



Summer Professional Development Institute – Topics & Speakers

Think Like a Futurist: Connecting Today’s Realities to Tomorrow’s Possibilities

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

The evolution of Graduate Enrollment Management from a secondary revenue source to a life-sustaining priority has been quietly occurring across the higher education landscape for more than twenty years. Long before the pandemic disrupted our industry, cracks have been showing and growing in the historically respected and admired ivory tower. This session will introduce NAGAP's integrated interdependence model for graduate enrollment management to better understand where we are today and how that informs the future possibilities for our programs, universities, and the profession. This session will be interactive and offer participants opportunities to network and interact in breakout rooms. **Participation with a microphone and webcam is recommended.**



Jeremiah Nelson currently works for Wake Forest University School of Business as Director of Enrollment Management. With more than 20 years of higher education leadership experience, Jeremiah is most passionate about access to graduate education and issues of diversity, equity, and inclusion. He earned his PhD in Leadership Studies at North Carolina A&T State University. Jeremiah is also currently serving as NAGAP President.

1A Is That My Job? Understanding and Defining Your Role in Marketing Your Graduate Programs

Marcus Hanscom, Director of Graduate Admission, Roger Williams University

As a new graduate enrollment professional, you’ve probably learned that central to your role is your ability to wear many hats. One of those hats is successfully marketing your graduate programs, which goes well beyond simply advertising or standing at a recruitment table. Whether you are a front-line admission counselor or an aspiring enrollment leader, it is critical that you understand the 5 W’s (and H) – who, what, where, when, why, and how – of your institution’s graduate marketing strategy and the role you play in it. This session will dive into the nuances of marketing to graduate students including how to identify and find your target audiences, understanding and selecting appropriate channels, effectively communicating your brand, and more.



Marcus Hanscom is an established higher education marketing and enrollment management professional and consultant, having served in a variety of roles working with undergraduate and graduate students for nearly 16 years. He currently serves as Director of Graduate Admission at Roger Williams University in Bristol, RI, where he helped facilitate new and continuing student growth and has built graduate student community and services with the University's first graduate student fees and the inaugural Graduate Student Association. He previously worked in progressive roles in undergraduate and graduate admission at the University of New Haven in West Haven, CT.

Marcus has presented widely on enrollment management and marketing strategies for adult and graduate students at national and regional conferences for Aslanian Market Research, Carnegie Communications, NAGAP, NEGAP, STAMATS, TxGAP, and others, and has served on the NAGAP Board of Directors. He was awarded the Future Leader Award by NAGAP in 2012 and was the founding president of NEGAP, the New England Association for Graduate Enrollment Management.

1B When the Going Gets Tough, the Partnership Gets Going: How RIT Marketing and Admissions Rallied around a Common Goal

Kinnari Sejpal, Associate Vice President for Marketing Strategy and Creative Services, Rochester Institute of Technology

Nothing has broken down more silos and united more groups toward a common cause than the global pandemic. The obvious—but not always operational—collaboration between a university's central marketing group and the graduate admissions office is one such example. Using case studies of successful initiatives launched during the pandemic, in this session participants will learn how to

- Foster a culture of collaboration between Marketing and Admissions
- Play to one's own strengths while playing in the same sandbox
- Divide and conquer effectively, especially when resources are strapped
- Advance new ways of working together in a post-pandemic world



Kinnari "Kin" Sejpal serves as the Associate Vice President for Marketing Strategy and Creative Services at Rochester Institute of Technology (RIT). In this inaugural role, she leads a team of branding, marketing intelligence, and creative professionals. She also oversees college-level marketing and communications functions and guides brand initiatives for RIT's global campuses. In her four years at RIT, Kin has led a successful rebranding initiative, kicked off a first-of-its-kind reputational campaign, and helped launch a holistic and integrated web presence for the University. Kin comes from a higher education background; she previously worked at Purdue University, where she held a variety of roles within the marketing strategy area. While at Purdue, Kin earned Master's in Communication and Master's in Business Administration degrees.

2A Let Data Drive Your Decision

Ariana Balayan, Assistant Dean, Admissions and Recruiting, University of Massachusetts Medical School Graduate School of Biomedical Sciences

In this presentation, Ariana and Michael will share the types of external and internal data relevant to GEM professionals and how data is used for reporting and driving strategic recruitment decisions. Attendees will participate in small breakout rooms to discuss the topics shared and the presenters will conclude with key takeaways to implement on one's campus.



Ariana Balayan is the Assistant Dean of Admissions and Recruiting in the Graduate School of Biomedical Sciences at the University of Massachusetts Medical School. She is responsible for admissions and recruitment strategy and practice while collaborating with faculty to grow the number of underrepresented students in biomedical doctoral programs and develop optimal onboarding practices for incoming PhD students. In GEM for more than a decade in public and private institutions, Ariana co-authored the white paper seminal to establishing the concept of GEM. She holds a Doctorate in Higher Education Leadership from Nova Southeastern University and is published in *SEMQ* and *Journal of College Student Retention: Theory & Practice*. Ariana is interested in GEM practitioners' professional development practices, her dissertation topic, and related to her current role on NAGAP's Professional Development Committee. She is also Past President of NEGAP, NAGAP's New England Chapter, and has presented at numerous national and regional conferences.

Michael Merriam, Assistant Dean/Director of Graduate and Continuing Education Recruitment, Framingham State University



Michael Merriam is the Assistant Dean/Director of Graduate and Continuing Education Recruitment at Framingham State University. His role is to oversee all aspects of the admissions funnel for Graduate and Continuing Education degree-seeking students and those who may be casual course takers. As Assistant Dean, Michael is also engaged in all aspects of the Enrollment Management Department – from undergraduate strategy to increasing the use of Framingham's CRM Slate technology. He has been in higher education for over 12 years and has been in Graduate Enrollment Management for seven. His professional experience ranges from Undergraduate Admissions, Graduate Admissions, Enrollment Marketing, Specialized Operations and Student Retention. As an adult learner himself, Michael understands the trials and tribulations of the graduate student, while maintaining a work and family balance. He has held leadership roles with the University of Professional and Continuing Education Association and has been the Chair of the Planning Committee for their National Marketing and Enrollment Management Seminar. He is also the current Vice President for the NEGAP Chapter. In his off time, he enjoys being with his friends and fiancé and also is known to be on an obstacle course for a Spartan or Savage Race.

2B From Raw Data to Informed Decision Making: Stories, Partnerships, and Communication

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

Data informed decision making requires the transformation of raw data into a meaningful story. As a communication tool, data becomes the bridge between decanal unit and university wide interests, strategic and operational priorities, and creates a common language necessary for success. This session will provide a look into how one university has partnered across units to transform data into meaningful stories that benefit both the university and decanal units charged with enrollment decision making. The session will consist of three parts; university wide (strategic) data reporting, decanal unit (operational) data decision making, and Q&A session.



Kathryn Kendall is the Senior Assistant Dean for Enrollment and Online Programs at the University at Buffalo School of Social Work. She earned a bachelor's degree in Psychology from SUNY Fredonia, a Master's Degree in Social Work from the University at Buffalo, and a Doctorate in Education from the University of Rochester specializing in Higher Education Leadership. Kathryn has been a Clinical Social Worker practicing in New York State since 1995. She has been in higher education for over 17 years, and currently oversees enrollment management, strategic marketing, and admissions for the School of Social Work. She additionally oversees the logistical coordination of their DSW and MSW online degrees. Kathryn is a graduate of the Online Learning Consortium (OLC) (previously known as Penn State/SLOAN-C) Institute for Emerging Leadership in

Online Learning (IELOL), appointed to the NAGAP Professional Development and Education Committees, past Vice President and Treasurer of New York Graduate Admissions Professionals Chapter (NYGAP), and currently the Co-President for the National Deans and Directors of Graduate Social Work Admissions (NDDSWA). Kathryn resides in Buffalo, NY with her partner, and in her personal time competes in Highland Games throughout the year.

Brian O'Connor, Assistant Vice President for Data Analytics, University at Buffalo



Brian O'Connor serves as Assistant Vice President for Data Analytics at the University at Buffalo (UB). He has more than 25 years of higher education experience in a wide range of roles including teaching, research, unit-level data administration and central analytics leadership. He and his central data science team develop interactive actionable intelligence dashboards for use throughout all levels of the campus community. These common tools serve hundreds of users from functional department level positions through to senior campus administrators, with on-demand delivery of information on admissions, enrollment management, retention, student flow, student outcomes, resource planning, and more.

Brian has presented the Institutional Analytics team's work at numerous national conferences, annual meetings and invited presentations, to audiences across a wide range of higher education roles. UB's investment in a new central analytics office aligns strongly with the recently released joint statement on the importance of analytics in higher education from the leadership of NACUBO, EDUCAUSE and AIR. The intent of this work is to get both central offices and schools using the same information tools to see trends of what happened, gain understanding of underlying reasons why, and get a glimpse of the future with predictive tools. Insights gained from these dashboards allow campus leaders to make data-informed decisions.

After five years of central analytics effort to date, this all remains a continual work in progress as we attempt to shift the campus data culture, remove walls from previous silos, minimize data wars and promote a shared understanding of critical activities that impact our students and our institution.

You Can Handle the Truth: Legal Issues in Graduate Enrollment Management

Carrie Ryan Gallia, Senior Associate General Counsel, Office of the General Counsel, University of Minnesota

A discussion of legal issues doesn't need to inspire dread. In this session, we'll identify and demystify admissions-related issues that raise legal concerns and give you the tools to identify when you should call your general counsel for advice. Among other things, we'll discuss general principles to guide your enrollment management approach, legal issues in the application process, how to handle tricky cases, the ins and outs of FERPA, and the role of race and other diversity factors in recruitment, admissions, and retention.



Carrie Ryan Gallia joined the Office of the General Counsel at the University of Minnesota in 2016. She practices in the areas of litigation and student affairs, and she advises on a variety of issues, including admissions, constitutional issues, and Title IX. Prior to joining the University, Carrie was an attorney at Lindquist & Vennum and, before that, at Fish & Richardson, both in Minneapolis. She graduated magna cum laude from Princeton University with a degree in English Literature and earned an M.F.A. in dramaturgy from the Columbia University School of the Arts. In 2008, Carrie received her J.D. summa cum laude from the University of Minnesota Law School, where she served as a Managing Editor of the *Minnesota Law Review*, was a member of the Order of the Coif, and won the William B. Lockhart Award for Excellence in Scholarship, Leadership, and Service. After law school, Carrie served as a law clerk to Judge Carlos T. Bea on the U.S. Court of Appeals for the Ninth Circuit.

Leveraging Campus and Community Partners to Promote Diversity

Tabitha Hardy, Assistant Dean for Student Development and Academic Affairs, Indiana University-Purdue University Indianapolis

This interactive session will focus on using campus and community partnerships to recruit and retain diverse students. This session will allow attendees to reflect on their own efforts to promote diversity, while providing practical advice and implementations to support diverse graduate students.



Tabitha M. Hardy, Ph. D. is the interim, assistant vice chancellor for graduate education and assistant dean for student development and academic affairs within the University Graduate School and IUPUI Graduate Office. She also holds a faculty appointment as a lecturer in the department of Biology at IUPUI. Dr. Hardy is the youngest of ten children and the first in her family to attain a college degree. Dr. Hardy has successfully navigated academia as a first-generation minority female in STEM at both minority and majority serving institutions. Hardy received her BS in Biology Education from Alcorn State University, her Master's in Biology from Jackson State University and earned her Ph.D. from Indiana University School of Medicine in Microbiology and Immunology. After completing a postdoctoral fellowship at the University of Alabama at Birmingham where she studied breast cancer health disparities and epigenetics, she held an appointment as an assistant professor of Biology at Stillman College, a historically black college in Tuscaloosa, Alabama. Hardy has a wealth of teaching and research experience and has also received numerous internal and external grants to fund her research and various projects.

In current her roles, Hardy builds and sustains campus and community academics, research, and career partnerships; prepares grants; and teaches contemporary biology and career and professional development courses. She also recruits and advises graduate and professional students and works with faculty as the director of the Preparing Future Faculty & Professionals (PFFP) program, in addition to planning and administering an annual campus visit program "Getting You into IUPUI" and coordinating activities for summer and post-baccalaureate programs. Additionally, Dr. Hardy has widespread experience in professional programming, mentoring and guiding students to discover and pursue their educational path. She is particularly focused on developing programs fostering graduate and professional student success, academic affairs related to graduate and professional programs, and the recruitment and retention of diverse students.