TABLE OF CONTENTS

Introduction:

Graduate students are vital to the research and teaching at the University of the District of Columbia (UDC). UDC is positioning itself as a leading higher educational institution in the Washington, DC area in order to provide a vast portfolio of graduate programs that are consistent with the high demand job market areas. Globalization and technological innovation have brought about long term changes within the economy, altering the higher education demands which impact recruitment strategies that must occur at the graduate level in order to train students to be able to obtain and preserve meaningful careers.

National Enrollment Landscape:

National trends in graduate applications to United States graduate schools have shown a one year increase in fall 2013 was smaller than the average annual growth seen over the past decade. Between fall 2003 and fall 2013, graduate applications grew at an average annual rate of 3.6%. The average annual increase over the ten year time period was 3.0% at public institutions and 4.8% at private, not for profit institutions, *as stated, by the Council of Graduate Schools, Graduate Enrollment and Degrees 2003 to 2013. The Council of Graduate Schools* has reported that over the past decade, graduate applications have also increased in all broad fields. The average annual increase was greatest in health sciences (15.2%) and smallest in education (0.4%) between fall 2003 and fall 2013. Graduate enrollment has grown over the last five to ten years, first time graduate enrollment increased 1.4% annually on average, and between falls 2003 to 2013, first time graduate enrollment increased by 2.6% annually on average.

The Council of Graduate Schools / GRE Survey of Graduate Enrollment and Degrees, identified overall first time graduate enrollment increased between fall 2012 and fall 2013 for Asians / Pacific Islanders and Hispanic / Latinos and declined for American Indians / Alaskan, Caucasians, and African Americans, there were variations by field. American Indians / Alaskan Natives experienced an overall 4.9% decrease in first time graduate enrollment between fall 2012 and fall 2013; saw an increase in three broad fields, including mathematics and computer sciences (11.5%), education (12.1%), and biological and agricultural sciences (7.6%). African Americans had gains in six broad fields ranging from public administration (0.7%) to arts and humanities (3.9%).

Geographic Landscape:

UDC serves Washington, DC area students at all levels of their educational attainment. The total population within Washington, DC consists of 49.5% African American, 43.4% Caucasian, and 0.1% Native American residents; the rest of the populations consist of two or more races. The diversity displayed can attest to the demographic population that can be served based on the national percentages outlined above regarding increased enrollment by ethnicity nationally.

Currently, UDC offers graduate programs that fall in line with the national trends that have yielded increased graduate enrollment

- Master of Architecture
- Master of Science in Nutrition / Dietetics
- Professional Science Master in Water Resources Management
- Master of Science in Cancer Biology Prevention and Control

- Master of Science in Speech - Language Pathology
- Master of Science in Rehabilitation Counseling
- Master of Science in School Counseling
- Master of Science in Homeland Security
- Master of Arts in Adult Education
- Certificate in Adult Education
- Master of Arts in Teaching
- Master of Arts in Early childhood Education
- Master of Business Administration
- Master of Public Administration
- Certificate in Non-Profit Management
- Master of Science in Computer Science
- Master of Science in Electrical Engineering

UDC at a Glance:

When looking at the enrollment trends historically at UDC, graduate students have continuously enrolled in graduate studies, though there is fluctuation regarding the enrollment amongst the fall and spring semesters. There has been a 2.9% increase between the entering class of fall 2011 and the fall 2013 entering class; the total entering class for fall 2014 for graduate students is 134.

Classifications	Fall 2011 Entering Semester	Spring 2012 Returned / Graduated	Fall 2012 Returned / Graduated
Graduate Students	137	113/5	82 / 11
	Fall 2012 Entering Semester	Spring 2013 Returned / Graduated	Fall 2013 Returned / Graduated
Graduate Students	112	95/1	78/10
	Fall 2013 Entering Semester	Spring 2014 Returned / Graduated	Fall 2014 Returned / Graduated
Graduate Students	141	122/2	82/14

By looking at the student statistics for returning and graduating students it appears that we must consistently bring in a new class that exceeds the prior year with hopes of retaining them upon graduation.

Within UDC, the Master's level degree attainment for the year 2011 – 2012 yielded 10% of the degrees conferred by the University which was equal to the amount of degrees that the Juris Doctor conferred. During this time period, the Associates Degrees were 27% and the Baccalaureate degrees were 53%.

Graduate studies at the University of the District of Columbia has the potential to increase its enrollment by using the graduate recruitment action plan outlined to assist in achieving the intended objectives that support growth and advancement of graduate education.

Objectives:

In an effort to identify, recruit, and enroll a diverse graduate student population, the Office of Graduate Recruitment and Operations will implement technology, superb customer service, and intentional strategic recruitment to meet the following objectives:

1. Increase efficiency and effectiveness of recruiting activities. Provide effective management of the recruitment, admission, and enrollment, of graduate students;
2. Identify current and future trends to forecast graduate school admittance;
3. Recruit, retain, and graduate a diverse student body;
4. Support and market the quality of graduate education, and its programs; and
5. Grow strong, mutually beneficial partnerships that engage our local, national, and global communities.

Objective 1: Increase efficiency and effectiveness of recruiting activities. Provide effective management of the recruitment, admission, and enrollment, of graduate students.

A. Use of technology, assessments, and best practices to strategically recruit, enroll, and graduate students; providing personal service while increasing the size of graduate enrollment.
B. Apply web based technology solutions and social media for continuous improvement of service daily.
C. Analyze enrollment data to strategically cultivate enrollment growth.
D. Develop domestic academic and nonacademic pipelines for recruitment.
E. Provide training and support for Graduate Program Directors, i.e. facilitating Graduate Council Meetings, and attending program New Student Orientation.
F. Establish enrollment targets to develop appropriate recruitment strategies.

Objective 2: Identify current and future trends to forecast graduate school admittance.

A. Understand the primary drivers that impact enrollment and use this information to influence Strategy and resource decisions. Drivers = applications = % of completed applications = admit rate = enrolled / yield.
B. Review and analyze the National Student Clearinghouse trends data, and other sources such as FAFSA data to create a pathway to attract, recruit, and enroll the "right fit" students.
C. Use a forecasting model to capture historical trends; establish a goal for the following term by outlining drivers including total applications received and total application's completed.

Objective 3: Recruit, retain, and graduate a diverse student body.

A. Adopt innovative, high-contact recruitment models, including those that employ alumni of color and international alumni, to attract a diverse student body from all areas of the state, the nation, and the world.
B. Graduate directors and other interested faculty will be informed on best practices for recruiting, retaining, and graduating graduate students.

C. Graduate assistantships will be used to recruiting and graduating a diverse population of graduate students when allocating institutional financial support to programs, departments with special emphasis put on supporting graduate education for Washington, DC Residents.

D. Purchase GRE Names

Objective 4: Support and market the quality of graduate education, and its programs.

A. Cultivate the relationship with current undergraduate students in order to entice them to attend a graduate program at UDC.

B. Work with administrative units to remove obstacles and provide roadmaps for the development of innovative programs.

C. Promote positive communication with various office entities i.e. School of Business, School of Engineering, and School of Arts and Sciences; Financial Aid, Student Affairs, and the Registrar's Office. Communicate with the Financial Aid Office to learn about the students that have sent FASFA forms to UDC but have not yet applied for the University.

D. Provide streamlined and responsive administrative processes for graduate programs.

Objective 5: Grow strong, mutually beneficial partnerships that engage our local, national, and global communities.

A. Sustain and enhance existing partnerships, and establish new ones, with the surrounding public educational entities.

B. Expand and enhance existing as well as new relationships with local, regional professionals, and service organizations that at least partially share missions with the Graduate School.

C. Collaborate with the alumni associations and from graduate students who identify strongly with the Graduate School and the University.

The priorities of the Office of Graduate Recruitment and Operations are outlined within the five objectives above, based on priorities exemplified chronologically and are the responsibility of all staff handling graduate activities; and the graduate faculty.

Initiated objectives
October 2014

Implementation
October 2014 - August 2015

Outcomes Expected
Increased enrollment by 18% for the Graduate Population compared to 2014 Goal 139

Plan of Action:

The Graduate Recruiter will recruit for new graduate students based on the Graduate vertical alignment; recruiting in markets that have shown the greatest interest in pursuing graduate studies at the University of the District of Columbia.

Geographical Markets	
Primary Market	Washington, DC Metropolitan Area
Secondary Market	Virginia
Third Market	International (Non Domestic)

The areas listed above are areas that inquiry about graduate programs apply to the program and become a student at the University of the District of Columbia.

Ongoing

In order to recruit graduate students, The Office of Graduate Recruitment and Operations will use web based technology (Graduate Recruiter) and social media (Facebook, Instagram, and Linked in) to engage, inform, strategically recruit, and enroll prospective student regarding graduate programs and activities. This will conducted on an ongoing basis throughout the academic year.

Commencing spring 2015, engage Embassy representatives, District of Columbia agencies, and industry organizations to cultivate international and domestic pipelines for recruitment into graduate programs. Expand and enhance existing as well as new relationships with local, regional professionals, and service organizations that at least partially share missions with the Graduate School.

- Meet with representatives,
- Explain the benefit of attending UDC graduate programs,
- Mailing and emailing DC Public Schools, and surrounding metropolitan area Administrators; and
- Teacher, and professional associations to market graduate programs.

On an ongoing basis provide training and support for Graduate Program Directors.

- Facilitate Graduate Council Meetings monthly,
- Coordinate speaking engagement,
- Attend program New Student Orientation; and
- Organize fall and spring graduate fair.

Weekly

Analyze enrollment data to strategically cultivate enrollment growth by weekly performing graduate prospective analysis. Communicating primary drivers to impact enrollment to influence strategy and resource decisions in order to increase the percentages of completed applications.

- Cultivate prospective applicants on the caseload report; and
- Manage a call campaign for applicants

Quarterly

Establish enrollment targets to develop appropriate recruitment strategies. Review and analyze the National Student Clearinghouse trends data, and other sources such as FAFSA data.

- Utilize historical trends, and application numbers in order to forecast enrollment numbers; and
- Create an outline to attract, recruit, and enroll the "right fit" students.

Apply graduate assistantships to recruit a diverse population of graduate students when allocating institutional financial support to programs, departments with special emphasis put on supporting graduate education for Washington, DC Residents.

Cultivate the relationship with current undergraduate students in order to entice them to attend a graduate program at UDC.

In order to cultivate a student centered atmosphere and recruit the "right fit" student to the University, part of the recruitment process will include the ideas outlined below:

Graduate students strategic approach	Objective	Timeframe	Resources	Goal
Segmented postcards	To encourage students to complete application	Every 4 weeks from the first post card sent	Graduate Recruitment staff	Convert inquires to applicants and applicants to students
Telephone campaign	To cultivate new students to encourage them to complete their application.	Twice per week	Graduate Recruitment staff	Convert applicants to students
Open houses	To allow students to visit with programs and apply in person to graduate programs	Fall and Spring semester	Graduate Recruitment staff	Allow applicants to learn about our programs. Encourage students to apply to our

				programs.
Social media marketing	To engage existing pool of applicants and market programs and events to potential applicants using social media.	Ongoing	Graduate Recruitment staff	Engage applicant pool.
GRE / GMAT name purchases	To engage potential students who have already taken the GRE and GMAT.	Once the names are purchased.	Graduate Recruitment staff.	To engage potential students who have already taken the GRE and GMAT.

Systemic Controls and Assessments

The systemic controls that will be put in place for graduate recruitment includes processes such as the following:

- Biweekly perform file Reconciliation. By doing this it ensures that each file has the documents that have been sent versus in miscellaneous bends. This process should increase completion rates, and reduce loss paperwork.
- Measuring how many applications covert in to enrolled students.
- Gauging graduate fair inquiries that turn in to applications and then become enrolled.
- Performing the call campaign functions, aggressively contacting potential students that apply for programs using the vertical alignment.
- Proactively responding to graduate applications providing notifications of decisions made.
- Implementing survey responses evaluations relative to on campus recruitment events.

Assessment

Results

The results of the five objectives in this recruitment plan will convert prospects into applicants and applicants in to students to increase the efficiency and effectiveness of graduate studies at the University of the District of Columbia.

Objective	Assessment
Increase efficiency and effectiveness of recruiting activities. Provide effective management of the recruitment, admission, and enrollment, of graduate students.	- Attend recruiting events within the geographic area where students have historically applied to the university - Scan transmittal forms and supporting documents to Graduate Program Directors

	for decision purposes, avoid Program Directors copying documents. *This should increase the laps of time in Program Directors making decisions which will yield and higher acceptance rate.*
Identify current and future trends to forecast graduate school admittance.	- Evaluate trends by classification per academic year. - Evaluate non - resident population applications from previous semesters. *These processes will provide insight regarding the next class enrollment population.*
Recruit, retain, and graduate a diverse student body.	Implement predictive assessment to gauge application progress and interest of applicants and likelihood to attend and or continue studies at the university. *This process will increase enrollment and retention for the graduate population.*
Support and market the quality of graduate education, and its programs.	Implementation of end of semester surveys to focus on enrollment management and maintain an active relationship with the graduate population. *This process will provide feedback on enrollment management and student perception of courses and the University overall.*
Grow strong, mutually beneficial partnerships that engage our local, national, and global communities.	Arrange partnerships with business or agencies to provide education on the relevancy of graduate programs. *Quarterly evaluate the types of relationships built to increase enrollment.*

Impact of Strategies and Intervention

The 2015 recruitment strategies will target individual students. The recruitment strategies and interventions will directly positively impact the inquiry process, recruitment events, and acceptance process. The strategies and intervention will show the Universities efforts at actively recruiting graduate students and increase graduate enrollment by being more persistent and purposeful with interaction with new students.

Accountability

The Graduate Operations team is responsible for implementation of the graduate recruitment plan in an effort to systematically recruit the "right fit student", cultivate relationships with the applicant pool, and increase graduate enrollment.