

Graduate Enrollment Management Plan 2009-2014

The *2007-2012 IUP Strategic Plan, Advancing a Legacy of Excellence* defines enrollment management as “an integrated and systematic approach to student enrollment that allows the university to develop a strong relationship with students from the time of their initial inquiry through graduation and post-graduation.” (Stamats)

The IUP Strategic Plan sets forth two goals relative to Enrollment Management:

- A. Refine and execute a university enrollment management plan to recruit, retain, and graduate all students.
- B. Engage all members of the university community to strengthen recruitment and retention efforts.

It is the intent of this document to provide a plan, specific to the School of Graduate Studies and Research (SGSR), to meet the goals set forth above relative to graduate enrollment by identifying strategies and tactics.

As an underlying reference for this document, it is important to acknowledge the mission of the School of Graduate Studies and Research

SGSR MISSION

Indiana University of Pennsylvania (IUP) is a Doctoral Research University. As such, the School of Graduate Studies and Research provides strategic leadership for all graduate programs and for quality research and scholarship, within and outside the University. It also assists with marketing faculty talent and university capabilities to external audiences, and nurturing partnerships with outside agencies and businesses.

- I. Statement of Goals – This set of goals supports the first enrollment management goal of the IUP Strategic Plan: *Refine and execute a university enrollment management plan to recruit, retain, and graduate all students.*
 - a. Goal # 1- Increase graduate enrollment by 2.5% each year, over the next five years. (See Chart 1)
 - i. Strategies:
 1. Strategically work with programs in updating their recruitment practices, and improve the quality or quantity of prospective students as needed.
 2. Revamp the SGSR website so that has more visitors per month, and create landing pages that describe the basic aspects for each graduate program.
 3. Contract with a marketing firm to assertively market IUP graduate education in the Mid-Atlantic region.
 4. Assume leadership for the Monroeville Center, craft a new vision/mission and embark on creating a strategic future for the Center.
 5. Develop several new graduate certificate programs each year that are attractive to place-bound learners.
 6. Partner with corporate entities to provide executive education programs to meet the specific needs of the organization.
 7. Strategically consider new programs, or adding cohorts to existing programs with the understanding that such action will need to be accompanied by appropriate support.
 - b. Goal #2- Diversify the modes of delivery for existing graduate programs by migrating a minimum of one existing program to an online or blended format each year, over the next five years; and by expanding the number of off-campus/blended programs over the next five years.
 - i. Strategies:
 1. Work with the Associate Provost to develop a University-level business model that rewards programs for growing online enrollment, as well as other nontraditional modes of delivery including weekend programs and offerings at alternate sites.

2. Embark on an environmental scan that seeks to identify off-campus locations to offer existing programs.
3. Work with the Associate Provost to assist in developing an online portal for IUP, and to create ways of supporting online students 24 by 7.
4. Develop a plan for engaging departments in examining which programs may be most efficiently migrated.
5. Aggressively market programs that use a non-face-to-face format.

SGSR Enrollment Projection 2010-2013 (Chart 1)					
	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
NEW	779	798	817	837	857
CONTINUING	1568	1568	1607	1647	1688
TOTAL	2347	2366	2424	2484	2545

c. Goal # 3- Increase number of undergraduate IUP students to continue on to graduate school at IUP by 0.5% each year over the next five years. (Chart 2)

i. Strategies:

1. Strategically market IUP graduate programs to current undergraduate students (information on opportunities for graduate school).
2. Link the Undergraduate Scholars Forum with our internal graduate student recruiting efforts.
3. Explore the feasibility of additional accelerated (4+1) programs, using Biology's new program as a model.

IUP Undergraduate Enrolled in IUP Graduate Studies (percent of total population) (Chart 2)					

	Fall 09	Fall 2010	Fall 2011	Fall 2012	Fall 2013
IUP UG to GR	8.5%	9.0%	9.5%	10.0%	10.5%

d. Goal #4- Increase diversity and the mix of current students over the next five years.

i. Strategies:

1. Develop a strategic marketing plan to more actively recruit a more diverse group of graduate students: purchase specific lists, advertise in appropriate newsletters/magazines; identify appropriate websites for placement of ads.
2. Create recruitment materials focused on the needs and interests of the targeted populations.
3. Identify appropriate colleges for faculty to visit, and encourage faculty to consider developing a relationship with these possible 'feeder' schools.

e. Goal #5- Increase graduate student retention rates (Chart 3) by 0.5% each year over the next five years.

i. Strategies:

1. Analyze the feasibility of developing a formal mentorship program both for and by graduate students.
2. Analyze the process currently used by programs in following student progression and assist programs in instituting a formal tracking plan for degree completion.

Percentage of Students Retained (Chart 3)					
	Fall* 2007-08	Fall 2010-11	Fall 2011-12	Fall 2012-13	Fall 2013-14
In state	86.74%	87.24%	87.74%	88.24%	88.74%
Out of State	94.02%	94.52%	95.02%	95.52%	96.02%
International	79.14%	79.64%	80.14%	80.64%	81.14%

* indicates most recent data available

II. Environmental Impact of Growth—This set of goals supports the second enrollment management goal of the IUP Strategic Plan: *Engage all members of the university community to strengthen recruitment and retention efforts.*

a. Goal #1- Analyze and influence the availability of on-campus housing for graduate students, both individual and family.

i. Strategies:

1. Analyze the University Master plan to assure that graduate housing is included.
2. Actively participate in the development of the next master plan.

b. Goal# 2- Expand the services offered by the Career Development Center to provide a graduate as well as undergraduate focus.

a. Strategies:

1. Work with Career Services to create needed assistance for graduate students.

c. Goal #3- Analyze our off-campus facilities (ex: Monroeville, Butler, Johnstown, etc.) to determine opportunities for growth and expansion.

i. Strategies:

1. Initiate an environmental scan using the marketing firm, “Beyond Spots and Dots” to assess the unmet needs and opportunities for programming growth.
2. Survey the college deans to learn of opportunities for daytime programming at the Monroeville Center.

- d. Goal #4 – Extend IT support service for graduate programs offered in a non-face-to-face format.
 - i. Strategies:
 - 1. Analyze and make recommendations related to the hours of operation for IT support.
 - 2. Actively participate in the development of a portal specific for use by our on-line students.