

Report of the Graduate Student Recruitment and Retention – Action Planning Event

Prepared by

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Tina Sickinger, Coordinator of Recruitment and Retention of the Graduate School, Law School, and CIE

The Graduate School and the Graduate and Professional Student Council (GPSC) hosted the Graduate Student Recruitment and Retention-Action Planning Event on February 13, 2023 from 8:30 am to 3:30 pm in the Student Center Ballroom D. The purpose of the meeting was to build relationships, share ideas, create awareness, and identify areas of improvement. The intended audience members were deans, school directors, and directors of graduate studies. Invitations were extended to support staff and current graduate students based on GPSC and faculty-administrator recommendation. The event was conducted face-to-face. The day's activities were divided into 2 topics, each pertaining to graduate students. See agenda, Appendix A. The morning topic was devoted to recruitment while the afternoon focused on retention. Pre-registration was required and from that database an attendee list of 70 people generated. See Appendix B. Additional participants and/or substitute participants were observed at the event. Attendees were semi-randomly assigned seating such that tables were composed of administration, students, and staff. Participants were provided data for their program and presentation materials electronically and as hard copies.

Each topic was presented similarly. The approach used was that speakers would lay the foundation by using data from Power BI, the SIU Factbook, and a survey of graduate students as well as information as an expert in their respective area. Panels were then conducted with question and answer periods. The morning panel was composed of graduate students and the afternoon panel was composed of campus professional staff, faculty, and graduate student leaders of GPSC and graduate assistants united (GAU). Panels were followed by table (n=8 persons/table) discussions. Each table was asked to discuss 2 questions per table. See Appendix C. A graduate school staff person was assigned to each table to take notes. See Appendix D. Each table was encouraged to contribute to a pre-meeting generated list of actionable items. At an announced time, the participants were asked to use 3 colored stickers to “vote” for the 3 items they thought the university should focus on pertaining to recruitment or retention, respectively. Unbeknownst to the attendees, the stickers were color coded to indicate the participants' affiliations.

Results of vote data (Appendix E):

The recruitment topic had 5 overarching themes plus one additional topic from the participants. These topics were recruiting the non-traditional student, recruiting domestic students, programmatic strategies, using alumni in the recruitment of graduate students, and recruiting international students. The additional topic was internal processes and systems.

The results of this activity suggest that programmatic strategies (26.28%), recruiting domestic students (18.25%) and recruiting international students (16.06%) had the most votes. However, when subcategories were evaluated internal processes and systems (14.60%), partnerships and agreements (13.14%) tied with online programs (13.14%) had the majority of votes.

The retention topic had 5 overarching themes: campus climate, additional ideas, financial, services, and engagement. Financial (47.87%), engagement (26.60%) and additional ideas (9.57%) had the most votes. Fee waivers (20.21%), assistantships (14.89%) and websites (11.70%) had the most subcategory votes.

Based on all inputs associated with the event, the recommendations below were identified by the event participants.

Graduate school

1. Improve processes
 - a. Communication at all levels should be improved. This includes communications between prospective students, academic units, current students, faculty, administration and partnering staff.
 - b. Improve the Graduate School's processing of student applications and I-20 issuance.
 - c. Policies or the interpretation of current policy should be more clearly articulated to academic units and students (e.g. exception requests).
 - d. Additional staff and training opportunities. Staff turnover in academic units requires that training opportunities via online and in-person be made available.
 - e. Investigate more entry times so that programs with 8-week courses can accept students mid-semester.
 - f. Survey students who were admitted but chose not to attend SIU or have prematurely left SIU.
2. Improve the Graduate School website
 - a. Update content.
 - i. Encourage student videos, testimonials, current jobs of alumni, etc.
 - ii. Show the diversity of faculty and student body.
 - iii. Provide clarity of tuition costs and fees (on-line, in-person, in or out of state, etc.)
 - iv. Include links to internship and OPT/CPT opportunities for international students.
 1. Including whether a program is eligible for STEM OPT.
 - b. Check the congruity of information with the academic unit's webpages.
 - c. Remove redundant information.
 - d. Make the pages intuitive and pleasing to use.

3. Financial

- a. Partner with the Foundation to create more fellowship opportunities.
- b. Partner with the Foundation to create application fee waivers for students with demonstrable financial need.
- c. Provide TAA allocations to Colleges earlier in the annual cycle (e.g. September) so that these funds can be used for student recruiting.
- d. Investigate current student aid opportunities and ability to streamline award process.

Appendix A

Graduate Student Recruitment & Retention
Action Planning Event
February 13, 2023
SIU Student Center, Ballroom D

Check-in

8:30 – 9:00 am Corker Lounge | Coffee & Snacks Available

Opening & Welcome

9:00 – 9:10 am
Opening Remarks | Robert Morgan | Co-Provost, interim
Welcome | Karen Jones | Graduate School iAssociate Dean & Director

Recruitment

9:15 – 10:30 am
Setting the (Recruitment) Stage
Graduate Student Data | Costas Tsatsoulis | VC of Research & Graduate
School Dean
Extended Campus | Susan Wegmann | Director
Center for International Education (CIE) | Peter Li | Director
Graduate Enrollment Working Group | Craig Anz | Faculty Chair

10:30 – 10:40 am Break

10:40 – 11:40 am
Graduate Student Panel, Q&A
Kaveh Javanshirjavid
Rachel Nozicka
Myla Burton
Anders-James Wermuth
Courtney Simpkins

11:40 – 11:45 am Yoga Stretch with Kennedy Rawlings |

11:45 am – 12:05 pm Brainstorm Action Steps (Table Activity)

12:05 – 1:00 pm Working Lunch

1:00 – 1:10 pm “Dot Data” Reveal

Retention

1:10 – 1:35 pm	Introduction to Graduate Student Retention Student Survey Results Student Financial Data Overview Karen Jones Graduate School Associate Dean & Director, interim
1:35 – 1:45 pm	Components of a Retention Plan Tina Sickinger Coordinator of Graduate Student Recruitment & Retention
1:45 – 2:45 pm	Barriers to Retention & Retention Strategies Panel School of Education Saran Donahoo Associate Dean of Academics & Stud. Affairs College of Business & Analytics Marcus Odom Professor, Director M.Acc. Program Student Health Services Jaime Clark Director Career Development Center Jaime Conley-Holt Director Graduate Assistants United Jeremy Allen Grievance Officer Graduate Professional Student Council Caleb McKinley-Portee President
2:45 – 3:15 pm	Brainstorm Action Steps (Table Activity)
3:15 – 3:30 pm	“Dot Data” Reveal
3:30 pm	Closing Remarks & Adjourn Karen Jones Graduate School Associate Dean & Director, interim

Appendix B
Registered

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Appendix C

Prompt Questions for Table Brainstorming-Recruitment

1. How would you describe graduate student recruitment at SIU Carbondale? What are the current strategies in place? What are we doing well?
2. What campus-level partnerships might academic units enter to enhance recruitment of graduate students? What might this partnership look like?
3. List strategies that should be utilized to recruit graduate students. What are the strengths and weaknesses of each item on your list?
4. How would you categorize the top three priorities for recruiting with SIU's current level of resources?
5. What are key pieces of information that a graduate student should know about SIU or their program to improve yield at SIU?

Prompt Questions for Table Brainstorming-Retention

1. How would you describe current efforts to retain, build community and connection, and support student success here at SIU Carbondale?
2. List strategies that should be utilized to retain graduate students. What are the strengths and weaknesses of each item on your list?
3. Pick a campus-wide service unit (ex. Graduate School, Center for International Education, Distance Education, The Writing Center, The Rec Center, Health Services, Housing, Morris Library, Police Department, Office of Student Engagement, Career Development Center). How could this unit improve retention efforts of graduate students?
4. What strategies are in place to monitor student success, engagement, and retention?
5. Do you know where your program stands? Admission rates? Graduation rates and time to graduation? Year-to-year retention? In-person versus online? Do you agree that this is important for your program and the overall growth of SIU Carbondale? Where do you see a need for improvement in these areas?

6. What strategies and successful practices has your program utilized or sees need for growth regarding alumni relations (i.e., job placement, publications, alumni networks, etc.)? Do you think this is relevant to retention (and recruitment) within your program?

Appendix D

Table Discussion results

Table 1.

Morning recruitment notes:

- Would like to see a more diverse panel and also divide panel between MS & PhD
- How do we keep recruitment from being predatory? Solid faculty, solid graduate students, undergraduate students who can do the work.
- We do not have enough services to help underrepresented/underserved and first-generation students.
- Money for recruitment at the graduate level, all money goes to undergraduate recruitment
- Lack of inclusion and equity

Afternoon retention notes:

- Better policies
- Including student governance
- Implement fee waiver
- Clear communication with policy exceptions
- Things are program specific with no consistent system, have to use more than one system to get information

Table 2.

Recruitment Notes

Question 3 answer: free couple day workshop

Strengths- its free and will bring a lot of people in

Weaknesses- staffing and money

Question 5 answer: add students to the website

How do you decide what students?

How do you figure out what to do with inactive students?

A big barrier is programs can't access their own website to update it

Other comments

Offer designated zoom times for recruitment purposes

Slate doesn't get updated every year on the Graduate School side, but it does for undergrad
It would be helpful to offer a free application period

Rolling admissions would be helpful- especially for online program

The Grad school needs to allow students to register later in the semester for students who get admitted later to the program to help increase enrollment times

Help ease burden on faculty such as requiring 4 committee members on thesis instead of 5

Can we reduce the amount of credit hour required by the grad school to help with faculty overwork and financial strain on the students- can also be a recruitment thing to

promote The student fees (on campus/ off campus) can turn away a lot of students

Have a different fee structure for summer classes

Students that take online classes only in the summer can't use the health center, campus bus, Heath insurance, etc. - this puts students in a bad spot when the program structure has online only classes in the summer

Retention Notes

Seems to be more collaborate with programs, grad school, and GPSC when it comes to retention
Grad school seems to be the quickest to respond and help with student needs

Program Faculty needs to improve customer service to have better conversations with students
(would a workshop be helpful?)

So much of the focus from the University is on Undergrad

Haven't found a good way to monitor student progress for grad students and PHD such as navigate and slate

Do we require students to attend a professional development each semester?

- o 15 minutes- an hour or so

Table 3.

Drawn to SIU because of faculty & unique programs

- Better job highlighting these factors in outreach and advertising
- Marketing in correct places
- Utilizing grad students in recruitment (perhaps rotating volunteering or a assistantship based around recruitment). Matching with Grad students. "I came to SIU to work with Dr. Chandler and stayed because of everyone else"; "amazing faculty" --USESTUDENTS to promote
 - o Need to form coalition of grad students
- Using stories of grad students on websites—focus on current and alumni, IN and OUT of the professoria (using professors only can be/IS intimidating)

- “Using testimonials and success stories” of students in marketing and outreach—Need to have and foster non-academic skills in grad schools—showcasing real-life uses of grad studies in fields outside of academia
- Promotion of outstanding research at conferences
- HIGHLIGHT specializations on marketing (websites)
- Better at utilizing alums and Saluki Hx in marketing to students —Bucky Fuller, Tim Wilkime (SNL), Melissa McCarthy, Dick Gregory, Melissa McCarthy, Jim Belushi (& John), Bob Odenkirk. Etc.
- Unique offerings at SIU for research—Ag/ Farming, TON/Rehabilitation Studies, Film, Debate/Communication studies, Engineering/ CS, Business School, Philosophy, Fine Arts program, Music, Social Work, Med School, Pharm/Bio/Chem studies, Psych studies, Education—what is *actually* going on- on the ground day-to-day. Real world applicability- current work is interesting and has real-world implications
- Jobs held after investing in SIU Grad School— use in marketing, not just Alumni Mag— SHOW global impact of study here at SIU. Highlight SPECIALIZATIONS available— many not available at other institutions (especially in more rural environments)
- Branding SIU better-- has always been “an Oasis in the northernmost South” w/ diverse graduate student body, & w/ much international study
- interdisciplinary research with people of all walks of life

Some Barriers:

- “Application fees” -- maybe credit upon admission/registration? Many inst. free app (Yale)
- Communications is a BIG ONE; Seems to be a block regarding where and how to find services and what is on offer; Even what is expected.
- UPDATE WEBSITES and Streamline information (“overall seem to get lost in a never-ending websites of redundancy (that are unclear”).
 - Websites are not clear: unclear requirements which differ from site to site; many had to reach out to friends or to the DoGS to get the information
- Timing with admissions decisions from depts & more clarity on assistantship offers

CLEAR and CONCISE MARKETING (and Landing pages)—

- SPAM-like EMAILS--so it is difficult to parse out the important information--overwhelming inbox or get sent to spam folder- “is just too much!”
 - Will Clark regarding what we might do to email settings
- MANY INCONSISTENCIES between websites & in emails— “hard to navigate”
- Much Re-writing of websites w/o consulting the departments- AND they are still incorrect when consulted
- Highlight actual DIVERSITY of SIU; past and present—too much focus on “Imagining the future” when it is and has been a beacon. Diverse faculty & student body.

RESOURCE ISSUES

- Need much better communication b/w departments and advisors (many advisors don’t seem as knowledgeable as they need to be-- needs for training investments-
- Major disconnects in Alumni information for departments to utilize—SIU Foundation will not budge and share information; departments want to utilize not just for monetary contributions but their time & face in outreach
- Reports of some departments not having upcoming/fresh professors & instructors;
 - SOM for instance, reports that some aren’t as interested in new fresh takes on music- while “Outside the Box” is successful, that doesn’t carry-over into leadership and much instruction at the school- outdated/not fresh as it could be.
 - Worries of aging-out of professoria without ability to recruit younger/diverse non-tenured faculty (remarks by SOM & COMM faculty) to maintain and build the programs; faculty often “overburdened” -- No untenured in Comm

- Help grad programs to stay in touch with alums; money to help bring them in?
 - Advertise alum network coast-to-coast that are on the ground (especially those not in professoria)
 - Redundancy of alum list—Foundation will not share information; why won't admin units work *with* departments!?! Why everyone “sort of on their own” in this (and other) regards – not cohesive? Disorganized?
- TECH- student reports technology is often outdated- wonders about tech fees— must bring own macbook for work (SOM & Comm in congruence on this). Is a “mis-sell and often a deal breaker”
- Comm reports wanting to have programming/ festivals/conferences etc but has held off for years for the promised renovations of Mass Comm facilities (promised for 10+ years)

Odds &
Ends

- ★ Depts report English use w/international students often a problem w/ Duolingo as reporting testing doesn't seem to match students' actual abilities creating communication barriers (SOM gave example)-- perhaps better screening needed
- ★ A disconnect & incongruency between City of C'dale and SIU offerings—also, community doesn't know enough about what is going on or offerings on campus, or there are scheduling overlaps between the two— Student community, Community-at-large, regional community suffers
 - Sometimes seems city doesn't want us; used to cater to Uni much better
 - Not very university-friendly businesses/ housing off campus
 - City (also regional) priorities r/t SIU? More SIU presence r/t City council, decisions. Find partners and allies in city leaders (elections upcoming)
 - Transportation—city bussing routes need to be better for off campus housing, murdale
 - Bike lanes need to be much better and prioritized throughout city; safer, better markings and space; City enforcement of driving issues to protect biking and pedestrians; safety overall
- ★ Camille D. stated that she thought that “HEROES” was a Band-Aid on a problem r/t students not realizing their expectations in GS. “Couch surfing perhaps means priorities unclear” -- Students need to plan on “the life” prior to entering GS and need to know what to expect (the investment of time and resources on what is at hand- there is an inherent struggle of GS ed. that many seem oblivious and resistant to)
- ★ Grad Stipends:
 - We lose students b/c can't pay to live, insurance, fees (“too high”); the \$ is in the foreground

Table 4.

Recruitment:

- Individual program recruitment (word of mouth) – works well for certain programs
- Waiving application fees
- More grad school assistance with recruitment
- *Update websites* - pictures, link, information
- Can SLATE notify departments when students inquire
- Why are there no recruitment efforts made for minorities? (Also, did not include someone to speak specifically on minorities?)
- Build teams of people to help guide minorities (specific groups for each specific minority group)
- Emphasizing what makes certain programs unique
- Smooth admissions process (IMPORTANT)
- Replacing faculty who specialize in certain disciplines
- Cap the number of grad students a professor takes on
- Each program would benefit from a marketing team
- Students should know...
 - About the faculty
 - Resources available to them
- Make off campus students feel as welcome as on campus students
- Specific grad school orientation for online and hybrid students
- Minimizing on campus info sent to online students
- Offer thesis and non-thesis options

Retention

- Faculty need to be better informed about student resources
- Service training for faculty
- Resource page for grad students
- Graduate student specific career prop
- Incentives
- Flexibility in course options/times
- 4+1 options --> accelerated programs

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Retention:

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Table 5.

RECRUITMENT:

1. More recruitment staff at the graduate school.
 - a. Used to be 3 people for international students.
2. Recruit more international students.
3. More access (permissions) to Slate for graduate advisors.
4. Send an automatic email to DoGS when an application is sent back to the bin.
5. Slate Issues

- a. No update on conditions when conditionally admitted.
- b. Keep programs in the loop on Graduate School communications with applicants.
6. More funding for graduate students
7. More Proactive recruiting
 - a. Have teams that go to places that hold recruitment events with power to make admissions offer.
 - i. Needs to be done with emphasis on international recruiting. Europe has done this.

RETENTION:

1. Retention and student support is OK but can be a lot better.
2. Make it OK for graduate students to drink beer on campus from Thursday to Sunday from 3pm to 5pm.
 - a. This would improve socialization among the graduate community on campus.
3. Admit better students.
 - a. Minimal GPA requirements are OK for students that come from top universities, but do not admit students with minimal GPA requirements from Regional colleges and universities.
4. For STEM majors, admit more of them into PHD programs and master – out those who aren't able to complete the entirety of the program.

Table 6.

Students are having trouble uploading portfolios/slides in the Slate application. Students have to upload documents twice: Dept Supplemental Appl & Slate Appl. They get frustrated, because they think they have to upload a 2nd time in Slate. Why do they have to enter recommendation info twice: Once for dept, another time for Grad Schl? Issue with Grad Schl'l big red button on website to APPLY ONLINE – should be a big red button to CONTACT DEPT.

All faculty/admission committee don't have access to see Slate appl materials. Don't know which concentration/area of interest within the major student is interested in, so don't know which faculty should review file.

Support students after graduation – post successes on Instagram & FB. Have Graduate Gallery on the website.

Give grad students opportunities to be adults. Depts feel like they have to hold a student's hand from admission to graduation.

A lot of emails are received from SIUC/Grad Schl. Teachers look at emails – not necessarily students.

Have graduate students help/meet with visitors/applicants.

SIUC has 2 websites – 2 landing sites – the 2nd site could change to a newsletter or calendar.

SIUC is a blue-collar school. Examine why students are leaving SIUC.

SIUC has a lot of old facilities.

Rankings are important to int'l students.

Not as many tenured faculty.

Not enough money to show work of visiting scholars.

Make relationships with other institutions. Graduates of JNTU used to be able to receive an alternate tuition rate. There isn't a relationship anymore with JNTU.

More engaged & present students – not more online students.

Table 7.

Graduate Student Recruitment & Retention Action Planning Event

February 13, 2023

Table 7

Logistical Feedback for Event:

- Option to have pronouns on nametags
- Sign-in for non-registered, extra folders
- Laser pointer for presenters
- Center aisle with stationed mic
- Lapel (wearable) mics and/or multiple handhelds
- Stretching was a great addition

Recruitment:

Barriers

- Communication between services and schools
 - Example Disability Support Services (DSS) & Counseling & Psychological Services (CAPS)
 - Relationship to advertise services and communicate the level of support from the beginning of recruitment lifecycle.
- Application Fees
 - Inhibitive

- No current fee waiver processes.
- Web Communications
 - Many units do not have staff dedicated to web services.
 - Updates and review should occur once a year.
 - Include Students, Graduation Outcomes, and Faculty online with up-to-date information.
 - Testimonials, success stories.
 - Community building, easing fears of being alone, loneliness, and promotion of year-to-year cohorts.
 - Building professional networks.
 - Is the environment competitive or compassionate?
 - Analyze for redundancies online, specifically in the way of application information and admission processes.
 - If a student must send an email, what is the response time, is there a lack of response by the deadline?
- Transparency of costs
 - Online, In-person, Extended Campus, In-state, Out-of-State, Etc.
 - Include health insurance in costs, remove it as an additional barrier.
- Rankings are important, assistantship/training/funding opportunities are just as important.
 - We need to highlight each for prospects.
- Application status updates. Applicants need to know where they are in the process every step of the way.
 - PhD student applied a month ago and has received no update.
 - Lengthy processes for admission and I-20 processing.
 - How could slate be utilized to prepare customized messages per program with status updates that are not generic? This could ease the flow for units while still offering a more specified message to the applicant. Creating a communication plan flow for individualized programs with training on how to look at communication and how to BCC one-off emails to a students record.
 - Needed for cross-institutional communication and elimination of redundancy.
- Highlight career outcomes, more collaboration with alumni services and career services
 - Could possibly be a macro-level agenda.
 - Career outcomes, Value of Education, Financial outcomes
- Must advertise specialties, not just majors.
- Have to advertise STEM OPT eligibility and be conscious in curriculum reviews.
- Build individual faculty into 1 on 1 interviews, and visits.
- Polling of students from variety of backgrounds and educational levels.
- More transparency regarding life as a grad student. It is hard.

Question 5 –

- Depends on Master's or PhD program

- Research opportunities
- Who students relate to (faculty)
 - Matching them based on interest of faculty or research specialties
 - Incorporate into application process an essay detailing who someone wants to work with and why.
- Job placement of previous graduates, and job placement rates after graduation
- Application turnaround is important, and we don't want to be the last respondent. Timing is our advantage where we might be a second or third choice school.
 - Must have follow-up after submission with clear timelines, steps to application decision. This may be automated but specific to program processes, should be built out per program.
 - A button to should be added to admission letter for the student to indicate intention to attend after admission "declaration".
- Program plan should be known from the beginning to track program completion.
 - Recognize minimum time needed to complete.
 - Average times to complete by current and former students
 - Section out online versus on-campus, full-time versus part-time, etc.

Question 4 –

- Communication and Promotion
 - What are we doing?
 - Who are we?
 - Free & existing medians
 - Website
 - Social Media
 - Videos
 - Faculty, Alumni, Events, etc.
- Word-of-Mouth Recruiting
 - Our best asset. When a student is treated well and tells others, that is the best scenario.
 - "Buddy" programs could be utilized to incentivize telling just one other prospect about SIU. Incentive could be an application fee waiver for applicant and/ or minimal scholarship for current student.
- Scholarships
 - Funding opportunities and centralizing one place to apply.
 - Common question is how will I be considered for an assistantship?
 - Having a clearinghouse for applications.
 - More opportunities for funding.
 - Education on where to direct and find funding resources (faculty & staff, not just DoGs)
 - New and Existing Faculty orientations
 - Ease of access to information with Updates
 - Analyzing for competing webpages (program versus graduate school)

- Keep curriculum and program information updated and relevant
 - Market to “target markets”
 - Make sure information is current
 - System for self, periodic review
 - Balance over a pre-defined timeline, ex. Update every 3 years.
 - Balance with workloads (flexible seminars and teaching approaches)
 - Program advertisements in convenient places
 - Ads of substance in marketing about program, not all fluff.
- Evaluating for program approaches. Example, radiological science students that often take MHA courses. Others would like more of a teaching versus management approach. Better systems for evaluating these opportunities to expand tracks and curriculum approaches.
 - Further academic tracks for skills building
 - Graduate certificates
 - What about online availability?
- Partnerships with industry
 - Make us more attractive and increases our program credibility
 - Increases access to the most up-to-date in industry standards
- Online students often just want to get through and don’t always want to be bothered with the “others” offered by an institution. More transactional.
 - Make available: Timing, price, tutoring opportunities, academic services (writing, statistics aids)
 - Awareness but not push.
 - Regular advisement check-ins.
 - Access to instructors and knowing time to graduation at all times.
 - Additional instructional materials that in-person students may not need
 - Flexibility with schedules
 - Working, full-time/part-time
 - Faster pace
 - Various time zones
 - Same contact hours
 - Individual course sequencing, rather than 5 courses at one time.
 - Skills or competencies-based approach
 - Schedule timed visits or hybrid opportunities

Retention:

- Mental Health Services
 - Delay of care perception
 - Multiple locations
 - After hours support
 - One contact line
- Communication

- Weekly newsletter
- Usage of personal emails
- Weekly meetings with students
- Making them part of a family, bring back alumni
 - Make it a place they belong
- Everyone receives an individualized education plan (Saran Donahoo), accessibility with part-time and full-time completion.
 - Understanding that circumstances may change in the middle of program. Students may need accommodation and shifting to online, part-time, etc.
- Emphasize post-graduation plans and resources (career development) from the beginning of program.
 - Resume building
 - Interview skills
 - Applying for positions, internships
- Know why students are having issues, listen to them.
- Remedy what is not working, utilize campus resources to remove division of services and programs.
- Analyze student fees based on student modality.
- 10:80:10 rule
 - 10 – are present and engaged
 - 80 – are getting by
 - 10 – are bringing us all down

Brainstorm

- Focus on quality of students to retain
- Find ways to retain those diverse learners with diverse backgrounds
- Active support for those on probation
 - Tutoring
 - Statistics help
 - Reading and comprehension support, etc
- Creation of a Statistics Support Center, similar to writing center
- Linguistics leveling...quasi leveling
 - Completion of ESL courses, conditional admission or pre-requisite Linguistics courses
- Knowing what we are doing well?
 - Lots of events and flyers...are students too busy?
 - If there is food, they will come.
 - Virtual is good (online, parents, etc.)
 - Library aids are good.
- Increase advertisements on bulletin boards and in the student center for on-campus students.
- Monitoring for success, manual vs. automated.

- Indicated that online support is needed for faculty and staff.
- Lots of conversation around graduate-level usage of degree works
 - Help with advisement
 - Help with course suggestions that link with scheduling
 - Especially helpful with cross-discipline opportunities
 - Helps with status to completion updates
 - Proactive!
 - Issues arise when classes are not offered
 - What to do for more individualized degree plans, training is needed for ongoing advisement resources.
- Regular curriculum reviews to keep up with employment trends and academic trends
 - Thesis vs. Non-thesis, etc.
- Alumni Feedback should be used to engage social and academic quality
- Utilize success stories and mentoring of graduates.

Table 8.

Table 8 (Alekhya Katukuri)

Morning session

- Add the current graduates and their working positions (GA/TA/RA) on the website (making sure it's up to date)
- A free application deadline/period?? (Increase in applications)
- Applying fee waiver for every application would be hectic
- For public safety, courses are offered in March/October, but the admissions are closed sooner (extend deadline for such courses)
- Implement Rolling admissions??
- Loss of faculty is making it difficult for a committee to have 5 members
Reduce the number of committee members for thesis/dissertation or increase staffing
- Growing a program will grow enrollment
- Reduce number of credit hours for PhD (less tuition) (less time)
- A different fee structure for summer courses

Afternoon Session

- There are collaborative efforts from every department and Graduate School but there is room to grow
- Rudeness/Weirdness from faculty is leading students to drop from course or thesis
- The mentality of what used to be needs to change (comparison)
- There is less involvement from the faculty. Faculty should be more involved
- Lot of unknown resources and takes a lot of time to find out about these
- What about the Overseas online program?
- How to monitor Graduate students progress?
- How to monitor PhD students???
- There should be two sessions per semester for engagement
- We should either give badges on D2L for professional development or make it a part of academic plan

Table 9.

Recruitment

1) Current Strategies

After events, quickly contact/respond to students that were interested in the program.

Only take in as many students as their faculty can handle.

Created a list of colleges and sent emails to their contact person about the program to forward to their students.

Recruitment is usually done by the faculty when they are out on a job. On a job away from campus, they meet people interested in what they are working on. They have a personal connection/interaction and promote the university.

Faculty are not really involved in recruitment

Word of mouth is usually how international students hear about SIU

Promote their program and the university at conferences

Program used to have graduates' and current students' research topic or dissertation on their website

2) Partnerships

Offer other program's courses in their curriculum

Cross reference courses, multidisciplinary courses

Allow other program faculty member to serve on graduate committees

Allow good performing undergrads to join graduate programs?

5) Key Information

Application fee

GRE, GMAT, etc. requirement

Transcripts

Minimum tuition and expenses

Application process

Contact person for every program

Have In Short or At-A-Glance applications

Retention

- 2) Internships to help support grad students during the summer when they are not on a contract. Internships for Grad Students. Social events that aren't specific to an organization or program, i.e., all SIU hiking event.
- 3) Promote the HEROES and other service programs. Graduate School could include services information in their acceptance packets. Programs could have flyers with services information to give students.

Appendix E

	Graduate Students	Deans	School Directors	DoGS	Faculty	TOTAL	%Percent
RECRUITING THE NON-TRADITIONAL STUDENT							
First Gen Grad Student	4	0	2	2	0	8	5.84%
Veteran	0	1	0	0	0	1	0.73%
Adult Learner	0	0	2	2	0	4	2.92%
Under Represented Grp	5	1	0	0	1	7	5.11%
TOTAL						20	14.60%
RECRUITING DOMESTIC STUDENTS							
SIUC Bachelors Grad	2	2	1	1	0	6	4.38%
Within Illinois	2	0	2	2	0	6	4.38%
Nationally	3	3	2	2	3	13	9.49%
TOTAL						25	18.25%
PROGRAMMATIC STRATEGIES							
Accelerated Programs	2	2	4	4	1	13	9.49%
Online Programs	4	2	4	4	4	18	13.14%
Prog led w/ support from campus	3	0	1	1	0	5	3.65%
TOTAL						36	26.28%
USING ALUMNI IN THE RECRUITMENT OF GRADUATE STUDENTS							
Alum Chapt & International Alum	2	0	2	0	1	5	3.65%
Individual Networking	3	1	2	3	0	9	6.57%
TOTAL						14	10.22%
RECRUITING INTERNATIONAL STUDENTS							
Partnerships and Agreements	4	4	2	3	5	18	13.14%
Agents	0	0	1	1	0	2	1.46%
Direct Conducting International Schools	1	0	0	0	1	2	1.46%
TOTAL						22	16.06%
						TOTAL	%Percent
Internal Process & Systems	5	2	2	8	3	20	14.60%
TOTAL VOTES	40	18	27	33	19	137	100.00%

	Blue	Red	Orange	Green	Yellow	TOTAL	%Percent
CAMPUS CLIMATE							
Building Community	1	1	1	1	0	4	4.26%
Events-Appreciation (Just for fun)	0	1	1	1	0	3	3.19%
Campus-wide Grad Social Events	0	0	0	0	0	0	0.00%
TOTAL						7	7.45%
ADDITIONAL IDEAS							
Summer Jobs / Internships for internat	2	1	3	1	0	7	7.45%
Send DG S and Students yearly info	1	0	0	1	0	2	2.13%
TOTAL						9	9.57%
FINANCIAL							
Fellowships / Scholarships	2	1	1	0	0	4	4.26%
Assistantships	2	3	4	4	1	14	14.89%
Food Insecurity	4	1	0	0	0	5	5.32%
Emergency Fund	2	1	0	0	0	3	3.19%
Fee Waivers	6	3	5	5	0	19	20.21%
TOTAL						45	47.87%
SERVICES							
Healthcare	1	0	1	0	0	2	2.13%
Mental Health Service	1	0	1	1	1	4	4.26%
Legal	1	0	0	0	0	1	1.06%
Child or Adult Care	0	1	0	0	0	1	1.06%
TOTAL						8	8.51%
ENGAGEMENT							
Websites	3	0	2	6	0	11	11.70%
Social Media	0	0	1	1	0	2	2.13%
Workshops	0	0	1	2	0	3	3.19%
Career Services (Internships, OPT)	3	0	1	0	1	5	5.32%
Procedural (SIU - Program - Student)	0	2	1	1	0	4	4.26%
TOTAL						25	26.60%
TOTAL VOTES	29	15	23	24	3	94	100.00%