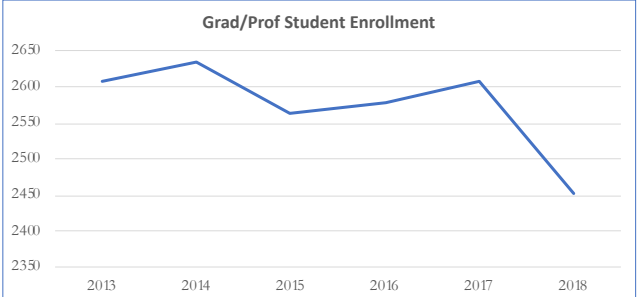


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# No place to go but up!


## Recruitment in the Heartland



Year	Enrollment
2013	2600
2014	2625
2015	2550
2016	2575
2017	2600
2018	2450

**Jim Ahern, AVP for Graduate Education**  
**jahern@uwyo.edu**  
**Council of Graduate Schools, December 4, 2019**

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### Overview

- **Background: Starting from Scratch**
- **Recruitment Challenges of Being UW**
- **Moving Forward**
- **Challenges Arising**
- **Lessons Learned**



December 4, 2019  
**Recruitment in the Heartland**

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### Background: Who We Are

- State Flagship & Land-Grant University
- Only public, 4-year institution in state
- Doctoral – Higher Research Activity (R2)
- Located in Laramie (pop. 32,000)
- Founded in 1886

#### THE STUDENTS – FALL 2018

**12,450**

Official  
Headcount

**6,367**

Female Students  
(51.1%)

**6,083**

Male Students  
(48.9%)

#### Largest Programs by Enrollment

- JD (223)
- PharmD (172)
- MA in Education (147)
- MBA Exec. (87)
- MS Counseling (59)
- MS Zoology (58)
- PhD Curriculum & Instruction (43)
- PhD Petroleum Engineering (43)
- DNP (42)
- Cert. School Principalship (40)

#### ENROLLMENT BY LEVEL

Undergraduate	9,998	80.3%
Graduate/Professional	2,452	19.7%

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### Background: Starting from Scratch

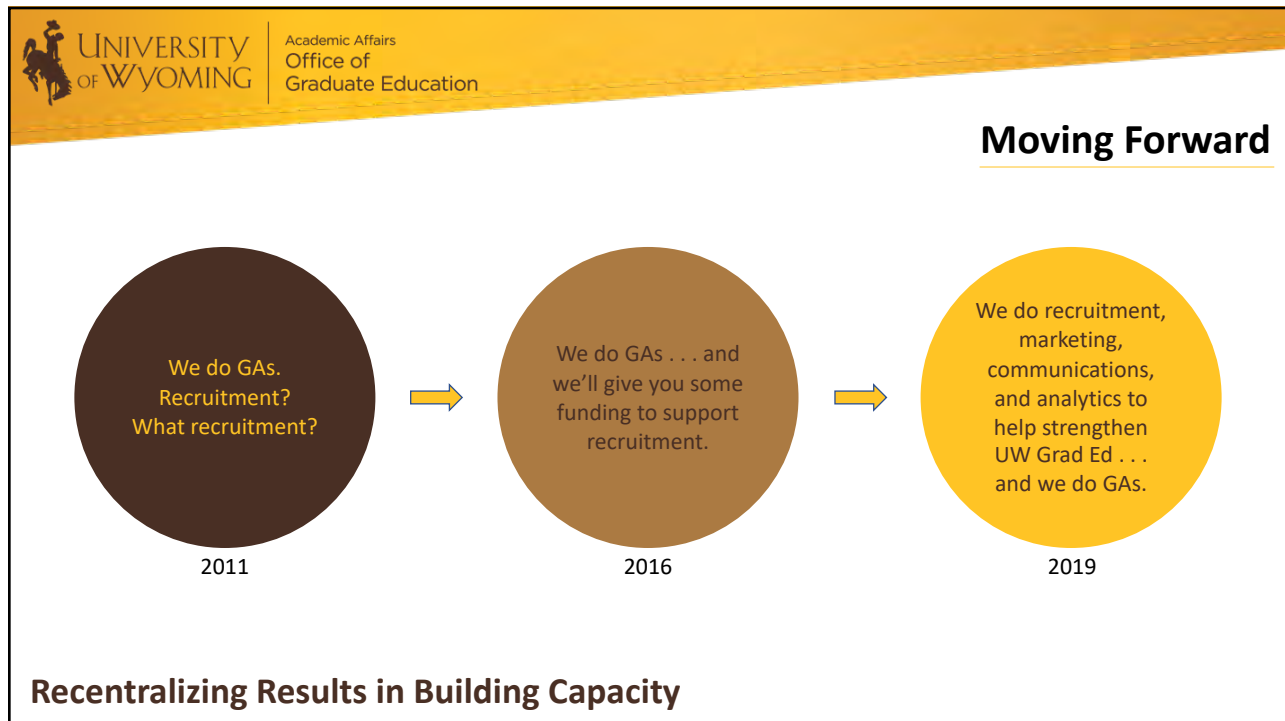
#### Dissolution of the Graduate School

**UW Graduate School was eliminated in 2009 as part of a major budget cut.**

- 6 positions eliminated/retrrenched
- “Regulations of the Graduate School” eliminated (UW Regulation 7-580 )
- Grad. School functions dispersed
  - No central administrator of all functions
  - Colleges & departments given autonomy & control

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## Recruitment Challenges of Being UW

- Small, isolated city ←
- Big state, small population
- Weather & Altitude

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## Recruitment Challenges of Being UW

- Small, isolated city
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## Recruitment Challenges of Being UW

- Small, isolated city
- Big state, small population
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## Recruitment Challenges of Being UW

**\$42 million budget cut (2016 – 2017)**

- Numerous faculty departures
  - Early retirement program
  - Consolidation of departments
  - Elimination of programs

Thermador County

**CWC chief warns of impact of falling coal revenue**

By Paula Stewart | Reuters | Budget: The Wyoming Journal | Dec 27, 2017

**Fewer Full Professors Means Fewer Graduate Students**

*Senior faculty tend to mentor more graduate students. UW had significant losses of Full Professors beginning in 2016 and continuing through 2017.*

Year	Enrollment
2013	2550
2014	2600
2015	2500
2016	2550
2017	2600
2018	2400

Year	Count
2010	215
2011	215
2012	215
2013	215
2014	205
2015	215
2016	205
2017	195
2018	185

Wyo gas revenues down 74% in 'new reality'

**Budget Challenges Become Recruitment Challenges**

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## Recruitment Challenges of Being UW

International Graduate and Professional Student Enrollments

Year	Enrollments
2009	300
2010	350
2011	420
2012	420
2013	430
2014	440
2015	450
2016	430
2017	410
2018	390
2019	360

**International Enrollments  
2018 vs. previous year**

Nationally:	-4.0%
U.W.:	-7.9%

<https://iiesnet.org/international-graduate-applications-and-enrollments-continue-decline-as-institutions>

**Shift in International Student Recruitment Hits Hard in the Heartland**

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## Moving Forward

Key Areas Examined

1. Administrative Structure.
2. Enrollment Management.
3. Assessment.

### Figuring Out *How* to Move Forward

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- 'Encourage' best-practices for inbound marketing
  - Better automate handling of inquiries
- Marketing & Communications Specialist hired (May 2019)
- Contracted with RNL
  - Academic program and market insight research
  - Developed SEO for specific programs
  - Prepping to re-work 70+ graduate pages
- Recruiting fairs (international, regional, diversity)
- Graduate Recruitment Initiative – grants to programs

## Moving Forward

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## Moving Forward

### Building on Strengths

- **Low tuition**
  - Low cost of attendance
  - Inexpensive Graduate Assistantships
  - *Discounted online non-resident tuition*
- **Wealth of state-funded GTAs**
  - *Improving effectiveness*
  - *Redirected funding to support diversity recruitment*  
(URDM & WGE Initiatives)
    - 20% increase in URDM students



	GTAs	GTAs as Percent of Grad. Students	Undergrad. FTE per 1 GTA	GTAs as Percent of all GAs
U.W. (peer rank)	551 (11 <sup>th</sup> )	29.1% (4 <sup>th</sup> )	16.3 (1 <sup>st</sup> lowest)	60.2% (5 <sup>th</sup> )
Peer Mean	667.3	21.7%	27.8	51.0%
Peer s (n)	315 (18)	9.3% (18)	9.5 (18)	10.4% (18)

### Recentralizing Results in Building Capacity

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## Moving Forward

### Supporting the Lifecycle

#### While applying:

- Improved policies & processes.
- Dotted lines. Admissions staff dedicated to graduate admissions.

#### While enrolled:

- Graduate student conference travel funding
- University-wide professional development
- Dissertation writing fellowships

**Stress and Time Management Strategies**

Poor time management can raise stress levels. The more you learn to prepare for, the harder it is to manage both time and stress.

ACCS (Center for Advising, Career and Exploratory Studies), in collaboration with the English Language Center and the Office of Graduate Education, invites all international graduate students, graduate assistants and teaching assistants to learn about strategies for effective time and stress management just in time before finals.

**Wednesday, November 13, 2019**  
5:15-6:45 p.m.  
Cheney Center, Room 3  
Snacks and beverages provided!

#### Spring 2020 Graduate Learning Community: Scholarly Writing Practices Call for Applications

Graduate students, please consider applying for this spring learning community! Participants will come away with strategies for balancing writing with other graduate obligations, for developing successful writing habits, for analyzing their existing scholarly voice, and for managing references and resources for effective writing.



### Recentralizing Results in Building Capacity

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## Challenges Arising

- Coal is not coming back . . . tight budgets the new norm.
- Faculty and staff declines.
- New financial management & HR systems.
- Governor, Legislature, Trustees and President emphasizing serving WY students over recruiting NR and international students.

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## Lessons Learned

### What Not to Do

- Eliminate your graduate school & graduate dean.
- Rely solely on your colleges & programs to handle recruitment.
- Eliminate your outreach/distance ed. school.

### What to Do

- Get advice from colleagues
- CGS consultation
- Make sure that your policies & processes are not hinderances to recruitment
- Make sure that GA funding resources are oriented to recruitment, where appropriate

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