

Date: July 7, 2005

To: Dr. Louis Fernandez
Provost and Vice President, Academic Affairs

From: Sandra Kamusikiri
Associate Vice President for Assessment and Planning
and Dean of Graduate Studies

RE: Graduate Student Recruitment Task Force Report

As per your charge, the Graduate Student Recruitment Task Force has evaluated the overall status of graduate programs and enrollments at CSUSB as they pertain to student recruitment. Attached is the Task Force's report that contains recommendations for the enhancement and promotion of CSUSB's graduate programs.

Task Force Members:

Patricia Arlin, Dean, College of Education

Klaus Brasch, Executive Director, Research Development and Technology Transfer

Risa Dickson, Associate Dean, College of Arts and letters

Beth Flynn, Director, MBA program

Janelle Gilbert, Professor, Department of Psychology

Sandra Kamusikiri, AVP and Dean

Lois Madsen, Director, Financial Aid

Nancy Mary, Professor, Department of Social Work

James Monaghan, Director, Distributed Learning/Title V

Olivia Rosas, Director, Office of Admissions and Student Recruitment

Susan Summers, Dean, College of Extended Learning

Graduate Student Recruitment Task Force Report

EXECUTIVE SUMMARY

As CSUSB continues to grow as a major comprehensive university in one of the fastest growing regions in the nation, graduate education will become an increasingly important facet of its academic mission. The Graduate Student Recruitment Task Force (GSR) was established by Provost Fernandez in Fall 2004 to (a) evaluate the overall status of graduate programs and enrollments at CSUSB as they pertain to student recruitment, (b) identify strengths and weaknesses, and (c) identify ways and means of enhancing, streamlining and promoting graduate recruitment and programs in the coming decade.

After an initial briefing from Provost Fernandez and attending a professional seminar on graduate recruitment strategies, the task force members focused on the following three questions: 1. Where do we want to be as a university in ten years with respect to Graduate Studies and student recruitment? 2. Where are we currently in those respects? 3. What needs to be done to achieve the goals outlined in question #1? The task force's findings and recommendations with respect to these questions are detailed in the following strategic plan for graduate student recruitment.

Process

To prepare this report, the task force met on a regular basis for two quarters and utilized information gathered from the Fall 2004 Academic Affairs Retreat session on graduate student recruitment, and data provided by Institutional Research, Admissions and Student Recruitment, Financial Aid, the College of Extended Learning and the Chancellor's Office.

The committee also drew on surveys of faculty and graduate coordinators, and economy and job market reports for San Bernardino County, and completed a two-day course on graduate recruitment conducted and sponsored by the Graduate and Professional School Enrollment Management Corporation (GAPSEMC).

Alignment with the CSUSB Mission and Strategic Plan

The Task Force sought to develop a recruitment plan mindful of CSUSB's mission and strategic plan. As such, we have formulated recommendations that we believe will contribute to California State University, San Bernardino becoming a leading comprehensive university, that serves the educational needs of the region and the state, and is distinctive for its contributions to the understanding of learning and for the creation of innovative partnerships to promote educational, social, economic, and cultural advancement in the region.

The graduate student recruitment strategic plan is designed to contribute to the university's affirmation of the multiculturalism of this region and its commitment to preparing our students to assume leadership roles in the 21st century.

Overall, the goal of this plan is to assist in the development of recruitment efforts that seamlessly fold into the many services we offer that are truly responsive to our students and reflect our commitment to excellence.

Organization of the Recruitment Plan

To expand and develop graduate student recruitment and contribute to CSUSB's fulfillment of its mission and strategic plan, the task force recommends the following steps:

1. Develop an infrastructure and monitoring process to optimize its recruitment of graduate students.
2. Enhance recruitment by expanding the number and size of graduate programs in response to needs and as resources permit.
3. Enhance our recruitment efforts by expanding the University's commitment to marketing graduate programs and market research.
4. Enhance recruitment activities by increasing the quality and reputation of our graduate programs.
5. Expand recruitment efforts and enlarge the applicant pool by increasing community engagement through innovation, partnerships and outreach.
6. Improve credential student recruitment and retention.

For each of the six recommendations, the Graduate Student Recruitment Task Force has proposed objectives, actions by which to achieve the recommendations, and personnel and offices that might best contribute to the implementation of the plan.

Implementation of the Plan

Given the fact that our current recruitment efforts are relatively informal and dispersed across many departments and offices, and the pressing need for a more formal and concerted focus on graduate student recruitment, the Task Force recommends the hiring of a consultant to assist in the development of a recruitment plan and the appointment of an implementation group. We recommend that the implementation group include relevant personnel from the offices of Admissions and Student Recruitment, Graduate Studies, Academic Affairs, Public Affairs, Alumni Affairs, the Graduate Council, the Chairs Council and members of the faculty and student body. We recognize that the formation and ultimate make up of an implementation group (and associated supporting committees) will depend on feedback from a consultant.

Six-Month Time Line

To expedite our recruitment efforts the task force recommends the following actions to be carried out over the next six months:

1. Credential Student Recruitment: Given the drop in credential student enrollment, the Task Force recommends that immediate priority be given to developing ways to improve credential student recruitment and retention. We urge the campus to develop strategies to recruit more credential students, including developing a marketing plan tailored to attract credential students, incorporating information on careers in K-12 in our outreach efforts, and exploring the ways in which formatting flexibility and Distance Learning approaches and/or hybrids in graduate education, and off-site locations can attract more credential students.

2. Faculty Involvement in Recruitment: The task force recommends that the campus focus on encouraging faculty to undertake recruitment efforts and provide support for their activities.
3. Marketing and Market Research: Although formalizing and expanding the University's commitment to marketing grad programs and market research are long-term endeavors, some immediate marketing steps include identifying the competitive advantages CSUSB has over other providers of higher education within our region, as well as at the statewide, Southwestern/Western and national levels. Why have our current grad students chosen CSUSB over others? Why are some undergrads choosing other providers? How can we utilize this information to attract students to our graduate programs? We need to begin to formulate brand and marketing messages and communicate them through a variety of media (e.g. print, radio, web, etc.) to promote CSUSB graduate programs.
4. Infrastructure Development: In the development of an infrastructure, a long-term goal, the task force recommends, over the course of the next six months, a focus on (a) determining the optimal form and function of graduate studies at CSUSB to attract and retain graduate students, (b) providing the necessary resources and personnel to support optimally all components of CSUSB's recruitment process, including prospects, inquiries, applications, admits, enrolled and continuing students and finally alumni, (c) defining a structure and operational procedures to ensure proper coordination of recruitment/marketing activities, (d) obtaining the necessary personnel and resources to design a professional recruitment/marketing plan and carry it through.
5. Growth and Expansion: Over the next six months, the campus should begin to assemble information regarding the possibilities for growth and expansion in our graduate programs. We need to survey faculty, program coordinators, students, and potential employers to determine prospective areas for growth and assess the current resource allocation among graduate programs and explore ways to offer more scholarships and assistantships as a means to attract students.
6. Consultant: To begin the process, the task force encourages the campus to hire a consultant to assist with strategies for expanding our recruitment efforts and developing a higher quality applicant pool.

Conclusion

The Graduate Student Recruitment Task Force has developed the attached graduate student recruitment strategic plan to address CSUSB's need for more formalized recruitment efforts, its commitment to providing education at the post baccalaureate level, and most important, its commitment to excellence and preparing our students to assume leadership roles in the 21st century. It is our hope that the recommendations contained in this report will move us toward achieving these goals.

Respectfully Submitted,
The Graduate Student Recruitment Task Force
July 7, 2005

Task Force Members

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Graduate Student Recruitment Strategic Plan

Goal 1: CSUSB needs to develop an infrastructure and monitoring process to optimize its recruitment of graduate students. To accomplish this goal, the campus will

Objective 1.1: Create a university-wide and interdisciplinary administrative and recruitment structure for its graduate programs that addresses all aspects of the recruitment process, including prospects, inquiries, applications, admits, deposits, enrolled and continuing students and finally alumni.

Actions:

- 1.1.1: Explore institutional models for and develop an infrastructure to more effectively administer and market graduate programs,
Personnel Responsible for Implementation: Consultant; Implementation Group
- 1.1.2: Single out and adopt optimal professional "best practices" and standards used in specific areas of graduate recruitment by successful institutions, including identifying prospects, responding to inquiries, admission/decision turn around procedures, and advising of enrolled and continuing students.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 1.1.3: Define the optimal form and function of graduate studies at CSUSB to attract and retain graduate students.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 1.1.4: Provide the necessary resources, technology and personnel to support optimally all components of CSUSB's recruitment process, including prospects, inquiries, applications, admits, enrolled and continuing students and finally alumni.
Personnel Responsible for Implementation: Consultant; Implementation Group

Objective 1.2: Create support for centralized marketing of graduate programs.

Actions:

- 1.2.1: Formulate a structure and operational procedures to ensure proper coordination of recruitment/marketing activities.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 1.2.2: Provide the necessary personnel responsible for implementation and resources to design a professional recruitment/marketing plan and carry it through.

Personnel Responsible for Implementation: President, Provost, and Vice Presidents' Council

- 1.2.3: Involve program faculty in the marketing and recruitment process.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 1.2.4 Provide support for recruitment activities undertaken by faculty.
Personnel Responsible for Implementation: Consultant; Implementation Group

Goal 2: CSUSB needs to enhance its recruitment efforts by expanding the number and size of graduate programs in response to needs and as resources permit. To accomplish this goal, the campus will

Objective 2.1: Identify regional and strategic statewide, Southwest/West and national needs.

Actions:

- 2.1.1: Survey faculty, program coordinators, students, and potential employers to determine potential areas for growth.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Office of Institutional Research
- 2.1.2: Conduct periodic surveys of regional schools and business and industry sectors to determine greatest needs for future graduate programs.
Personnel Responsible for Implementation – Consultant; Implementation Group; in association with the Institute of Applied Research; Office of Institutional Research
- 2.1.3: Recommend and establish programs in response to a needs assessment study.
Personnel Responsible for Implementation – Consultant; Implementation Group; in association with Associate Provost for Academic Programs; College Deans; Curriculum Committees; Chancellor's Office

Objective 2.2: Offer recognition/support for faculty who supervise and mentor graduate students in research projects.

Actions:

- 2.2.1: Identify the role faculty recognition plays in the student recruitment process by obtaining and evaluating the recognition/support systems for graduate faculty at other comparable institutions.
Personnel Responsible for Implementation – Consultant; Implementation Group; in association with College Deans and Department Chairs

- 2.2.2: Study the feasibility of creating a graduate faculty structure based on the results of a survey of comparable institutions.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with College Deans and Department Chairs
- 2.2.3: Provide ways to reward faculty through incentives, e.g. release time, fellowships, etc.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with College Deans and Department Chairs

Objective 2.3: Allocate sufficient resources among programs with unique needs, e.g. intensive research requirements, laboratory, clinical, professional programs.

Actions:

- 2.3.1: Create a committee of Graduate Council to assess current resource allocation e.g. unique faculty roles, research supervision, mentoring, and internships.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with College Deans and Department Chairs
- 2.3.2: Seek consensus within Academic Affairs on how programs should be evaluated for funding so there is equity between colleges. Develop a plan for resource allocation.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with College Deans and Department Chairs

Objective 2.4: Establish joint/applied doctoral programs, e.g. education, psychology.

Actions:

- 2.4.1: Establish programs in response to needs and resources.
Personnel Responsible for Implementation: Consultant; Associate Provost for Academic Programs; College Deans; Curriculum Committees; Chancellor's Office

Goal 3: CSUSB needs to enhance its recruitment efforts by expanding the University's commitment to marketing graduate programs and market research (note: actions taken will depend on the development of a marketing plan and feedback from a consultant; thus the proposed actions are preliminary and subject to change). To accomplish this goal, the campus will

Objective 3.1: Conduct regional market research.

Actions:

- 3.1.1: Conduct regional market research to determine what advanced degrees will be most in demand.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 3.1.2: Identify the competitive advantages CSUSB has over other providers of higher education within our region. (Why have our current grad students chosen CSUSB over others? Why are some undergrads choosing other providers?)
Personnel Responsible for Implementation: Consultant; Implementation Group
- 3.1.3: Survey local employers, and our own students.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 3.1.4: Research regional economic indicators.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 3.1.5: Utilize the research results to inform the development of a marketing plan for graduate programs that can be carried out by the campus.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research

Objective 3.2: Conduct selected statewide, Southwestern/Western and national market research.

Actions:

- 3.2.1: Determine what advanced degrees will attract non-resident students.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.2: Identify competitive advantages CSUSB has over other providers of higher education at the Statewide, Southwestern/Western and national levels. (Why have our current non-resident and non-regional grad students chosen CSUSB over others? What attracts some of our undergrads to choose master's programs at institutions outside of the region and California?)
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research

- 3.2.3: Survey comparable institutions to determine which programs they market nationally/internationally.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.4: Survey our faculty concerning broad demand and marketing strategies.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.5: Survey the marketing strategies of programs that are offered nationally/internationally through Online Learning.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.6: Research the market for off-site programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.7: Survey employers, and our own students to identify interest and demand for grad programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.8: Research economic indicators and their potential impact on marketing strategies.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.2.9: Utilize the results of the market research to inform the development of a marketing plan to attract graduate students from outside our region.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research

Objective 3.3: Develop an overall marketing plan (with marketing goals) for CSUSB graduate recruitment and individual graduate program marketing plans

Actions:

- 3.3.1: Develop a marketing plan with an emphasis on regional K-12 education careers.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Institutional Research
- 3.3.2: Determine brand and marketing messages communicated through a variety of media to promote CSUSB graduate programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Institute of Applied Research; Public Affairs

- 3.3.3: Align marketing messages with internal web and print materials.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Public Affairs
- 3.3.4: Identify advertising budgets.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Departments and College Deans, Public Affairs

Objective 3.4: Promote our graduate programs strategically within our region, statewide, in the Southwest/West and nationally.

Actions:

- 3.4.1: Place ads in local media outlets (e.g. print, radio, web, etc.) to promote CSUSB and graduate programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Departments and College Deans, Public Affairs
- 3.4.2: Involve alumni in a systematic way in the marketing of each program and the recruitment of graduate students, through an explicit school/department level strategy or plan.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Alumni Affairs, Public Affairs, Departments and College Deans
- 3.4.3: Develop a “graduate school ambassador” initiative, whereby graduates (professionals?) out in the world of work play a role in recruitment (e.g. participate in a Leadership Academy in area focused on graduates, be given packets of materials, work with periodic faculty; be honored at the end of year at a luncheon with President Karnig).
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Alumni Affairs, Public Affairs, Departments and College Deans
- 3.4.4: Engage alumni in recruitment to a greater degree: Determine how best to use interested alumni in recruitment efforts first. Solicit their participation through Alumni Affairs and through faculty who remain in touch with successful alumni. (A “program” could be highlighted in Cal State Magazine?)
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Alumni Affairs, Public Affairs, College Development Officers, Departments and College Deans, C.U.P.
- 3.4.5: Involve relevant faculty in the promotion of graduate programs.
Personnel Responsible for Implementation: Consultant; Implementation Group and program faculty
- 3.4.6: Conduct mailings and send broadcast emails to prospective students and current CSUSB graduates.

Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Student Affairs and Public Affairs

- 3.4.7: Conduct a telemarketing campaign to graduate-level prospects.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Student Affairs and Public Affairs
- 3.4.8: Place ads in discipline specific publications.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Student Affairs and Public Affairs
- 3.4.9: Identify programs that are candidates for national advertising based on their quality and uniqueness and conduct national advertising of selected programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; Public Affairs, in association with Departments and College Deans

Goal 4: CSUSB needs to enhance its recruitment activities by increasing the quality and reputation of our graduate programs. To achieve this goal, the campus will

Objective 4.1: Develop a larger and higher quality applicant pool.

Actions:

- 4.1.2: Hire a consultant to assist with strategies for developing a higher quality applicant.
Personnel Responsible for Implementation: President, Provost

Objective 4.2: Seek to have more Graduate Programs accredited.

Actions:

- 4.2.1: Convene task force of Deans/Department Directors of already accredited programs along with programs that have the potential for accreditation to increase the number of accredited graduate programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Departments, College Deans and the Associate Provost for Academic Programs

Objective 4.3: Explore areas for joint/applied doctoral programs e.g. education, psychology.

Actions:

- 4.3.1: Establish a task force to explore areas for joint/applied doctoral programs.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Departments, College Deans, the Associate Provost for Academic Programs, Curriculum Committees, Chancellor's Office

Goal 5: CSUSB needs to expand its recruitment efforts and enlarge the applicant pool by increasing community engagement through innovation, partnerships and outreach. To achieve this goal, the campus will

Objective 5.1: Articulate and promote graduate school in the “ladder of learning” of students from high school through college and graduate education.

Actions:

- 5.1.1: Incorporate Graduate School recruitment strategies into current recruitment activities for transfer students.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Student Affairs, Departments, College Deans
- 5.1.2: Begin graduate school recruitment efforts at the high-school level; e.g. promote careers in K-12 education, social work and health care.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Student Affairs, Departments, College Deans

Objective 5.2: Achieve more flexibility, using Distance learning technologies where appropriate.

Actions:

- 5.2.1: Study ways in which formatting flexibility and distance learning approaches and/or hybrids in graduate education attract more students.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with the Office of Distributed Learning

Objective 5.3: Utilize off-campus centers to recruit students.

Actions:

- 5.3.1: Identify ways in which off site locations (e.g. international, VV, PDC) can be utilized to recruit students.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with Dean of PDC and International Center

Objective 5.4: Collaborate with business and industry through internships and sponsored research projects.

Actions:

- 5.4.1: Strive for greater integration with business and industry through internships and sponsored research projects as a means to recruit students.
Personnel Responsible for Implementation: Consultant; Implementation Group; in association with IECE and C.U.P.

Objective 5.5: Seek greater geographical diversity of graduate students.

Actions:

- 5.5.1: Identify the needs of individual programs as a means to increase the geographical diversity of graduate students.
Personnel Responsible for Implementation: Consultant; Implementation Group
- 5.5.2: Determine what the geographical diversity should look like, and fold information into the recruitment strategies/activities.
Personnel Responsible for Implementation: Consultant; Implementation Group in association with Institutional Research and the International Center
- 5.5.3: Coordinate with the International Student Recruitment Task Force to increase the number of international students.
Personnel Responsible for Implementation: Consultant; Implementation Group in association with the International Center
- 5.5.4: Explore the adoption of "Personalized recruiting" strategies to attract international students.
Personnel Responsible for Implementation: Consultant; Implementation Group in association with the Institutional Research and the International Center

Objective 5.6: Offer more scholarships and assistantships

Actions:

- 5.6.1: Offer more scholarships and assistantships as a means to attract students.
Personnel Responsible for Implementation: Consultant; Implementation Group in association with President, Provost, College Deans, Sponsored Programs, Advancement, Department Chairs, Financial Aid

Objective 5.7: Sponsor post doctoral fellows in selected areas, e.g. education, psychology, biology.

Actions:

- 5.7.1: Explore the role and feasibility of offering post doctoral fellowships in selected areas (e.g. science, math, education, psychology, and biology) as a means to build the reputation of the university and recruit students.
Personnel Responsible for Implementation: Consultant; Implementation Group in association with President, Provost, College Deans, Sponsored Programs, Advancement, Department Chairs

Goal 6: CSUSB needs to improve credential student recruitment and retention. To achieve this goal the campus will

Objective 6.1: Recruit more credential students.

Actions:

- 6.1.1: Develop strategies to recruit more credential students.
- 6.1.2: Develop recruitment strategies focused on credential programs to attract transfer students.
- 6.1.3: Promote credential programs at the high school.

Objective 6.2: Market credential programs.

Actions:

- 6.2.1: Develop a marketing plan tailored to attract credential students.

Objective 6.3: Develop flexible and varied modes of instruction to attract students.

Actions:

- 6.3.1: Study the ways in which formatting flexibility and Distance Learning approaches and/or hybrids in graduate education can attract more credential students.

Objective 6.4: Develop off-campus centers.

Actions:

- 6.4.1: Study the ways in which off-site locations (e.g. international, VVC, PDC) can be utilized to recruit credential students.