

To: All RIT Faculty and Staff
From: Provost Jeremy Haefner and Dean of Graduate Education Twyla Cummings
Date: October 21, 2016
Subject: Charge for the Graduate Enrollment Taskforce (AY 2016-2017)

Overview: A newly created Graduate Enrollment Taskforce will provide administrative leaders and faculty with a plan to strategically increase the graduate student enrollment as of fall 2015 by 30% by the fall of 2025. This goal is in line with Difference Maker II.4 from the RIT Strategic plan *Greatness through Difference* which [states](#):

RIT will enlarge its graduate portfolio through adding professional and research-focused programs in STEM fields, the humanities, social sciences, and arts, increasing the graduate population by 30%. New programs will include experiential learning, research, scholarship, and co-curricular opportunities. All programs will strive for the highest levels of excellence and global recognition.

Graduate Enrollment Taskforce: The members of the Graduate Enrollment Taskforce will consist of individuals from across RIT academic and administrative units. This will ensure campus wide representation. Additionally, the Graduate Enrollment Taskforce will work collaboratively with Graduate Council.

The members of the taskforce consist of:

Taskforce Member	RIT Affiliation
Twyla Cummings, Chair	Office of Graduate Education
Diane Ellison, Co-Chair	Graduate International & Part-
Ed Hensel	KGCOE
Grant Cos	CLA
James Hall	SOIS
James Myers	Global Campuses
Jeffery Cox	International Student Services
John Trierweiler	Chief Marketing Officer
John Tu	SCB
Joseph Hornak	Graduate Council
Kathryn Schmitz	NTID
Kerry Phillips	Finance and Administration

Leanne Hill	Finance and Administration
Matt Miri	COS
Neil Hair	ILI
Pengcheng Shi	GCCIS
Richard Doolittle	CHST
Therese Mulligan	CIAS
Thomas Trabold	GIS
Tomicka Wagstaff	Office of Diversity and Inclusion
Yossi Nygate	CAST
Graduate Student	Masters (TBD)
Graduate Student	Doctoral (TBD)

The Charge: The taskforce charge is to develop a strategic roadmap and recommendations for growing RIT's graduate enrollment by 30% of the fall 2015 total graduate population by the year 2025 (21 Day Report, fall 2015). This would result in a growth from 3,205 to 4,166 students which is an increase of approximately 962 students (~100 additional students per academic year over 10 years).

The report should include an action plan, the implementation of which shall begin no later than the start of AY 2017-2018. This plan should contain a list of specific recommendations and a listing of the necessary resources and timelines for implementation. Strategies to achieve this growth could include the following:

1. Analysis of current and new market demand for low enrollment programs with excess capacity.
2. Assessment of growth potential in existing capped degree programs to answer the question: With additional resources could these programs accommodate more students (e.g. Computer Science, Industrial Design)?
3. Ensure appropriate balance of current and new graduate programs across portfolio, with respect to areas/issues such as:
 - a. professional and research-focused programs
 - b. STEM fields, the humanities, social sciences, visual arts
 - c. Diversity: geographic, ethnic, gender
 - d. Delivery models and locations: online, main campus, global campuses, full-time, part-time
 - e. Advanced Certificates (on-campus and on-line)
 - f. Undergraduate/Graduate degree combinations: BS/MS, BFA/MFA, BFA/MST, BS/MBA, BFA/MS
 - g. edX Micromasters and related partnerships
 - h. Ph.D. or Ed.D. in Interdisciplinary Studies
4. Development of targeted recruitment strategies to attract more U.S. students
5. Cultivating relationships with more companies who fund graduate degrees for employees

Key Questions:

1. What is the current rate of graduate enrollment growth year over year at RIT? Where will growth be in 2025 based on the current growth rate?
2. Has the role of the colleges and other degree granting units in recruitment been clarified?
3. What resources will be needed to support increased enrollment in existing programs, to develop new programs and to increase recruitment and marketing efforts?
4. Are there other stakeholders that should be on this taskforce?

In addition to answering these questions the taskforce will:

1. Review any institutional reports that address the current state of enrollment and year over year growth or decline in each graduate program that has been in existence more than five years.
2. Identify and review any additional work on this topic that may be relevant (e.g. graduate academic program review metrics).
3. Review current recruitment strategies utilized by academic units to attract graduate students. Questions to consider: What is the success rate/impact of these strategies? Are these strategies formal or informal? What can be learned about best practices?
4. Prepare an action plan, the implementation of which shall begin no later than the start of AY 2017-2018. This plan should contain a list of specific recommendations together with proposed budgets and timelines for implementation.
5. Make recommendations for resources/support necessary for plan implementation
 - a. Financial
 - b. Procedural
 - c. Process
 - d. Staffing (faculty and staff)
 - e. Recruitment
6. Additionally, on completion of the action plan an implementation or steering committee needs to be in place to ensure execution of the defined strategic directions. This committee structure should be included in the plan.

Target date for plan completion: May 1, 2017