on research and theories related to graduate student socialization and adult development that can inform our programs and services. Aspects of social identity, psychosocial, cognitive, and self-authorship theories will be explored with implications for educational practice. Participants will be encouraged to share strategies they have created that help support graduate students through their educational journey.

6:30 p.m. – 9:30 p.m. **Off-Site Event: Hockey Hall of Fame**

Saturday, April 13, 2019

8:00 a.m. – 11:00 a.m. **Annual Conference Registration Open**

8:00 a.m. – 8:30 a.m. **Beverage Service Available**

8:30 a.m. – 9:30 a.m. **EDUCATIONAL SESSIONS**

8A Successful Strategies for Recruiting Adult, Online, and Graduate Students – Presentation, Recruitment & Marketing

Stephanie Franks-Helwich, Vice President & Consultant, Ruffalo Noel Levitz; Kayla Manning, Vice President, Digital Strategy, Ruffalo Noel Levitz; Brian Connelly, Business Development Director, Converge Consulting

Your students' world is changing. These changes have created an enrollment crunch for colleges and universities, as more campuses compete for fewer students who do not fit the mold of the "traditional" undergraduate. In fact, 31% of all undergraduates and 76% of all graduate students are 25 years of age or older. Given a relatively flat outlook for high school graduates over the next decade, more and more schools are expanding into online, graduate, and adult populations. How will you meet evolving enrollment goals? The most successful institutions will embrace a radically different approach to student recruitment that meets this generation on their terms. Whether you are just starting this journey on

your campus or you are a seasoned veteran on these topics, join us for this lively discussion to learn the most successful recruitment marketing strategies for adult, online, and graduate students.

8B Elevate Your Leadership Influence and Impact: The Power of Storytelling – *Presentation, Career, Staff & Personal Development*

Jeremiah Nelson, Director of Enrollment Management, Charlotte MBA Programs, Wake Forest University School of Business

Storytelling is a leadership skill that offers extraordinary potential for GEM professionals when honed and intentionally deployed. Storytelling offers a more compelling way to engage with our stakeholders and elevate the impact of our work in every aspect of GEM, from pre-admission through graduation and alumni relations. The practice of great storytelling is particularly important for leaders and managers as they seek internal support for their programs and departments, competing for budget dollars, seeking additional faculty and staff resources, and vying for the attention and energy of senior campus leaders.

8C Expanding Your Recruitment Approach: Best Practices for Developing and Maintaining a Student Ambassador Program– *Presentation, Recruitment & Marketing*

Christine Morales, Assistant Director of Admissions and Recruitment; Instructor, Rutgers University, School of Social Work; Kelly Egorova, Admissions Coordinator, Northeastern University; Lynn Villafuerte, Assistant Director of Graduate Academic Services, University of Kansas, School of Engineering; Stephen McGowan, Admissions Associate, Fordham University

Involving currently enrolled students in the admissions process is an effective recruitment and enrollment management strategy. Student ambassadors can be coached to provide both prospective and admitted students with the information they need to transition to your university, while representing the true student experience. The presentation will focus on the following topics: Developing and maintaining a successful student ambassador program, coaching students to be innovative and creative in their approach, understanding how ambassadors' work can be assessed so Admissions and Enrollment Management staff can make effective data-driven decisions, and how the program can positively impact the complete enrollment cycle.

8D Enrollment Prediction: Comparing Strategic and Operational Predictive Models – *Presentation, Career, Staff & Personal Development*

Kathryn Kendall, Senior Assistant Dean for Enrollment and Online Programs, University at Buffalo School of Social Work

Many GEM professionals are asked to meet revenue and/or credit targets as part of their enrollment goals. As a result, we have to learn ways to take large strategic university/college goals and break them down into operational, or student enrollment targets. The presenter will introduce participants to prediction, strategies, and considerations in creating their own enrollment predictive tools. Examples will be provided to demonstrate an easy yield calculator, operational and strategic tracking models, and suggestions for the type of data needed to complete such models. Both models presented can be used to track tuition revenue and credit count, however each model has strengths and weaknesses. For example, the operational tracking model is better suited for smaller units, and the strategic model can be scaled more readily.

8E Money Does Matter: How to Budget for a GEM Office and Grow Your Career – *Presentation, Money Matters*

Amanda Ostreko, Assistant Dean of Graduate Studies, University of Kansas

The presenter will highlight two areas that higher education professionals often need experience in to advance their careers – budgeting and staff development. The presenter will discuss experiences with managing budgets and staff. Participants will learn how different GEM models can lead to success and

advancement for a GEM professional, while also learning how even a small budget can provide supervisory and budgeting experience.

8F Data Matters: Policy Relevant Data from Time Trends and Surveys of Graduate Students –

Presentation, Recruitment & Marketing

E. Dianne Looker, Professor Emerita in Sociology, Acadia and Mount Saint Vincent Universities; Canadian Association of Graduate Studies

The recent Statistical Reports published by the Canadian Association for Graduate Studies (CAGS) highlight key patterns in graduate enrolments, at the Master's and doctoral levels. One critical shift is in international enrolments – how Canadian universities are reaching beyond their borders to recruit students. Indeed most of the recent growth in Master's enrolments and virtually all of the recent growth in doctoral enrolments is due to the growth in international enrolments. Where are these students coming from? What regions are yet untapped in recruitment? What provinces are most attractive to international students? A second set of data, available through CAGS, is the CGPSS (Canadian Graduate and Professional Student Survey), which includes detailed information on graduate student experiences at university and how these experiences differ (or are similar) for international versus Canadian students. One interesting pattern is the apparent decline in level of satisfaction with their studies for each additional year enrolled. What factors are correlated with satisfaction for international and for Canadian graduate students? What policies are suggested by understanding these satisfaction patterns?

9:45 a.m. – 10:45 a.m. **EDUCATIONAL SESSIONS**

9A NAGAP, Carnegie Dartlet, and Google's Digital Insights for Graduate Enrollment Report -

Presentation, Recruitment & Marketing

Mark Cunningham, Executive Vice President, Client Solutions and Strategy, Carnegie Dartlet; Marcus Hanscom, Director of Graduate Admission, Roger Williams University

Here we are again! Join us for a review of our second annual Digital Insights for Graduate Enrollment Report—developed and provided by NAGAP, Carnegie Dartlet, and Google. For the second year in a row, these industry and online leaders have partnered to develop a special Digital Insights Report compiling invaluable data from Google and Carnegie Dartlet with direct input from NAGAP members. With the world of digital marketing and online behavior changing by the minute, the presenters will provide updates, new developments, and current insights drawn from NAGAP member survey results; aggregated data from graduate digital marketing campaigns run by Carnegie Dartlet; and Google's graduate and adult audience online behavior and interest trends as they relate to researching and pursuing graduate educational opportunities.

9B Management in Flux: How Do We Handle It? – Presentation, Integrated Operations

Leila Shaik, Assistant Director of Graduate Admissions and Recruiting, Louisiana State University

Change is not always positive or negative – there is a significant difference between chaotic, unplanned change and strategic, long-term change. Many higher education institutions seem to experience the former more frequently than the latter, yet they are both drastically impactful on the organization and the individuals that operate within it. The effects of organizational change are often studied academically but rarely implemented in actual admissions operations. As employees of higher ed, we frequently experience high stress periods with high stakes – students make decisions that can impact their entire lives based on our work. As such, we should attempt to manage the aspects of change that we can. The first segment of this session will focus on unplanned change, as that is often the most frustrating and fear-inducing type for staff. The presenter will discuss some of the issues that stem from this change, such as low morale and productivity and the impact on organizational culture. She will further discuss tips and tools that individuals may utilize to manage change when their environment is in flux. The presenter will touch on topics such as communication, culture, engagement, and organizational commitment.

9C Holistic Review Made Manageable for Programs of All Sizes – Presentation, Integrated Operations
Kathleen Costello, Director of Graduate Admissions and Recruitment, Clemson University

In an effort to make holistic review a realistic possibility for all programs, even ones that have a high volume of applications, Clemson University's Director of Graduate Admissions met with 8-10 faculty for one year. This task force considered indicators for success in a graduate program and then reviewed the application, materials, Letter of Recommendation form, and interview evaluation templates to better capture the information needed to better support holistic review.

9D International Graduate Enrollment Management: A NAGAP and NAFSA Context – Presentation, Enrollment Modeling & Strategic Planning

Julie Deland, Director of Admissions, Harvard Graduate School of Education; Joann Ng Hartmann, Senior Director, IEM-ISS Services, NAFSA: Association of International Educators; Laura Moix, Assistant Director of Graduate Fellowships and Student Support, Graduate School and International Education, University of Arkansas

Conversations about graduate enrollment management, for many of us, cannot be separated from international enrollment management. The truth is that many of our institutions depend on the enrollment of international students, whether that is to diversify and enrich the learning community, to expand the impact of the alumni network more globally, to help balance the institution's budget, or most likely, a combination of all three. However, a one-size fits all approach doesn't work when it comes to enrollment management of domestic and international students. Our institutions have different application requirements, course requirements, funding streams and sources, and different responsibilities and processes for providing supports for student visas. We also recognize the important role that culture plays in informing how people access and consume information, in the questions and concerns that they bring to the table, and in the way they need to be supported during their time in graduate school in a foreign country.

If you work at an institution that has, or would like to have, international students, this session is for you. The presenters will discuss current issues and trends in the world of international enrollment management. Touching on the areas of marketing, recruitment, funding, and student services, they will share strategies and tips for recruiting, enrolling, supporting, and retaining international graduate students. They will also discuss the ways in which NAGAP and NAFSA, as professional associations, can support your international enrollment management work through professional development, networking, and collaboration opportunities.

9E Future NAGAP Leaders: A Springboard to Your GEM Professional Development Journey – Presentation, Career, Staff & Personal Development

Jillian Baer, Associate Director of Graduate and Professional Admissions, The Ohio State University; Ryan Taughrin, Assistant Director of Graduate Recruitment, University at Buffalo, College of Arts and Sciences

The presenters will give attendees real and specific examples of how members of NAGAP have leveraged their home office work and knowledge base to step into volunteer positions within the organization. Two of NAGAP's "Future Leader" award winners will share their stories and timeline through their initial joining of the organization into their current volunteer roles. Specific experiences at the chapter and national level will be shared to demonstrate ways to get involved. Further, presenters will discuss how their outside-of-GEM volunteer activities and involvement help build skills that translate to their professional careers. This session is ideal for those looking to get more involved in NAGAP or other professional organizations and learn about the path from two mid-level professionals. Activities will be facilitated where attendees will be encouraged to create their own goals and timelines that fit their personal career objectives. Networking with other professionals looking to become involved will help with brainstorming and ideating new tactics, and building new relationships to help with short-term

and long-term involvement. Both Ryan and Jillian feel it is important to pay their success forward and help other new professionals learn of options in the GEM field.

9F Why Quality Assurance (QA) Should Be a Fundamental Element of Your Marketing and Recruitment Strategy – Presentation, Recruitment & Marketing

Cate Clark, Associate Dean of Graduat and Adult Admissions, Regis University

Find out how a secret shopping program, an ongoing applicant survey, and ongoing CRM audits informed Regis University, a private Jesuit university with over 5,500 graduate students, of their opportunities and applicant experience. Quality assurance has always been an important part of running any organization – but it has become doubly so with the advent of digital technology and increasing competition for students. The presenter will explore why QA should be a fundamental element of any marketing and recruitment strategy. Through hiring an external secret shopping company, implementing a bi-annual applicant survey, and consistently auditing CRM records and phone calls, Regis Admissions leaders were able to identify the following: primary applicant reasons for exploring Regis, opportunities to improve RFI forms, breakdowns in technology/CRM integration, and opportunities in email, response time, and phone communication with prospects and applicants. Through the feedback and data received through these QA measures, Regis University has been able to identify where improvements in its student engagement, processes, and technology were needed.

11:00 a.m. – 12:30 p.m.

Brunch and Closing Keynote Address: The Power of Influence: Cultivating Change through Empowered Leadership

Ty Bennett, Entrepreneur, Keynote Speaker, Bestselling Author

INFLUENCE doesn't happen by chance or circumstance. It takes candor and compassion. Strength and strategy. Today's leaders use partnership, communication, inclusion, and connection to gain lasting commitment from their teams. Developing relationships, cultivating trust, and weaving a connection that allows for deeper understanding is ultimately a big part of why we are all here. Using specific, time-tested skills and solutions to cultivate trust, encourage collaboration and deliver value to both our teams, and our students, Ty Bennett can help truly design an environment where INFLUENCE grows within every member of your team.

You will learn to:

- Invite creativity and collaboration within your teams.
- Re-engineer relationships across your institution to cultivate value, trust, and mutual respect.
- Develop and nurture honest and effective communication.
- Love what you do, and inspire others to do the same.

The Weather and What to Pack

The average high temperature in Toronto in April is 53 degrees Fahrenheit with lows in the lower 30s. Be sure to pack a jacket or sweater for the sessions, as meeting rooms tend to be cold.

Attire for educational sessions is business casual. Show your school spirit on Wednesday by wearing your school apparel to the Welcome Reception! Attire for social events is casual.



Hotel Information

Sheraton Centre Toronto Hotel
123 Queen Street West
Toronto, ON, M5H 2M9 Canada
Tel: +1 416 361 1000

Make your reservations [here](#). The reservation deadline is **Tuesday, March 19.**

Sheraton Centre Toronto is located in the center of downtown Toronto and home to the 2019 NAGAP Annual Conference.

Guest Rooms: Enjoy views of Queen City as you relax in the newly redesigned contemporary guest rooms with plush mattress, luxe white linens and a cozy duvet. All of our luxurious Toronto accommodations boast modern work desks, 55" LCD flat screens, Wi-Fi and high-speed Internet access.

Internet Access: NAGAP is pleased to provide complimentary wireless high-speed Internet access in your guest room.

Check-in/Check-out: Check-in 3:00 p.m., and Check-out 12:00 p.m. Early check-in and late check-out requests will be accommodated on a request basis and should be directed to the hotel.

For a complete list of hotel features please [click here](#) and for information on hotel parking visit [hotel parking](#).

NAGAP Conference Hotel Rates: NAGAP Conference Hotel Room Rate is CAD \$250 single/double occupancy for standard rooms and \$290 CAD for deluxe rooms, plus taxes. The conference rate will be honored three nights pre/post of the conference dates based on availability.

The deadline to confirm your reservation at the special conference rate is **Tuesday, March 19, 2019**. However, we may sell-out prior to the deadline.

NAGAP never partners with any housing/travel companies to assist with making hotel reservations. These companies find attendees by scouring the websites and then calling and telling them the housing block is sold-out or almost sold-out, or they missed the deadline to book. They are not breaking the law; however, they are not providing accurate information, and they usually require full payment up-front or non-refundable deposits and have strict cancellation/change policies.

Reservations: Please support NAGAP and book directly with Sheraton Centre Toronto Hotel by [clicking here](#). By booking directly with the Sheraton Centre Toronto Hotel, your reservation counts toward the NAGAP contracted room block.

Flight Information

NAGAP is pleased to offer discounts on **select airfares** from Delta and Air Canada for the 2019 conference. We encourage you to book early to obtain the best airfares. Delta promotion code is NMSE9, and the Sky Bonus Number is US0084894. To make your reservations please visit [DeltaMeetings](#) and enter the promotional code and Sky Bonus Number. Air Canada promotional code is 7WQV8Q61, this offers a 10% discount on eligible fares. To make your reservations please visit [Air Canada](#) and enter the promo code.

Toronto is served by the Pearson International Airport (YYZ) and the Billy Bishop Toronto City Airport (YTZ). The Pearson International Airport is approximately 17 miles from the Sheraton Centre hotel and the Billy Bishop Airport is approximately 2.5 miles from the Sheraton Centre hotel.

Ground Transportation Information

Ride sharing services, provided by Uber and Lyft, are now available as part of a pilot project at Toronto Pearson. This is subject to change without notice.

Union Pearson Express Rail Service:

Union Pearson Express is a dedicated air-rail link that speeds travelers from Toronto Pearson International Airport to Union Station in the heart of downtown Toronto, this is the closest station to the Sheraton Centre Toronto. It's fast, reliable, and the trip only takes 25 minutes (less than half the time it takes by car), with trains leaving every 15 minutes. UP Express was designed for travelers. Free Wi-Fi is provided on trains and in-station, convenient charging stations for devices, airline check-in kiosks where you can print boarding passes and luggage tags, and up-to-the minute flight information is also available. UP Express offers easy access, with level boarding and plenty of storage so bags are never a hassle. The first train departs Pearson Station at 05:27, and the last train departs at 00:57. There's no easier or more convenient way to get to or from Toronto Pearson.

Pearson Station Location

The UP Express station is located in Terminal 1 next to the Terminal Link Train. From Terminal 1: Follow the "Train to City" signs. From Terminal 3: Take the free [Terminal Link Train](#) to Terminal 1 and follow the "Train to City" signs.

Get a discount on your travel with UP Express!

Visit UPexpress.com before April 10, 2019 and use promo code **NAGAP2019** to get your 25% discount on **adult return tickets** (round-trip) from Pearson Station to Union Station (regular price \$24.70* CAD). Tickets are valid for one year.

- Select "From **Pearson To Union**,"
- Select **adult return** ticket for your round-trip
- Add to order, then click the "Buy Now" button and then Checkout to pay for the ticket.

At checkout...

- Apply the promo code **NAGAP2019** during purchase.

**Price subject to change.*