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# GRADUATE ENROLLMENT TASKFORCE REPORT

Presentation to Academic Senate

March 22, 2018

OFFICE OF GRADUATE EDUCATION



# Graduate Enrollment Taskforce Charge

The GET charge was to develop a plan with strategic recommendations for growing RIT's graduate enrollment by 30% of the fall 2015 (3,205 FTE) total graduate population by fall 2025 (4,167 FTE).

## GET Growth Recommendations (2017-2025)

<p><b>Existing Products/Existing Markets</b></p> <ul style="list-style-type: none"> <li>• Increase enrollment capacity in select high demand programs</li> <li>• Increase number of RIT undergrads applying to and accepted into graduate programs</li> <li>• Increase number of dual degree program enrollments</li> </ul>	<p><b>New Products/Existing Markets</b></p> <ul style="list-style-type: none"> <li>• New programs:           <ul style="list-style-type: none"> <li>• Approved by NYSED</li> <li>• Submitted to NYSED</li> <li>• Internal governance stage</li> <li>• In the concept/proposal phase</li> </ul> </li> <li>• Alternative degree options           <ul style="list-style-type: none"> <li>• Stackable advanced certificates</li> </ul> </li> </ul>
<p><b>Existing Products/New Markets</b></p> <ul style="list-style-type: none"> <li>• edX Micromasters           <ul style="list-style-type: none"> <li>• Micromasters to Masters degree pathway</li> </ul> </li> <li>• Online degree programs           <ul style="list-style-type: none"> <li>• Current on-line</li> <li>• Conversion of existing on-campus programs</li> </ul> </li> </ul>	<p><b>New Products/New Markets</b></p> <ul style="list-style-type: none"> <li>• New programs:           <ul style="list-style-type: none"> <li>• Approved by NYSED</li> <li>• Submitted to NYSED</li> <li>• Internal governance stage</li> <li>• In the concept/proposal phase</li> </ul> </li> <li>• New online programs</li> <li>• Geographic expansions</li> </ul>

# Areas for Graduate Enrollment Growth

- Strategic Expansion of High Demand Graduate Programs
- New Program Development and Approval
- Alternative Delivery Models
- Growth From Existing Programs

## Context

- Recommendation does not attempt to provide an overall vision or future direction for graduate education at RIT.
- Analysis is based primarily on historical data, and does not factor fall 2017 data where international graduate student enrollment for fall 2017 was lower than anticipated.
- Meetings were held with Deans of colleges where growth opportunities for existing high demand programs were identified.

# Growth Plan

<b>RIT</b>	
<b>Graduate Growth Model</b>	
<b>Fall 2015 - Fall 2025</b>	
	<b>Headcount</b>
<b>Fall 2015 Headcount</b>	<b>3,205</b>
<b>Areas of Focus:</b>	
<b>High Demand Program Growth</b>	257
<b>New Programs</b>	181
<b>Online and edX (RIT Matriculated)</b>	170
<b>College Program Growth</b>	264
<b>Advanced Certificates</b>	30
<b>Global Campuses</b>	60
<b>Total Projected Growth</b>	<b>962</b>
<b>Enrollment - Fall 2025</b>	<b>4,167</b>

## Growth by Colleges

Growth By College	Fall 2015	Existing High Demand Programs	New Programs	Online/edX	Existing All Other Programs	Total Growth	Fall 2025	% Growth
<b>GCCIS</b>	852	132	40	80	0	252	1,104	30%
<b>KGCOE</b>	624	90	10	0	50	150	774	24%
<b>CIAS</b>	270	35	45	0	32	112	382	42%
<b>SCB</b>	283	0	60	0	20	80	363	28%
<b>CAST</b>	337	0	0	15	51	66	403	20%
<b>COLA</b>	84	0	0	0	20	20	105	23%
<b>COS</b>	311	0	19	20	19	58	369	19%
<b>CHST</b>	66	0	0	15	17	32	98	49%
<b>SOIS</b>	80	0	0	40	7	47	127	59%
<b>NTID</b>	42	0	7	0	0	7	49	16%
<b>GIS</b>	93	0	0	0	49	49	142	52%
<b>Global</b>	74				60	60	134	81%
<b>Other</b>	89	0	0	0	30	30	119	34%
<b>Total</b>	3,205	257	181	170	396	962	4,167	30%

## Existing High Demand Programs

College	Programs	Growth Target
<b>GCCIS</b>	MS Human Computer Interaction (1) MS Computing Security (2) MS Game Design and Development (2) MS Software Engineering (1)	132
<b>KGCOE</b>	ME Mechanical Engineering (1) MS Engineering Management (2) ME Industrial Engineering (2)	90
<b>CIAS</b>	MFA Visual Communication Design (2)	35

(1) High Demand, High Financial Contribution

(2) High Demand, Low Financial Contribution



## New Programs

College	Programs	Growth Target
CIAS	MS Media Arts and Technology	15
	MS Integrative Design	30
KGCOE	Ph.D. Engineering	10
GCCIS	MS Data Science	40
SCB	MS Business Analytics	30
	MS Computational Finance	30
COS	Ph.D. Mathematical Modeling	19
NTID	MS Healthcare Interpretation	7

New programs are defined as those programs that have been approved through academic senate and have been or currently are in the process of being submitted to NYSED.

## Alternative Delivery Models

College	Program	Growth Target
<b>GCCIS</b>	MS Human Computer Interaction MS Data Science MS Computing Security* MS Health Informatics	80
<b>CAST</b>	MS Service Leadership MS HR Development MS Environmental Health and Safety	15
<b>COS</b>	MS Applied Statistics	20
<b>CHST</b>	MS Health Systems Administration	15
<b>SOIS</b>	MS Professional Studies*	40

\* edX Pathway

# Strategies to Support Growth

## *Invest in Graduate Students*

- Generate new resources and funding models to provide increased funding for graduate students
- Optimize central funding
- Pursue additional resources from department funds, research support, and philanthropy, etc.
- Generate more internal funding (e.g. teaching assistantships, reallocation of resources, etc.)

# Strategies to Support Growth

## *Modify Processes and Systems to Enhance Graduate Student Support*

- Accelerate time to market for proposed new programs
- Increase support and infrastructure for graduate students
- Identify and remove barriers to admissions for qualified RIT students and other applicants with proven experiences
- Develop flexible delivery models that target working professionals and non-traditional students
- Develop academic models and culture that encourage curriculum flexibility and the development of interdisciplinary options

# Strategies to Support Growth

## *Aggressively Market Graduate Programs*

- Stronger collaborations and partnerships between graduate directors and the Office of Graduate Enrollment Services
- RIT must improve and increase recruitment and retention efforts for all programs with growth potential
- Colleges/programs need to enhance website content to accurately portray opportunities and reflect quality of graduate programs
- Increase national and global geographic opportunities
- Match strong and differentiating RIT programs with identified marketplace needs
- Develop a strategy for the use of rankings to increase awareness and to market graduate programs nationally and internationally

# Required Resources to Support Growth

- Majority of the incremental growth will come from existing high demand programs and new programs resulting in significant resource needs
- Additional resources will be needed to fund graduate students, enhance support systems, and increase marketing efforts

# Required Resources to Support Growth

*Projected Resources Needed to Support Growth for High Demand and New Programs*

Growth Strategy	Resource Need	Estimated Tuition Revenue	Estimated Cost	One Time Non Recurring Cost	Space
<b>Existing High Demand Programs</b>	~11-14 faculty/staff FTE, & Direct Costs	\$6 M	\$2.6 M	3.6 M	6,450 Sq. Ft
<b>New Programs</b>	As indicated by cost models	\$5.1 M	\$3.5 M	\$1 M	4,100 Sq. Ft
<b>Support Programs for Graduate Students</b>	Graduate Writing Support & Expressive Communication Center		\$209K		Will utilize current space in TWC
<b>Total Revenue and Costs</b>		\$11.1 M	\$5.95 M	\$4.6 M	

## Implementation and Assessment

The Dean of Graduate Education and the Sr. Associate VP for Graduate Enrollment will work closely with the Provost, Deans and other stakeholders to support the growth strategy and address recommendations.



# GET Members

Taskforce Member	RIT Affiliation
Twyla Cummings, Chair	Office of Graduate Education
Diane Ellison, Co-Chair	Graduate International & Part-Time Enrollment
John Trierweiler	Chief Marketing Officer
Therese Mulligan	CIAS
Yossi Nygate	CAST
Grant Cos	COLA
John Tu	SCB
Ed Hensel	KGCOE
James Hall	SOIS
Matt Miri	COS
Richard Doolittle	CHST
Pengcheng Shi	GCCIS
Thomas Trabold	GIS
Kathryn Schmitz	NTID
Joseph Hornak	Graduate Council
James Myers	Global Campuses
Neil Hair	ILI
Jeffery Cox	International Student Services
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QUESTIONS?

