

Pathway Goal: Research, Scholarship, and Creative Activity **Report:** Year-End: May 2018
Action Item # 2-2

Action Item Description:

Create Campus wide Graduate Enrollment Management (GEM) Plan: Focus on high-demand, placement possible professional Masters and doctoral programs; enhance career services/support; reduce time to degree while increasing completion; and track alumni to assess success. Generate Campus wide R2PC (Recruitment, Retention, Progression, and Completion) Plan for strategic grad recruitment, enrollment, progression, completion, and time to-degree. Identify key areas of strategic research and doctoral growth (to guide faculty hires and GA growth); hire research intensive faculty and invest in GAs. Initiate process to increase graduate enrollment overall, and research doctoral enrollment specifically, beginning in FY16. Establish streamlined pathways for strategic graduate program realignment (fewer boutique; more professional masters; more bachelor to PhD paths; 4+1 programs; 5+2 programs, etc.)

Submitted By:

Name	Department
Janet Dufek	Kinesiology and Nutrition Sciences

Working Group Members:

Name	Department
Janet Dufek (Chair)	Kinesiology & Nutrition Sciences
Kara Wada (Co-Chair)	Graduate College
Rebecca Benfield	Nursing
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Jennifer John	Student Member
Nate Bynum	Theatre
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Yvette Gonzales	GPSA Representative
Kendall Hartley	Graduate College
Elisabeth Hausrath	Geoscience
Travis Olson	Teaching & Learning
Jessica Word / Jayce Farmer	Public Policy and Leadership

Process and Timeline: Provide a brief summary of the year-long process for your working group.

- Focus on Holistic Graduate Admissions.
- Focus on Recruitment CRM (customer relationship management).
- Identify "Target" graduate programs for recruitment and growth.
- Focus on strategic RPC (retention, progression, completion) w/ campus workshop/training and program (re)alignment.
- Work on implementing data access as identified in the Grad Data Needs Assessment.

Describe what has been accomplished so far this year.

The "GEM/R2PC" working group met monthly during the fall semester 2017 to carry forward actions initiated in AY 2015-16. Eight primary charges were outlined at the initial meeting. These charges and resulting actions/recommendations are summarized as follows:

1. Grad Rebel Gateway: Feedback was obtained from Graduate Coordinators. Information provided presently was deemed useful. Recommendation is to drill metrics down to "Plan Level" such that data (inquiries, enrollments, etc.) can be used in accreditation reports, etc.
2. Holistic Graduate Student Admissions: Subcommittee (Hartley, Hausrath, Word) are to provide outline of training components. Workshops to educate faculty were suggested. (document link attached).
3. Application Deadlines – Decision Deadlines: Committee developed recommendations as to "best practices" (document link attached).
4. Recruitment and Admissions Communications in Grad Rebel Gateway: Templates of recruitment flyers were developed (Venah Darakjian) for each degree plan. Units are to return any edits/changes by December 4, 2017.
5. Focus groups to assess usefulness of Degree Audit; decision to eliminate graduate degree audit. Intensive effort to establish useful alternative that would better support RPC; the new Plan of Study form will be completed this year.
6. Established Student Lifecycle Model: This will unify Graduate College RPC efforts and GC Student Success Institute activities to provide seamless "just-as-needed" information, guidelines, and opportunities to Master's and doctoral students early, mid-, and late-career.
7. Dashboard Development in Grad Rebel Gateway: (redundant with item 1 above).
8. Grad Rebel Gateway "Chatter" for Grad College Executive Committee: Not recommended.
9. Established an RFI (request for information) system for prospective student & new admit questions and issues to be handled via the "cases" feature in the Grad Rebel Gateway.
10. Target Graduate Programs for Recruitment and Growth: Being addressed by Student Achievement group; will be shared with this working group in January.
11. Discussion of Best Practices for Training (faculty and students): Workshops/webinars recommended. Action item for Spring 2018.
12. Sent out Graduate Coordinator survey to assess campus RPC needs and issues.

Identify next steps.

1. Continue to develop metrics in Grad Rebel Gateway to drill down to “Plan Level” for programs who request this.
2. Develop content for Holistic Graduate Student Admissions training (workshop; webinars).
3. Implement recruitment flyers for distribution and activate strategic recruitment and admissions communication flows in Grad Rebel Gateway.
4. Roll-out student lifecycle model beginning in spring semester.
5. Review data relative to program growth. Identify programs targeted for growth. Request appropriate resources.
6. Plan and conduct RPC workshop and faculty training/webinars on R2PC best practices during Spring 2018.

What will your final product be at the end of the year? Such as, what metrics which will be used to assess your progress/achievement, will a report be generated, etc?

1. Track metrics on program inquiries to admits with implementation of new program communications in Grad Rebel Gateway.
2. Develop workshops/webinars for RPC training purposes. Track participation.
3. A report will be generated.

You may have reference material to attach to this report. Select from the list.

No additional reference material

OR

Any material generated by this working group (if completed at this time)

Link to “Application Deadlines” Document:

<https://docs.google.com/viewer?a=v&pid=sites&srcid=dW5sdi5lZHV8Z3JhZG9vbW1pdHRlZXN8Z3g6N2E4NDEyZTQzMmI3ODE1Mw>

Link to “Holistic Admissions” Document:

<https://docs.google.com/document/d/1rVUnI4M9VAEZW2orisJhPzEq2oOvCAZymffsRVyON0/edit>

Additional information to include (optional).

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End of Mid-Year Report
Remainder of the report will be completed in May.

Year-End

This portion is to be completed in May.

2017-18 Accomplishments.

<ol style="list-style-type: none"> 1. Worked with the Graduate Systems team to build additional reports and dashboards in Grad Rebel Gateway to better monitor prospect, applicant, and admit data in a way that can better meet the needs of graduate programs with respect to meeting metrics, reporting out to national accrediting boards, etc. 2. Developed and disseminated one-page recruitment flyers for all graduate degree- and certificate-programs. 3. Recommendation to Deans to disseminate GA allocation funds to departments as early as possible to assist with graduate recruitment and new admit yield efforts 4. Refinement of projection models to determine feasibility of achieving Top Tier goals with respect to graduate enrollment (GEM) and graduation goals. 5. Significant planning in place for Fall 2018 GEM/R2PC workshop for graduate coordinators, department chairs, deans, graduate faculty, and support staff. 6. University level data and projection models for graduate enrollment (in order to reach 2025 goals) will be shared at the Fall 2018 workshop.

SWOT Analysis: Determine the strengths, weakness, opportunities, and threats presented in the data.

Strength(s)	Graduate College provides regular training for graduate coordinators and training for new graduate faculty on a regular basis. Grad Rebel Gateway is being continuously built out to be more robust to incorporate the entire graduate student lifecycle and to be more user-friendly and helpful for faculty and staff. The need for more training for faculty as graduate student advisors is being acted upon (Fall 2018 workshop). Creation of recruitment flyers has been undertaken by the Graduate College in support of the recruitment efforts of departments.
Weakness(es)	Some graduate faculty advising graduate students do not take the time to learn about policies, procedures and deadlines and senior faculty often undo the training the Graduate College provides to new faculty. Robust data through the entire graduate student lifecycle is not easy to obtain and not centrally available.
Opportunity(ies)	Earlier admissions decisions combined with offers of admission can have significant positive impact on yield. Packaging acceptance letters with funding offers for graduate students is a best practice. This can improve the probability of attracting quality students. Use of online interviews (via KIRA software) can enhance the commitment to holistic admissions. There are many graduate departments that are doing things well, we just need to provide more opportunities for departments to share their ideas and learn from one another.
Threat(s)	Extended/late admissions deadlines for some programs can create the potential to lose quality doctoral students. Losing admitted students who stop out of programs for various reasons hurts completion numbers.

2018-19 recommendations and next steps

- What does the SWOT analysis reveal?
- What should the goals / activities be for the subcommittee?
- Who should be responsible?

The tools that the Graduate College has invested in continue to enhance R2PC efforts. One of the primary goals for 2018-19 should be continued efforts at training, retraining, and engaging faculty in GEM/R2PC best practices. Also, there will be an emphasis on breaking down The GEM enrollment model predictions to the college/program/plan level.

You may have reference material to attach to this report. Select from the list.

No additional reference material

OR

Any material generated by this working group

Additional information to include (optional).

End of Report
