

Strategic Plan – Initiative Work Plan FY2015

Initiative Name Advancing Graduate Education

Date May 30, 2014

Goal # 1

Goal Chair(s) Lynn Maurer & Greg Goode

Initiative # 8

Initiative Chair(s) Lynn Maurer & Chris McGrew

Thesis Statement The purpose of this initiative is to develop cohesive and sustainable graduate & international recruitment plans with the aim of diversifying international enrollment and increasing the proportion of Hoosier graduate students.

1. Introduction/Background – What?

The FY2015 team for Goal 1, Initiative 8, is made up of Lynn Maurer, Troy Allen, Chris McGrew, and Dawn Underwood. Various endeavors have been taken over the years in international recruitment. These endeavors, while appearing to be successful in terms of overall enrollment, have been decentralized attempts at pockets of recruitment. It is now time to identify and coordinate recruitment plans to increase the percentage of Indiana resident students and to diversify international countries represented in our international student population. Otherwise, there is a risk that various attempts at recruitment at ISU may not be moving toward common goals.

2. Proposal/Purpose/Justification – Why?

There is a need for a coordinated, cohesive and meaningful recruitment plan both in international studies and in graduate studies. While many graduate programs have developed recruitment methods and plans, the College of Graduate and Professional Studies (CGPS) & and the Center for Global Engagement (CGE) hope to support the programs through cohesive and consistent support for their program growth. In this year's Strategic Plan, we prioritize a) *the increase in proportion of Hoosier graduate students to other students*; and b) *the diversification of both undergraduate and graduate international students*.

3. Discussion of Past Years Results – Benchmark Successes?

FY14 goals targeted the recruitment pool of students by marketing to potential applicants. To this end, \$15,000 was spent on social media targeting Hoosiers and international students in countries from which we hoped to increase our international applications and enrollment. An additional \$10,000 was spent on a recruitment trip to Latin America.

Objectives & Actions in FY14:

1. International Graduate enrollment increased by 63 students
 - Support the recruitment of international students through social media and search engine strategy (\$10,000)
 - Recruitment trip for three staff and faculty to Latin America (Quito, Ecuador and Lima, Peru), April 18-25, 2014 (10,000).

2. Recruitment of Indiana Residents – Graduate Enrollment of Indiana students increased by 78 students
 - Support the recruitment of Indiana Residents through social media and search engine strategy (\$5,000)

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2. The results of the recruitment trip to Latin America (just one month ago) look promising and will be shown over time if we continue to development relations with these institutions and areas, thus garnering more students from Latin American. The results of social media marketing for international and Hoosier students are difficult to assess since many factors affect the increase or decline in graduate student enrollment. Overall enrollment from Fall 2012 to Fall 2013 is seen below. We have increased in overall international enrollment and in Hoosier enrollment. However, the increases in enrollment from the countries most targeted in the social media campaign are minimal (14 from India and two from the Republic of Korea) or show negative or no growth (Argentina, China, Turkey, Vietnam):

All Graduate Enrollment Fall 2013 change from Fall 2012

<u>Fall 2013</u>	<u>Fall 2012</u>	<u>Change</u>	
2180	2038	+ 142	All graduate
1180	1102	+ 78	Graduate Hoosiers (not necessarily first time)
297	234	+ 63	Graduate International

Expanded fall International Graduate Enrollment Fall 2013 change from Fall 2012

By country where Social Media monies were spent:

	<u>Fall 2013</u>	<u>Fall 2012</u>	<u>Change</u>
Argentina			- no change
*India	83	59	+14
*Korea (Rep of)	12	11	+2
China	19	28	-9

Turkey - no change

Vietnam – no change

**most money spent; aimed a graduate level only.*

4. Work Plan, Next Fiscal Year – Action Steps – Process – How?

Aim 1- Recruiting International Students

Currently, international enrollment relies heavily on students sponsored by their government largely from one country (see table below). This growth has occurred over the past four years. While all qualified international students are welcomed as Indiana State students, we aim to diversify our student population in order to provide rich educational and social experience for both domestic and international students.

Currently there are no monies allocated in the CGPS or CGE budgets for a recruitment plan – while numerous requests for monies are made to the CGE and the CGPS for various recruitment activities, such as recruitment during travel abroad trips, virtual fairs, forums, advertisement. Anecdotally, it seems to CGE and CGPS that the most effective tools for international recruitment are sustained relationships with specific international programs and universities, along with constant and timely correspondence with prospective students.

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Top 10 Countries Headcount	Column2	Column3	Column4	Column5	Column6
Int. Student Enrollment	Value	Value	Value	Value	Value
Nation	Hdcnt	Hdcnt	Hdcnt	Hdcnt	Hdcnt
Fall term Year	2009	2010	2011	2012	2013
Saudi Arabia	110	136	160	253	438
India	101	91	70	61	88
United Arab Emirates	0	11	39	69	77
China	31	42	60	58	71
Korea, Republic of	52	59	63	48	49
Taiwan, Republic of China	50	56	46	32	23
Congo, Republic of	1	1	8	10	18
Nigeria	6	9	7	8	12
Ghana	4	6	9	6	9
Jordan	2	3	3	2	4
Total by COLUMNS	357	414	465	547	789

Aim 2- Increasing the proportion of Indiana residence in graduate programs.

The State of Indiana has made instate enrollment a priority. In Fall 14 Indiana residents made up 54% of our graduate student population (see below). Our analysis shows that Indiana students apply to the university and a large percentage of the students are accepted to the program of choice. However, we lose about 3/4th of the accepted Indiana resident students between acceptance and enrollment. This initiative aims to assist the graduate programs in targeting the groups of instate students applied and instate students accepted, through individual attention from the graduate programs and the College of Graduate and Professional Studies (CGPS). *Hoosier First Mini Grants* will be made available to programs with proposals for well-designed plans for Indiana state resident recruitment. These grants may be used for events (Welcome days on campus and individual visits), faculty stipends for carrying out the recruitment plan (such as making phone calls to invite students to campus, emailing, and personalized notes via U. S. mail). Development of recruitment activities specific to Indiana distance education students, and other creative ideas developed by the program specific to their needs and challenges are encouraged). Mini grants per program will be limited to \$2000.00. Normal faculty stipends will average \$500, not to exceed \$1000.00. A graduate assistant in the CGPS will help coordinate the awards and events, and serve as a resource for the Hoosier First awardees. This will be an educational position for the graduate assistant.

Graduate Hdcnt					
Term	Fall				
Year	2009	2010	2011	2012	2013
CSN	Hdcnt	Hdcnt	Hdcnt	Hdcnt	Hdcnt
IND	1091	1083	1101	1102	1180
Other	983	1038	1008	936	1000
Total by COLUMNS	2074	2121	2079	2038	2180

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5. Reporting and Deliverable Schedule – When?

Timeline for Aim 1 - International Recruitment - Increased diversity in International Enrollment

July-August 2014 – accept RFPs for International Recruitment plan consultants. The plan will serve for both graduate and undergraduate international students.

September-December 2014 – Work with international recruitment consultant to analyze needs of ISU in terms of international recruitment and formulate cohesive international recruitment plan for diversification.

Jan- May 2015 – CGE staff attend conferences of NAFSA (Association of International Educators) for international enrollment management and NAGAP (Association for Graduate Enrollment Management) to learn about best practices in international recruitment and how it can be carried out at ISU. These attendees will in turn hold workshops for others in their office and graduate program directors.

Timeline for Aim 2 - Increased Indiana Resident graduate students- Timeline

Sept-Nov. 2014 – Hoosier First Mini grant applications will be accepted in CGPS from the graduate programs. Matching funds or contributions from programs and colleges are encouraged.

Nov 2014 – Mini grant awardees will be announced

Nov 2014 – July 2014 – Campus events, visits and other recruitment events and activities.

January, March, June, Aug. – Awardees will submit to CGPS data sheets with funnel data to date (Applications, acceptances, enrollments) of Indiana residents, along with short 1-2 page narratives describing the program and successes.

6. Budget – How Much, a General Discussion of Funds Use?

To increase Indiana resident enrollment –

\$40,000 – Hoosier First Mini Grants for graduate programs. Of this a maximum of \$20,000 will be granted for faculty stipends (of \$500-\$1000) while the rest will be dedicated to recruitment activities. This will be a competitive process. Programs must submit viable recruitment plans to increase Hoosier enrollment. Maximum award per program, \$2000.

\$16,584 – One Graduate Assistant for Fall 14, Spring 15, and Summer 15 to help programs and CGPS coordinate events and recruitment activities.

\$50,000 – International recruitment consultant. This is the maximum amount. RFPs will be gathered. We expect the consultant to visit campus and carry out an extensive analysis, in addition to creating a sustainable international enrollment plan for ISU.

\$10,050 – attend graduate and international recruitment and enrollment management conferences (3 attendees to NAFSA and NAGAP)

7. Stakeholders and Management Plan – Who?

College of Graduate and Professional Studies, Center for Global Engagement, Graduate Programs and departments, especially graduate program directors and graduate faculty.

8. Outcome Assessment & Future Testing

How will we know that we were successful?

1. Increase in yield over time of Indiana resident students, measured by program. Programs will fill out, analyze and submit to CGPS regular reports, reflecting on successes and needs for growth.

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2. Diversification in the countries represented in our international students.

9. Line Item Budget Discussion that tracks Budget Templates ...

(These sections also need to be as long as is necessary to articulate each of the budget line items.)

To increase Indiana resident enrollment –

\$20,000 – Of the \$40,00 for Hoosier First Mini Grants for graduate programs, maximum of \$20,000 to go to faculty stipends

16,584 – Graduate Assistant to coordinate Hoosier First Mini Grants and events for three semesters. We anticipate summer semester to be an important semester in increasing the yield of accepted students to register.

\$20,000 – Of the \$40,00 for Hoosier First Mini Grants for graduate programs, \$20,000 or more will go to recruitment activities and events.

\$50,000 – International recruitment consultant.

\$10,050 – attend graduate and international recruitment conferences, NAFSA \$7,000 for two attendees and NAGAP \$3,500 for one attendee.