

Managing Enrollment: Recruitment, Admissions and Funding

New Dean's Workshop

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Session Overview

Introductions/Context

Funding Discussion

Admissions/Recruitment Discussion

Questions/Wrapup

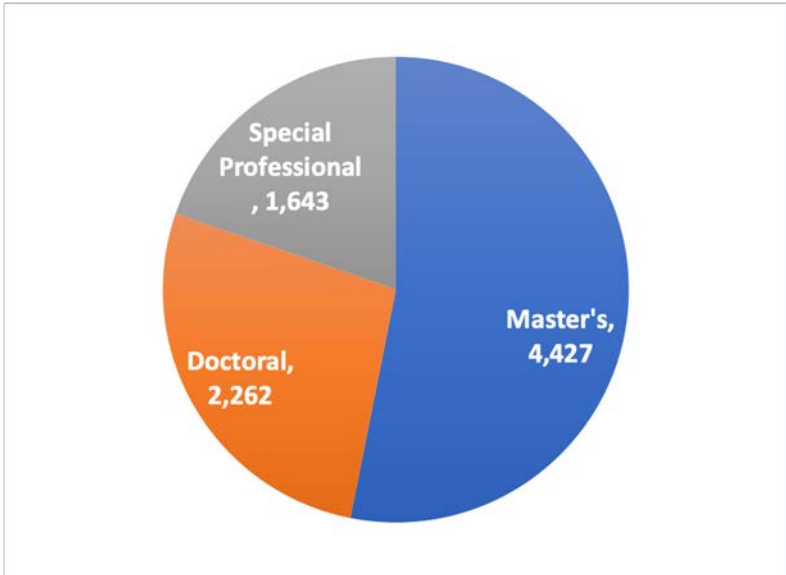


University of Houston

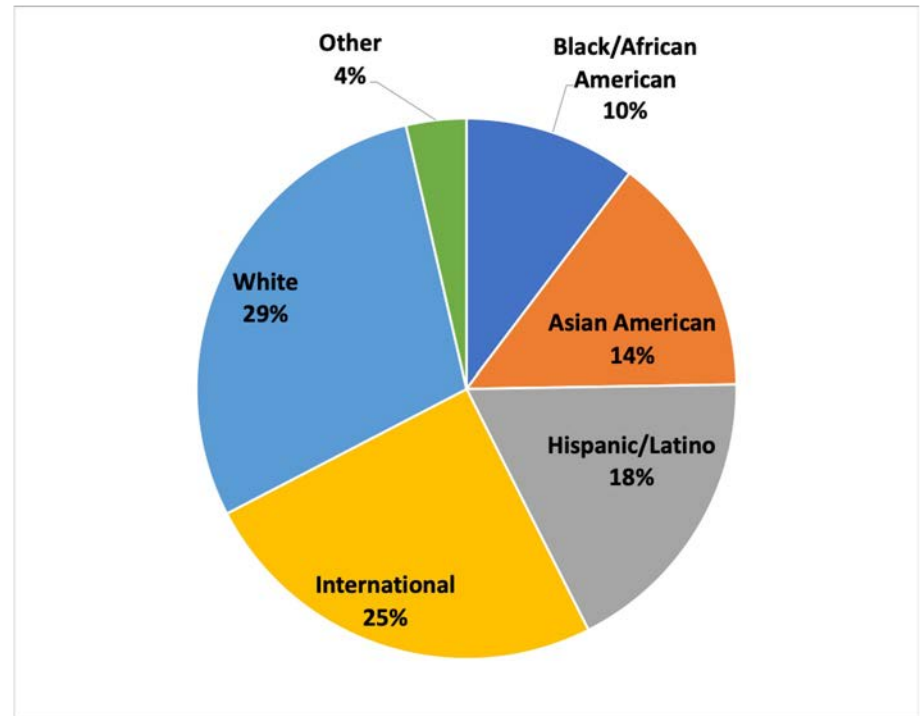
- Founded in 1927
- Carnegie Tier 1 Public University (since 2011)
- ~47,000 students in Fall 2021 (~8300 graduate and professional students)
- Part of the University of Houston System
- Hispanic-serving institution

Graduate Enrollment Overview (F21)

Graduate & Professional Student
Total Enrollment: **8332**



55% Female
67% Texas Resident



Funding: Doctoral Students



Doctoral students (majority FT) have a stipend and tuition/mandatory fees scholarship.

Colleges/programs manage RA/TA appointments from their college/research budgets

Provost Office (Graduate School) allocates tuition scholarship funds to the colleges and colleges make award decisions. Graduate School works with Financial Aid to process.

Funding: Master's Students



- Eligibility for in-state tuition
 - Employment waiver
 - Competitive scholarship waiver
- Need-based funding available to eligible TX students (must file FAFSA and meet eligibility requirements)

Funding Challenges



- Managing allocations/criteria for tuition scholarships and need based funding with limited new funds
- Stipend levels and increasing health insurance costs
- Created **Graduate Student Employment Committee** to bring together Provost Office, HR, Business Office, Student Affairs, faculty and graduate student representative. Committee meets at least once per semester.

University at Buffalo

- RI AAU public research university
- 30,000 students with approximately 4,400 master's, 2,500 doctoral, and 2,300 professional students
- 22% of graduate and professional students are international; 15% URM
- Over 300 graduate and professional programs across 12 schools, including over 80 doctoral programs
- Graduate Enrollment Management services reports to the VP for Enrollment Management
- Academic units responsible for recruitment, admissions, and orientation

Funding

Complex funding landscape

- Academic deans manage tuition and stipend
- Graduate School manages central fellowships
- Campus establishes stipend minimum for full time, fully funded PhD students and centrally pays comprehensive fee for these students
- Graduate Student Employees Union negotiates minimum stipend for all teaching and graduate assistants across SUNY system

Challenges:

- Ensure transparency for current and prospective students
- Balance tuition and stipend cost escalation with PhD cohort size

Breakout activity on funding

Pick a partner and discuss one of the following scenarios:

1. Graduate students are unhappy with their graduate assistantship salaries in light of inflation and rising costs of health insurance. They have been requesting a raise for the past 2 years. The Faculty Graduate Council formally supported a raise for graduate students. You have heard rumors that the graduate students are discussing unionizing. How do you manage this situation? Who do you engage in the discussion? What actions do you take?
2. You hear from a number of graduate program directors that their stipends are no longer competitive which is negatively affecting their ability to recruit. Upon examining comparative data, you realize that stipends across your institution have not kept up with peer institutions. How do you respond? What actions do you take?

RECRUITMENT and ADMISSIONS

Fall 2021: Geographic

Top 3 Countries

- India
- China
- Iran


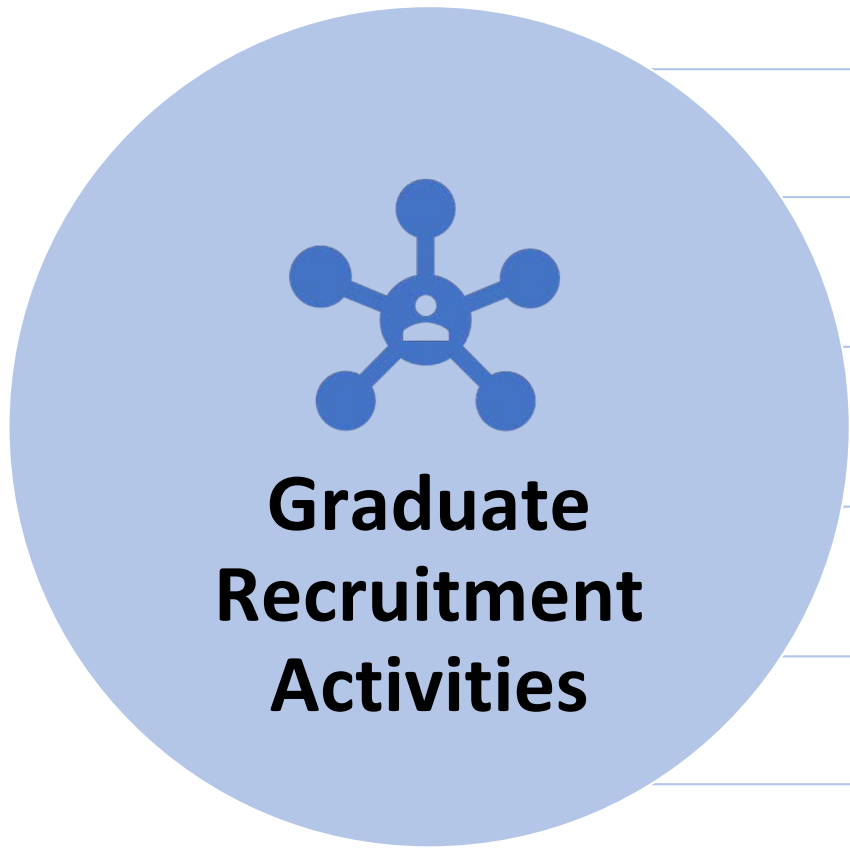
Top 3 states (outside TX)

- California
- Florida
- New York




GRADUATE ENROLLMENT: **GOALS**


- 2-3% annual increase in master's level enrollment
- Strengthen academic profile of graduate students (eg. increase selectivity)
- Maintain strong doctoral enrollment
- Foster diversity across ethnic and geographic dimensions



Recruitment/career
fairs/conferences
(virtual/in person)




Faculty visits to
schools/bridge
programs



Virtual info
sessions
(students, alumni)



Campus
visits/open
houses



Websites,
brochures, videos,
digital signage



Social
media/email
campaigns

Graduate Recruitment: **Landscape**

Pandemic has upended traditional recruiting practices.

International students have faced challenges related to policy changes, travel restrictions, and delays in visa processing.

Increased student demand for technical fields (computer science, data science, engineering).

Graduate Recruitment: **Strategies**

Focus on UH's strong academics and research

- Academic and research excellence (Tier 1)
- Research strengths in health, energy, security and sustainability

Leverage location in Houston

- Diverse and global city
- Energy, health care excellence (Texas Medical Center)
- Industry sponsored degree/credential attainment

Strengthen global engagement

- Partnership with UG admissions and international agencies
- International academic and research collaborations

Expand access to graduate programs

- UH main campus and system undergrads
- UH Extend online programs
- UG to Grad pathway/bridge programs

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 Choose Program: _____
 (Please select)

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UNIVERSITY of HOUSTON GRADUATE SCHOOL

Application Pages

- Home
- Program Selection
- Education
- Admission/Enrollment
- Financial Aid
- Continuing
- Transferring
- Continuation

Application for Graduate Admission

Education and Test Scores

UH Academic History

* Have you previously attended University of Houston - Main Campus? Yes No

Have you previously applied to University of Houston - Main Campus? Yes No

Academic History

List your complete academic history starting with the universities, starting with your highest degree earned. You must list the institution where you received your Bachelor's degree. If you previously attended University of Houston-Main Campus, you must list it here.

Click on the red box to first year school from our pre-installed listing.

AT THE UNIVERSITY OF HOUSTON WE DARE YOU TO DARE TO DARE TO DARE TO DARE TO

- DARE TO** BE AN INNOVATION LEADER AT AN INTERNATIONAL RESEARCH TO THE PUBLIC RESEARCH INSTITUTION
- DARE TO** TRY TO BE THE CREATIVE FORCE AND INVENTOR OF THE FUTURE OF A FUTURE, COMPLETION CITY
- DARE TO** CLIMB AT THE TOP OF THE TOP RANKED COLLEGE PROGRAMS AND ACADEMY OF BUSINESS
- DARE TO** BE THE ONE WHO THE WORLD HAS NOT HEARD OF YET

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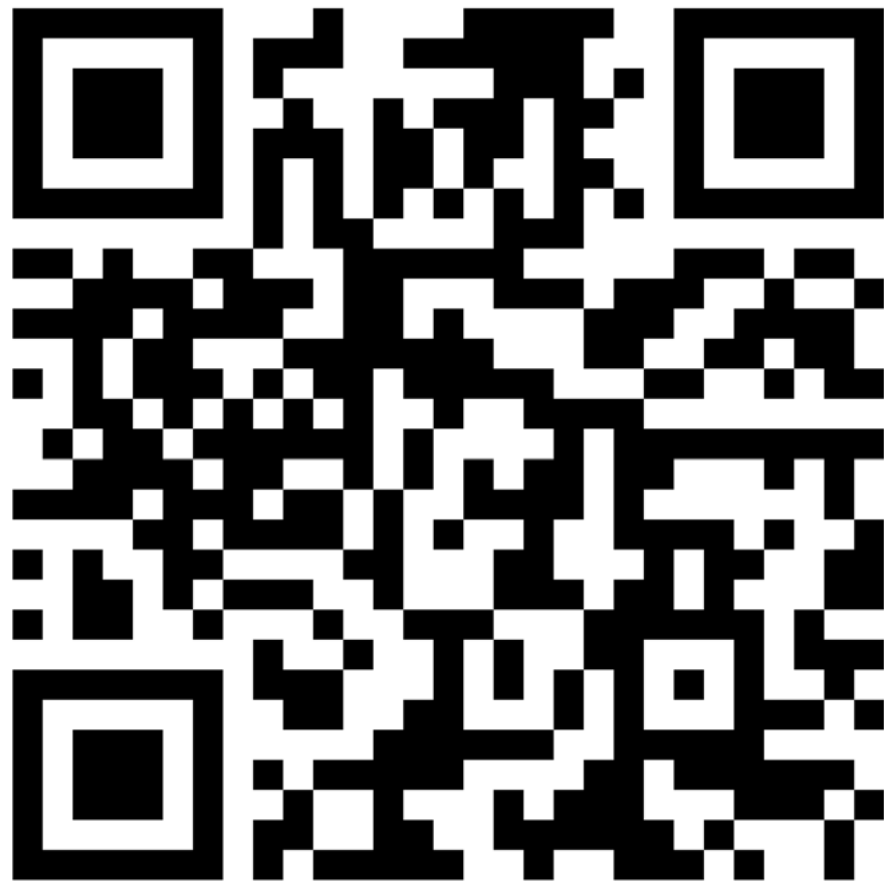
UNIVERSITY of HOUSTON | GRADUATE SCHOOL

UB Enrollment Goals

- Ensure degree programs meet 21st century professional/ research workforce needs
 - Appr. 30 new degree programs since 2017
 - Appr. 20 new combined degree programs since 2017
 - 52 graduate level micro-credentials in 2021
- Significantly increase enrollment in a small number of existing master's programs
 - Data Science, Robotics, Computer Science, Public Health, Business Analytics, Social Work
- Focus on PhD excellence
 - Increase funding for PhD students
 - Increase diversity of graduate and professional students

Breakout group activity
related to
Admissions/Recruitment

- Link to padlet:
<https://padlet.com/sclars/en/ikfkz9hjp6tj2lz8>



CGS New Dean's Institute: Managing Enrollment

Recruitment, Admissions and Funding

LARSEN, SARAH C JUL 01, 2022 04:03PM

Scenario 1: Declining enrollment

Look at the data. Ex: is it declining new enrollment or problem with retention? Are apps declining or offers or acceptances?

Conduct a market analysis to see where growth is expected (current and anticipated employment demands)

Knowing the average rate within the institution and others is some information that we would need ahead of time. Looking at where the programs can grow?

We need to talk to deans, grad program directors, faculty, program staff/recruiters and current students to find out where the problems might be. Is this a problem with recruitment strategy, admissions processes, low stipends, culture in graduate school, or the nature of programs being offered. Need to understand where the problem might be before developing a strategy to address it

Explore what programs can expand (or expand into) online offerings

When is it appropriate to sunset the programs?

Are the declines due to the pandemic?

Scenario 2: Increasing cohort diversity

Need to direct programs and/or develop resources to help with marketing plans.

Make sure people know about the McNair directory and the National Name Exchange.

Commercial products- i.e. Liaison- non traditional working adults. Provides names for marketing.

centralized funding for recruitment that is distributed to each program-- gauge efficacy and redirect funds if needed.

Outreach on campuses to see what resources could be called upon

marketing students-- project based work--??stipends??

URM students- consider removing barriers for application and required materials.

Other supplemental funding-- bridge funding until paychecks begin, moving expenses, etc.

GEM; SREB+ fellowship increase for URM/minoritized communities

Paid graduate student ambassadors to do presentations and write blog posts.

Ambassadors come from a lot of diverse groups. Make \$18-20 per hour.

Affinity groups – build up to help with recruiting. And with retention.

Students with disabilities – need attention

because may not want to identify.

Partnership with programs: discussions of steps they can take (eg drop GRE)

Assess impact on applications/acceptances/enrollments of all recruiting events

attended before returning a second time

Partnerships with area institutions to create pipelines

Grad Admissions providing resources across campus about EDI and recruitment/retention

Professional development for grad students AND faculty related to EDI

**What are they already doing and the current population?
Faculty representation? Strategic planning for diversity.
Putting money behind the plan.**

Grad Hub

Building a Grad Hub: space for grads to socialize, get support, as a recruitment tool.

Addressing (toxic?) cultures of academic departments and campus culture to support retention

Mentorship training

Find ways to offer support to faculty to become better mentors, create more supportive environments

Need to spark, support, incentivize initiatives at department, unit, program and college levels.

Why is there a need to incentivize recruitment of “diverse” students when there is no incentive for the majority. If it is a part of a university imperative or strategic plan this seems like the wrong way to do this – ANONYMOUS

Creating Inclusive Cohorts

Provide multiple recruiting fellowships to individual programs to help them recruit a diverse cohort in a single year. The presence of a diverse cohort will help the program recruit diverse students in subsequent years.

Scenario 3: Revenue Generating Master's programs

Perhaps the ethical dimensions to such revenue generating programs should be critically explored.

Make these revenue SHARING masters programs

Stakeholders: before going to faculty, develop a workable and approachable financial model for new programs with VP of finance/Provost/etc. This can then be model for rolling out future programs relatively quickly.

Hire consultant to do market analysis – ANONYMOUS

Starting with programs and faculty for buy in and need assessment

Ensuring the approach is rooted in learning, service (depending on institution), etc rather than simply revenue generating (what does the state/region need)

Do the stakeholders have an interest: faculty, community partners, employers, prospective students, support systems on campus- capacity

Market analysis- is there a need?
Career transparency-- return on investment
Clear expectation of revenue distribution

Being clear about what “revenue generating” is

Should graduate schools be responsible for leading the convo/push/creation on revenue?
gen?

How does the goal further the educational mission of the institution?

Cohort program

Companies funding partial tuition, business partners

Market analysis

Who are the current students who would come, what are the needs of our community?

Budget for marketing, faculty lines, administration time

Cost benefit analysis

Considering ahead of time - What incentives and to whom?

Scenario 4: Managing staffing issues

Agree that this is big problem, with skyrocketing numbers of students from India and other countries. Message to the provost is that this increase is impacting our staff and their ability to do good work. (We didn't generate an answer for this one but have a lot of empathy for the situation)

Same!! – ANONYMOUS

Use an external partner; require (don't waive) application fee

**Be proactive and communicate the steps that you are taking.
(ie trying to recruit a second SEVIS coordinator)**

Questions?
