SUMMER WORKSHOP & NEW DEANS INSTITUTE

DENVER

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CGS COUNCIL OF GRADUATE SCHOOLS

Managing Enrollment: Recruitment, Admissions, and Funding

Speakers:
James Antony, *Dean, Graduate Division, University of California, San Diego*
Andrea Golato, *Dean, The Graduate College, Texas State University*

UC San Diego

- 39,157 students (8,575 grad and professional; about half are master's)
- Over 200 different PhD and Master's programs
  - African American/Black: 3%
  - Native American: < 1%
  - Hispanic: 10%
  - Asian: 19%
  - White: 25%
  - International: 41%

Texas State University

- ~38,000 students (~4,300 graduate students)
- 92 master's programs, 14 doctoral programs
- Located between Austin and San Antonio
- Over the past 10 years, graduate enrollment held steady but enrollment of
    - students of color increased from 31% to 39.8%
    - Hispanic students increased from 20.3% to 28.3%
    - Black/African American students increased 6.4% to 8.4%
    - Asian enrollment increased from 2.6% to 2.8%
    - International students increased from 5.8% to 13.3%
    - veterans increased from 4.5% to 6%
- Improvement of time to degree and retention rates for all students; significant increases for minority students

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UNIVERSITY

Andrea Golato, Dean
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MEMBER **THE TEXAS STATE UNIVERSITY SYSTEM**

Recruitment – what do we mean?

- Any activity along the following continuum to increase graduate enrollment

Application   Admission   Registration

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GENERAL AWARENESS RAISING
- Advertising campaigns
- Search engine optimization
- Geo-fencing advertising
- Information sessions and other forms of outreach
- Program-level enrollment targets and expectation setting with faculty/deans
- Review of programs with declining enrollments

GENERATING APPLICATIONS
- Communication with leads
- Campus visits etc.

ACTIVITIES TO ENCOURAGE APPLICANTS TO COMPLETE THEIR APPLICATIONS
- Emails
- Text messages
- Phone calls

ACTIVITIES TO ENCOURAGE ADMITTED STUDENTS TO ENROLL
- Transactional info
- Info about what makes the university special
- Campus visits
- Scholarships/Fellowship/Assistantship offers

Additional recruitment ideas

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Recruitment

- Overall, we do little to nothing to increase applications—our programs are all well-applied to. The issue is diversifying the pool.
  - We have a central office that assists departments with recruitment activities to increase the pool of applicants from underrepresented backgrounds, and women in STEM
  - Departments also engage in ongoing, regular, recruitment work, to diversify the pool

  Examples:
  - UC Growing Our Own initiative
  - HSI and HBCU outreach
  - Pipeline development programs that bring undergrads to UC San Diego to do research in summers

1. Who is in charge of recruitment / marketing? And who can help?
2. What does one need for successful recruitment?
3. What incentives are there for faculty to increase enrollment in their graduate programs?

Admission

- Holistic admission practices, guided by use of rubrics – all programs now do this
  - We help train programs annually
- Most programs have eliminated GRE
- Major migration to Slate in past few years—a lot of work to do this; we provide central support
- Yield activity is crucial for us; we provide central support where needed, but a lot is left up to programs

Admissions

- **Don't assume programs know what they are doing!**

- **Workshop with programs: What are you looking for in graduates and would everyone on the review committee give the same answer? Where do you find the info in the application materials?**

- **The importance of deadlines, and deadlines being in synch with funding opportunities**

- **Holistic review of applications**

- **Evaluation rubrics**

- **Need for speed**

- **CGS April 15 resolution**

THINGS PEOPLE THINK ARE IMPORTANT IN A GRAD SCHOOL APPLICATION

Gradschoolmatch.com
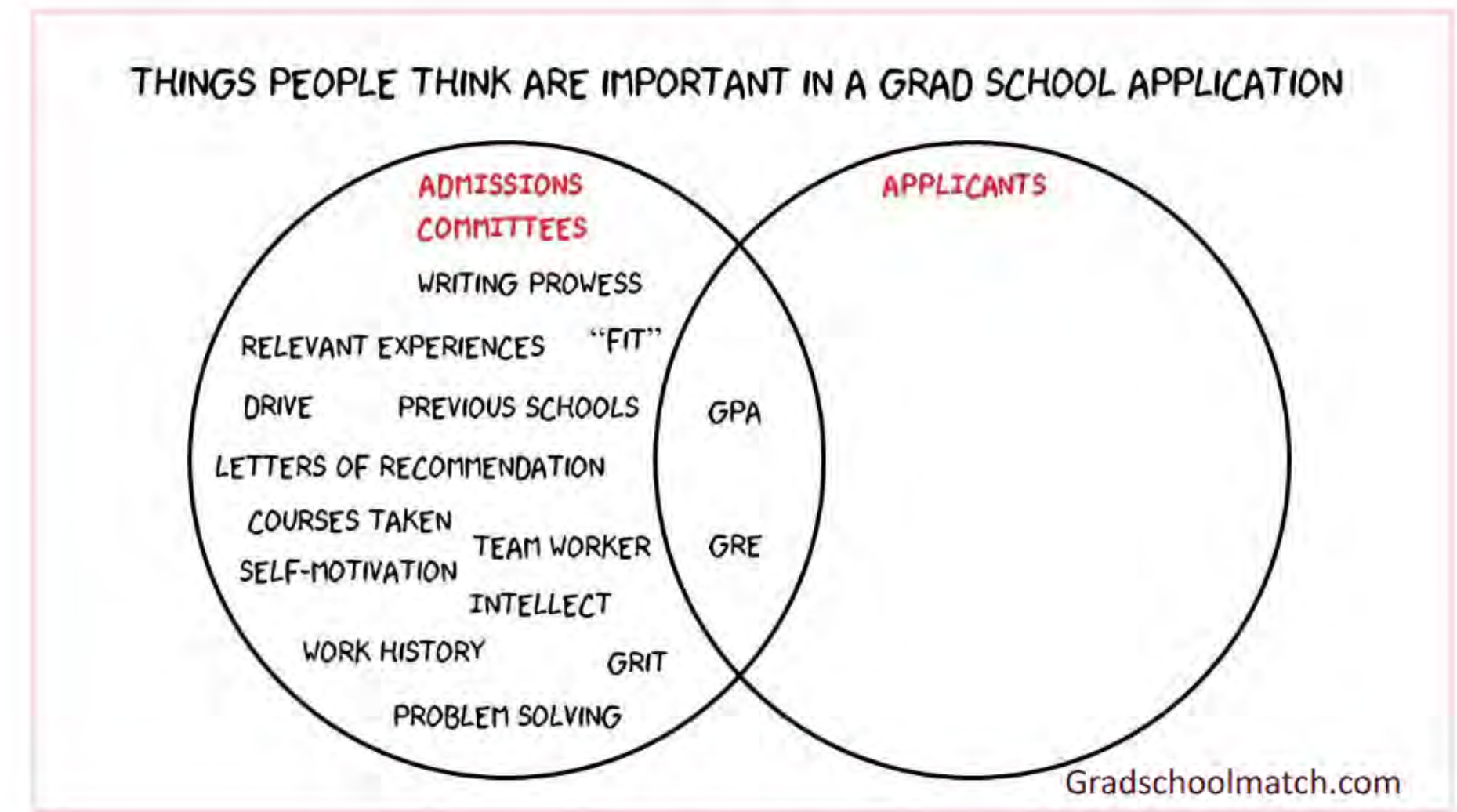
"Rubric-based evaluation raises transparency and does not preclude reviewers from contextualizing applicant characteristics or attending to underlying rationales....Using a rubric increases *equity*, by comparing all applicants using the same criteria, and *efficiency*, by focusing reviewer attention on key information" (Posselt, 2016, p. 169).

Provocative Questions: Admissions

1. What incentives are there for faculty to increase enrollment in their graduate programs?
2. How does one balance quality vs quantity?
3. How do you address diversity?

Funding

Issue

- At TXST, assistantship funding available to full-time master's and doc students

- Only ¼ of students is has assistantship

- Relatively small amount of scholarship funds (from institution and endowments) available

Activities to offset this issue

- Outreach to advancement to increase donations

- Hire of fellowship officers to help new and existing students secure their own external funding

- Engagement of scholarship optimization company

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Funding

- Funding guarantee:
  - 5 years full funding for PhD
  - 3 years full funding to MFA

- Other programs are funded on case-by case basis

- GSR and TA contracts are among the highest values in the nation

- 2-year housing guarantee (hope to be 4 years soon)

Provocative Questions: Funding

1. Is funding only based on merit and/or on financial need?
2. Are funding decisions tied to enrollment considerations (i.e., is there a cap in the scholarship amount a given student can receive)?