No place to go but up!
Recruitment in the Heartland

Jim Ahern, AVP for Graduate Education
jahern@uwyo.edu
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Overview

• Background: Starting from Scratch
• Recruitment Challenges of Being UW
• Moving Forward
• Challenges Arising
• Lessons Learned
Background: Who We Are

- State Flagship & Land-Grant University
- Only public, 4-year institution in state
- Doctoral – Higher Research Activity (R2)
- Located in Laramie (pop. 32,000)
- Founded in 1886

Largest Programs by Enrollment

- JD (223)
- PharmD (172)
- MA in Education (147)
- MBA Exec. (87)
- MS Counseling (59)
- MS Zoology (58)
- PhD Curriculum & Instruction (43)
- PhD Petroleum Engineering (43)
- DNP (42)
- Cert. School Principalship (40)

Background: Starting from Scratch

UW Graduate School was eliminated in 2009 as part of a major budget cut.

- 6 positions eliminated/retrenched
- “Regulations of the Graduate School” eliminated (UW Regulation 7-580)
- Grad. School functions dispersed
  - No central administrator of all functions
  - Colleges & departments given autonomy & control
Moving Forward

2011

We do GAs. Recruitment? What recruitment?

2016

We do GAs . . . and we’ll give you some funding to support recruitment.

2019

We do recruitment, marketing, communications, and analytics to help strengthen UW Grad Ed . . . and we do GAs.

Recentralizing Results in Building Capacity

Recruitment Challenges of Being UW

- Small, isolated city
- Big state, small population
- Weather & Altitude
Recruitment Challenges of Being UW

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Recruitment Challenges of Being UW

$42 million budget cut (2016 – 2017)
• Numerous faculty departures
  • Early retirement program
  • Consolidation of departments
  • Elimination of programs

Fewer Full Professors Means Fewer Graduate Students
Senior faculty tend to mentor more graduate students. UW had significant losses of Full Professors beginning in 2016 and continuing through 2017.

Budget Challenges Become Recruitment Challenges

Shift in International Student Recruitment Hits Hard in the Heartland

International Graduate and Professional Student Enrollments

International Enrollments 2018 vs. previous year
Nationally: -4.0%
U.W.: -7.9%

http://cgsnet.org/international-graduate-applications-and-enrollments-continue-decline-us-institutions
Figuring Out How to Move Forward

Key Areas Examined
1. Administrative Structure.
2. Enrollment Management.
3. Assessment.

• ‘Encourage’ best-practices for inbound marketing
  • Better automate handling of inquiries

• Marketing & Communications Specialist hired (May 2019)

• Contracted with RNL
  • Academic program and market insight research
  • Developed SEO for specific programs
  • Prepping to re-work 70+ graduate pages

• Recruiting fairs (international, regional, diversity)

• Graduate Recruitment Initiative – grants to programs
Building on Strengths

- **Low tuition**
  - Low cost of attendance
  - Inexpensive Graduate Assistantships
  - Discounted online non-resident tuition

- **Wealth of state-funded GTAs**
  - Improving effectiveness
  - Redirected funding to support diversity recruitment
    (URDM & WGE Initiatives)
  - 20% increase in URDM students

### Recentralizing Results in Building Capacity

<table>
<thead>
<tr>
<th>U.W. (peer rank)</th>
<th>GTAs</th>
<th>GTAs as Percent of Grad. Students</th>
<th>Undergrad. FTE per 1 GTA</th>
<th>GTAs as Percent of all GAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Mean</td>
<td>551  (11th)</td>
<td>29.1% (4th)</td>
<td>16.3 (1st lowest)</td>
<td>60.2% (5th)</td>
</tr>
<tr>
<td>Peer s (n)</td>
<td>667.3</td>
<td>21.7%</td>
<td>27.8 (1st lowest)</td>
<td>51.0%</td>
</tr>
<tr>
<td>Peer Mean</td>
<td>315 (18)</td>
<td>9.3% (18)</td>
<td>9.5 (18)</td>
<td>10.4% (18)</td>
</tr>
</tbody>
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Supporting the Lifecycle

**While applying:**
- Improved policies & processes.
- Dotted lines. Admissions staff dedicated to graduate admissions.

**While enrolled:**
- Graduate student conference travel funding
- University-wide professional development
- Dissertation writing fellowships

### Recentralizing Results in Building Capacity
Challenges Arising

• Coal is not coming back . . . tight budgets the new norm.

• Faculty and staff declines.

• New financial management & HR systems.

• Governor, Legislature, Trustees and President emphasizing serving WY students over recruiting NR and international students.

Lessons Learned

What Not to Do
• Eliminate your graduate school & graduate dean.
• Rely solely on your colleges & programs to handle recruitment.
• Eliminate your outreach/distance ed. school.

What to Do
• Get advice from colleagues
• CGS consultation
• Make sure that your policies & processes are not hinderances to recruitment
• Make sure that GA funding resources are oriented to recruitment, where appropriate