Kentucky State University
Office of Enrollment Management

Graduate Admissions Strategic Enrollment Management Plan

Introduction

Graduate admissions and enrollment represent the most viable targets for the institutions future enrollment growth, as we pursue the mandates of Goals 2020. The primary focus of OEM’s graduate admissions SEM efforts is to address the general concerns of individuals working in the graduate student recruitment, admissions and enrollment management environment at Kentucky State University. Our strategic planning efforts are fully informed by the current best practices associated with graduate student recruitment, admissions and enrollment management. Results from the 2008 National Association of Graduate Admissions Professionals (NAGAP 2008: Technology and its Impact on the Profession: Trends, Realities and Perceptions) are referenced as fair documentation of those practices, and inferences are drawn for the articulation of a comprehensive and cohesive SEM plan that fully integrates our available technology.

Goals and Objectives

GOAL 1: ACCESS AND DIVERSITY: ENLARGE THE ENROLLMENT IN THE GRADUATE SCHOOL AND INCREASE THE DIVERSITY IN THE GRADUATE POPULATION.

CRITICAL SUCCESS FACTORS

- Increase graduate and professional enrollment to 20% of the student body;
- Achieve more diversity in the student body via focus on international and HBCU markets;
- Implementation of a system of graduate faculty liaisons to work closely with a staffed Graduate recruiter

Objective 1.1 Recruit more graduate students for Kentucky State University.

STRATEGIES:

- Identification and appointment of a Graduate recruiter;
- Identification and appointment of graduate Program Recruitment Liaisons, to work closely with the Graduate recruiter;
• Establish and implement an aggressive training/education program to support graduate advisors with recruitment and the timely processing of applications.
• Increase campus visits by prospective students and increase support to departments and individual faculty members for recruiting efforts;
• Increase assistantships, scholarships and fellowships via specialized tuition discounts, waivers, and similar incentives;
• Decrease processing time for admissions and improve departmental access to prospective students via full implementation of this proposed Graduate Admissions SEM Plan;
• Be supportive and engaged at conferences that congregate large numbers of potential graduate students meeting KSU’s desired profile;

ASSESSMENTS

• Enrollment and recruitment patterns each semester;
• Number of departments that receive monetary recruitment support and the amounts they receive;
• Number of admitted students who do not attend KSU, regardless of financial support or the lack thereof;
• Survey students who were admitted but choose not to attend to better assess selectivity factors

Objective 1.2: Diversify the graduate student body.

STRATEGIES:

• Involve students and faculty in workshops and conferences pertaining to diversity (such as the National Black Graduate Student Conference and SREB);
• Increase the focus on Hispanic Serving Institutions and the Hispanic Association of Colleges and Universities;
• Establish and build relationships at the National Black Graduate Student Conference and similar venues;
• Develop Graduate School relationships with organizations that serve underrepresented groups;
• Recruit at universities with diverse student bodies;
• Target students and faculty who are already at KSU. Support networking through annual receptions and other fellowship efforts;

ASSESSMENTS:

• Enrollment patterns for diversity among graduate students;
• Number of recruitment programs that target underrepresented groups;
• Number of regional workshops organized on campus for underrepresented populations.

GOAL 2: ENGAGEMENT: FOSTER GRADUATE RECRUITMENT THAT EXTENDS TO INTERNATIONAL LOCATIONS.

CRITICAL SUCCESS FACTORS

• Students enrolled in Continuing Professional Educational Development;
• Number of graduate programs delivered by distance education;
• Potentiality of graduate certificate programs.

Objective 2.1: Expand the operations of graduate admissions to reach beyond the campus while maintaining ties with the campus that will benefit students inside and outside the campus.

STRATEGIES:

• Establish streamlined registration procedures for distance education students, including automatic waiver of certain fees, and simplified readmission procedures;
• Assist departments in publicizing and directly marketing their respective graduate programs to other targeted campuses;
• Investigate establishing consortia arrangements with other universities.

ASSESSMENTS:

• Number of distance education programs;
• Number of distance education classes being offered;
- Number of students who are taking distance education classes;
- Number of professors who teach distance education courses;
- Number of graduate certificate programs.

**Objective 2.2: Expand the international connections of the Graduate School.**

**STRATEGIES:**

- Identify and set in motion the means by which graduate students may study abroad for a semester, and the means by which international students can study here;
- Continue to support and develop existing joint programs;
- Establish funds that allow graduate students to present research at international conferences.

**ASSESSMENTS:**

- Number of KSU graduate students who study abroad;
- Number of international students who study at KSU;
- Number of joint programs with other universities;
- Number of students involved in joint programs (both within and outside the United

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**Graduate Recruitment**

The issue of graduate recruitment is critical to the current sustainability and future expansion of Kentucky State University’s graduate level programs. It also represents one of the major challenges to that sustainability and expansion. The present plan proposes a comprehensive graduate level recruitment process that implements and utilizes the following integral components, each of which is further discussed below:

- Graduate Admission Recruiter
- The Graduate Recruitment Council
- Collaboration
- Continuous Communication Flow
• Effective Marketing
• Data Informed Targeting
• Direct and Indirect Professional Engagement
• Strategic Resource Leveraging

The Graduate Admission Recruiter

Job Title: Graduate Admission Recruiter
Department: Admissions
Reports To: Associate Vice President for Enrollment Management

SUMMARY Recruit prospective students for the graduate programs through community outreach efforts, recruitment activities and promotional opportunities. Direct and assist students through the application process.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

• Work with the Associate Vice President, the Director of Admissions and the newly proposed Graduate Recruitment Council to develop, implement, and coordinate recruitment activities.

• Coordinate recruitment efforts via establishing relationships with the aforementioned targeted organizations relevant to degree/fields.

• Provide weekly, monthly and year-end reports on activity.

• Assist in planning and administrating special, on-campus admission promotions.

• Provide effective follow-up communication to prospective students including telephone calls, emails and mailing sequence.

• Utilize the Graduate Incentive Program (GIP) to maximize the transition of undergraduates into graduate programs.

• Work with the Associate Vice President to seek out promotional opportunities for the graduate programs, including those delineated above.

• Provide initial admission counseling to prospective students considering KSU graduate admissions

• Assist the Graduate Recruitment Council, as necessary, in developing, editing, & publishing admission-related publications.
• Perform other tasks or duties as assigned by the Associate Vice President and/or the Director of Admissions.

The Graduate Recruitment Council

The mission of the KSU Graduate Recruitment Council will be to encourage campus wide collaboration amongst all graduate and professional programs in recruiting highly talented graduate students to KSU.

The two overarching goals of the council are:
1. To support both full-time and part-time programs
2. To recruit students continuing directly from undergraduate programs and those who are returning after work experience

Representation on the council should embrace and reflect the faculty and students of each graduate level program.

Collaboration

Effective Collaboration represents the most critical requirement of our Graduate SEM vision, especially as it regards the Graduate Admissions Recruiter, the Graduate Recruitment Council, and the Graduate Admissions Records Assistant. The process maps appearing later in this plan delineate and infer the level of collaboration necessary to address our desired goals for graduate recruitment. For example, the Graduate Recruitment Council should collaborate with graduate & professional programs regarding desired recruitment efforts across the state & nation as well as planning events on the KSU campus. Additionally, all parties should collaborate to fashion regularly scheduled meetings and agendas that support the overarching goals articulated above as well as strategic directions for attaining those remaining components articulated above.
Admissions Application Processing

An admissions application processing center is defined by NAGAP as any organizational or academic unit that directly receives admissions applications from applicants (electronically or in paper form) and that engages in application processing. As envisioned, KSU’s admissions application processing center, our current Office of Admissions, will effectively facilitate the entire graduate applications process and fully utilize currently available technology to distribute applications and information collected on applicants to the respective graduate academic program offices for their formal review and evaluation. Forty seven percent (47%) of respondents who provided information about their organizational admissions structure in the 2008 NAGAP Survey indicated that graduate admission application processing was centralized, twenty three percent (23%) handle admission applications for all academic careers in a central institutional-level office, and only 19% receive them in a decentralized fashion within academic departments and units.

Graduate admissions must share data with other business processes such as financial aid, student finances, human resources and student records, and our model will seek to ensure cost-effectiveness and data integration across the KSU enterprise. For purposes of clarity, we will implement a two pronged data integration model, to include our newly implemented Banner student information system as well as the use of PDF files created from electronically submitted or scanned paper admission applications. Data will be merged into a document management system and distributed to all organizational or academic units engaged in our application processing.

The following process maps more clearly delineates the flow associated with these processes.
The Graduate Records Administrative Assistant

Trends toward more centralized institutional graduate application processing, and such centers as business models facilitate the efficient electronic distribution of admissions information across diverse academic programs. Nevertheless, our proposed use of technology will require a redefinition of the job description of our graduate admissions administrative assistant. Our recent assessment indicates a lack of clear delineation between (1) clerical roles and responsibilities and (2) student service focused tasks that assist admitted students in effectively transitioning to graduate study. This issue has been partially addressed through the reassignment of the Administrative Assistant II position to the Office of Enrollment Management. This position is critical to our efforts to fully utilize currently available technology to distribute applications and information collected on applicants to the respective graduate academic program offices for their formal review and evaluation. We have subsequently redefined the roles, tasks, and responsibilities associated with that position, to ensure full collaboration with the Graduate Admissions Recruiter and the proposed Graduate Recruitment Council.
Marketing

In the area of marketing and recruiting, the use of technology is being combined ever more with the continued use of one-on-one departmental interaction and communication that prospective students require. While our implementation of technology can have limited impact on the process of “closing the deal” or turning high quality prospects and applicants into enrolled and matriculating graduate students, departmental interaction is critical to the admittance to matriculation process. OEM will, in our efforts to remain competitive within our current market, pursue a comprehensive communications plan that utilizes information technology in the following ways:

1. Electronic test score retrieval and loading
2. Scanning or imaging and electronic management of credentials documents
3. Web-based admission application status reporting and communication
4. Academic departmental access to on-line admission application data
5. Online admission applications that allow applicants to upload documents
6. Web-based admissions decision reporting and communication with applicants
7. Online processing of departmental admission decision recommendations

Specific elements of our communications flow, as it regards graduate admissions appear below: