

 SEMQ REVIEW

A Comprehensive Guide to Graduate Enrollment Management: Advancing Research and Practice

PARISH, J.H., AND S. J. KANIA III (EDS). 2024. LONDON, UK: ROUTLEDGE.

Reviewed by Christopher W. Tremblay

A Comprehensive Guide to Graduate Enrollment Management is a pivotal new resource for professionals in the field, marking a significant step forward in understanding and executing graduate recruitment, admissions, and enrollment strategies. The book provides a thorough examination of graduate enrollment management (GEM), from foundational terminology to advanced topics like financial aid and student success. Highlights include an in-depth exploration of legal issues, marketing strategies, and financial aid, as well as practical case studies and research insights. Although some readers might find the interspersing of case studies with chapter content somewhat disruptive to the book's flow, its extensive research and practical guidance make it a valuable tool for GEM practitioners.

As a graduate enrollment management professional, I was thrilled when *A Comprehensive Guide to Graduate Enrollment Management* came out. Finally—a text for those of us managing graduate recruitment, admissions, and enrollments! Since graduate enrollment management (GEM) entered the lexicon in 2018, there has been a growing amount of literature being documented about this sister to strategic enrollment management (SEM) (Williams 2008).

With 43 authors who contributed to 23 chapters in seven parts, this book covers a wide range of topics in GEM. With this book review, I will offer thoughts divided by each part of the book.

Part One: Graduate Enrollment Management Context

I absolutely fell in love with Chapter One, which is all about the terminology in the field. There are more than 60 terms defined. This is a must-read for all newcomers to GEM. In fact, shortly after this book was published, I had two new staff members join my team, and I assigned this as reading and we discussed it. Both staff members found it very valuable as they both were new to graduate recruitment and admissions. This was the first time I had seen a definitions chapter, and it's a win for this book. Part One also immediately confronts the legal issues in the field. Author Carrie Gallia walks us through the legal implications of recent legislation. It is a short but helpful read.

Part Two: Graduate Enrollment Marketing and Admissions

Part Two covers five different chapters. Co-editor Stanley Kania III details the Five Ps of GEM marketing in chapter three. Chapter Four, while not titled a “case study,” was the presentation of a research study done on 300-plus students about their engagement in the graduate admissions process. Chapter Five goes in depth about cognitive and non-cognitive factors used in graduate admissions. One of this chapter’s tables (Table 5.1) offers a succinct summary of five non-cognitive constructs—helpful for GEM officers looking to implement non-cognitive variables into their admissions processes. Chapter Six extends that conversation with a focus on holistic admissions review in graduate education. This chapter presents survey data from nearly 70 GEM professionals. Chapter Seven concludes this part with a study related to test-optional and doctoral admissions.

Part Three: Graduate Enrollment Management Planning and Operations

My favorite aspect of Part Three, Chapter Eight was Table 8.1, which compared the differences between GEM and undergraduate enrollment management. I did feel Chapter Eight was mistitled, and it covered an interesting mix of topics: international GEM, SEM, and institutional orientations. It felt like an odd combination. Chapter Nine is one of the shortest chapters and is focused on strategic planning. Specifically, it outlines four primary phases/steps, which I felt could have been elaborated on as I was left with wanting more. This section concludes with two short case studies—one on the registrar’s role in GEM and one-stop models for graduate students. The one-stop case study offers fourteen recommendations when implementing a one-stop approach.

Part Four: Graduate Student Financial Aid

This part offers one primary chapter and two case study chapters. In Chapter Twelve, co-editor Joseph Paris tackles tuition discounting, economic theory, institu-

tional grant aid, and predictive modeling techniques head on. This is a much-needed chapter and one of the best ones in the book. It is a good introduction to GEM professionals unfamiliar with tuition discounting and net tuition revenue. Chapter Thirteen, while a short case study, showcased an innovative approach to graduate student financial wellness programming, which I found super helpful. Chapter Fourteen’s case study is primarily relevant to medical schools, so I struggled with connecting to the content.

Part Five: Graduate Student Success

This part has five chapters and two case studies. Chapter Fifteen focuses on orientation/transition, advising/mentoring, career development, student diversity, mental health/wellness—which means it is very comprehensive. I appreciated that this chapter was grounded in the Weidman-Twale-Stein graduate student socialization framework. Chapter Sixteen, while beneficial, was misplaced in this section and should have been included in Part Two since it was focused on personal statements used in the admissions process. The hidden curriculum section was important and could have used more coverage. Chapter Seventeen is a gem (no pun intended) of a chapter, defining graduate student engagement and discussing both its benefits and barriers. I really appreciated the case study on first-generation graduate students because we often forget that they are still first-generation students. Chapter Nineteen’s case study was about Teachers College’s graduate student pathways model. It offered insight about key success indicators, “milestone moments,” and MIT’s Three-E Model (entry, engagement, and exit).

Part Six: Graduate Student Diversity, Equity and Inclusion

Part Six has one primary chapter and two case study chapters. Chapter Twenty is about supporting LGBTQ/T graduate students. I appreciated that it covered a wide-range of topics including adjustment, mentorship, socialization, faculty engagement, peer connections, family dynamics, and resilience. The first case study is

about recruitment of diversity for STEM graduate programs, especially students' racialized experiences. The second case study was about the role of faculty with a hint of alumni engagement. Both case studies offered insight into current practices on campuses.

Part 7: Future of Graduate Enrollment Management

This part has one very short chapter. In my opinion it didn't really need its own part if it only had one chapter. However, this chapter was an effective re-cap of the state of GEM, and it lays the foundation for future articles and books on GEM.

Overall Thoughts

This text is rich in research based on the number of studies and case studies throughout the book, which

adds to its strength. The book cites SEM gurus and the emerging GEM leaders which offered a balanced perspective. Five of the seven sections of the book featured one or more case studies. While I appreciated them, I think grouping them together in their own section of the book at the end would have been more beneficial for the reader. Switching between chapter content to case studies impacted the flow, at least for me. Each chapter's reference list is robust, which adds to the credibility of this publication. It's also an opportunity to dig deeper into a particular topic. At nearly 300 pages, this book is thorough and comprehensive. I salute NAGAP and Routledge for partnering to publish this important new book in the field of GEM. I recommend it for all current GEM practitioners. I think this is just the beginning of GEM books we are going to see in the coming years.

References

Williams, K. S. 2008. Graduate enrollment management: Leading

the way to EM's future. *College and University*. 83(4): 55–58.

About the Author



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