

**THE UNIVERSITY OF
ALABAMA
GRADUATE SCHOOL**

**RECRUITMENT
PLAN**

2005-2006

BRIDGES TO THE UNIVERSITY OF ALABAMA
<http://graduate.ua.edu>

Updated January 20, 2006

**THE UNIVERSITY OF
ALABAMA
GRADUATE SCHOOL**

Recruitment Plan

2005-2006

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THE UNIVERSITY OF ALABAMA GRADUATE SCHOOL

Recruitment Plan 2005-2006

Each year, Graduate School staff members develop a comprehensive recruitment and marketing plan for graduate recruitment activities. The purpose of this plan is to provide a guide for the Graduate School's recruitment activities, to provide assurance that staff and fiscal resources are being used in an effective and efficient manner, to integrate Graduate School activities with specific performance goals, and to contribute to The University of Alabama's overall recruitment and enrollment goals.

During 2005-2006, the Graduate School will significantly enhance its recruitment efforts in order to aggressively recruit new U.S. and international graduate students, expand participation in recruitment fairs, follow-up with prospective and initial applicants, utilize internet resources, collaborate with other units on campus, and involve current graduate students in recruitment, as described below.

Throughout the year, Graduate School staff record outcome data for each activity and use the data to monitor, evaluate, and revise recruitment efforts. During the summer of each year, a *Recruitment Activities Report* is prepared to summarize the outcomes of the previous year's recruitment.

OFF-CAMPUS EVENTS AND RECRUITMENT TRAVEL

PERFORMANCE GOALS:

- Graduate School recruiters will participate in at least 30 Graduate and Professional School Day Programs (recruitment fairs), McNair conferences, and other recruitment events across the Southeast.
- The Graduate School will attend recruitment events for at least 12 institutions in Texas, Georgia, and Florida as part of expanded recruitment efforts in these states
- The UA Graduate School will participate in at least seven McNair recruitment events.

ACTIVITIES

Graduate and Professional Day Programs

During 2005 - 2006, Graduate School recruiters will participate in **graduate recruitment fairs** at the following locations:

<u>PROGRAM</u>	<u>LOCATION</u>	<u>DATE</u>
<ul style="list-style-type: none"> • University of Mississippi 	Oxford, MS	September 22, 2005
<ul style="list-style-type: none"> • Tennessee State University 	Nashville, TN	September 27, 2005
<ul style="list-style-type: none"> • Fisk University 	Nashville, TN	September 28, 2005 TBA/Tentative
<ul style="list-style-type: none"> • Vanderbilt University 	Nashville, TN	September 28, 2005
<ul style="list-style-type: none"> • University of Memphis and Christian Brothers Univeristy 	Memphis, TN	September 29, 2005
<ul style="list-style-type: none"> • Rhodes College 	Memphis, TN	September 29, 2005
<ul style="list-style-type: none"> • Southern Methodist University 	Dallas, TX	October 3, 2005 TBA/Tentative
<ul style="list-style-type: none"> • Huntsville Area Alabama A & M University Athens State University Oakwood College UAH University of North Alabama 	UAH Campus, Huntsville, AL	October 3, 2005
<ul style="list-style-type: none"> • Tuscaloosa Area Stillman College University of Alabama 	UA Campus, Tuscaloosa, AL	October 4, 2005
<ul style="list-style-type: none"> • Birmingham Area Birmingham-Southern College Miles College Samford University UAB University of Montevallo 	Birmingham Southern Campus, Birmingham, AL	October 4, 2005

• Auburn University	Auburn, AL	October 5, 2005
• Montgomery Area Alabama State University Auburn University- Montgomery Faulkner University Huntingdon College Troy State Univ.- Troy Troy State Univ.-Dothan Troy State Univ.- Montgomery	Huntingdon College Campus, Montgomery, AL	October 6, 2005
• Mobile Area Univ. of South Alabama Springhill College Mobile College	Univ. of South Alabama, Mobile, AL	October 7, 2005
• Texas Women's University	Denton, TX (Dallas Area)	October 3, 2005
• University of North Texas	Denton, TX (Dallas Area)	October 4, 2005
• Florida A&M University	Tallahassee, FL	October 6, 2005
• Small Private College	Dallas Area	TBA/Tentative
• Small Private College	Dallas Area	TBA/Tentative
• Small Private College	Dallas Area	TBA/Tentative
• Alabama Minority Graduate Education Program Attended by undergraduates from 10-12 Alabama colleges	UAB, Birmingham, AL	October 10, 2005
• Florida State University	Tallahassee, FL	October 10, 2005 TBA/Tentative
• University of Florida	Gainesville, FL	October 11, 2005 TBA/Tentative
• University of Texas Arlington	Arlington, Texas	October 11, 2005 TBA/Tentative
• Small Private College	Atlanta Area	TBA/Tentative
• Small Private College	Atlanta Area	TBA/Tentative
• Small Private College	Atlanta Area	TBA/Tentative
• Atlanta University Center Clark Atlanta University Spellman University Morris Brown College Morehouse College	Atlanta, GA	October 12, 2005 TBA/Tentative
• Stetson University	Deland, FL	October 17, 2005

		TBA/Tentative
• Small Private College	Orlando/Tampa Area	TBA/Tentative
• Small Private College	Orlando/Tampa Area	TBA/Tentative
• Small Private College	Orlando/Tampa Area	TBA/Tentative
• University of Central Florida	Orlando, FL	October 20, 2005 TBA/Tentative
• University of Texas Dallas	Dallas, TX (Dallas AREA)	October 21, 2005 TBA/Tentative
• Mississippi State University	Starkville, MS	October 25, 2005
• Florida Southern College	Lakeland, FL	October 27, 2005 TBA/Tentative
• University of South Florida	Tampa, FL	TBA/Tentative
• Emory University	Atlanta, GA	November 2, 2005
• University of Georgia	Athens, GA	November 3, 2005
• Tuskegee University (USEC Conference)	Tuskegee, AL	November 20, 2005 TBA/Tentative
• Millsaps College	Jackson, MS	February 1, 2006 TBA/Tentative
• Louisiana State University	Baton Rouge, LA	February 15, 2006 TBA/Tentative
• National Black Graduate Student Association	Washington, D.C.	March 16, 2006
• Mississippi University For Women	Columbus, MS	March 23, 2006 TBA/Tentative
• Alabama Jobs Career Fair and Graduate Fair	Montgomery, AL	April 13, 2006 TBA/Tentative

Expanded Texas, Georgia, and Florida Recruitment Events

To support university wide efforts to recruit new students from Georgia, Florida, and Texas, the Graduate School regularly attends recruitment fairs in Georgia and Florida and will continue to **expand recruitment in Texas, Georgia, and Florida institutions in 2005-2006.**

The UA Undergraduate Office of Recruitment has hired new part-time recruiters in Dallas, Houston, Atlanta, and the I-4 corridor in Florida. The Graduate School will continue to explore ways to collaborate with the UA Undergraduate Office of Recruitment and its new part-time recruiters.

The Graduate School plans to conduct recruitment visits to the following Texas, Georgia and Florida institutions in 2005-2006:

Dallas area:	Texas Women's University	October 4, 2005
	Southern Methodist University	October 4, 2005
	University of North Texas	October 5, 2005
	University of Texas Arlington	October 11, 2005
	University of Texas Dallas	October 21, 2005
	Dallas /Houston Private Colleges	October TBA/Tentative
Houston area:	Universities in Houston	TBA
Atlanta area:	Clark Atlanta University	October 12, 2005
	Spelman College	October 12, 2005
	Morris Brown College	October 12, 2005
	Morehouse College	October 12, 2005
	Emory University	November 2, 2005
	University of Georgia	November 3, 2005
	Atlanta Area Private Colleges	TBA/Tentative
Florida:	Stetson University	October 17, 2005
	Florida A&M University	October 18, 2005
	Florida State University	October 19, 2005
	University of Central Florida	October 20, 2005
	University of Florida	October 21, 2005
	Florida Southern College	October 27, 2005
	Tampa Area Private Colleges	TBA/Tentative

McNair Programs

The UA Graduate School conducts seminars for individual McNair programs on their campuses, hosts visits to our campus, exhibits at showcases, attends McNair Research Conferences, and recruits at the National Compact for Faculty Diversity Conference, which is attended by McNair Scholars. Seminars and recruitment will be conducted at the following McNair Programs during 2005-2006 academic year.

State	Program	Date
Alabama	Talladega College	June, 2006
	UAB	June, 2006
	Univ. of Alabama	June, 2006
Mississippi	Univ. of Southern Miss.	June, 2006
	Jackson State Univ.	June, 2006
Pennsylvania	Penn State McNair Conference	July, 2006
Tennessee	Univ. of Tennessee McNair	July, 2006

	Research Conference	
National Compact- Faculty Diversity Conference	Atlanta, Georgia	Oct. 21-24, 2006 TBA/Tentative

ON-CAMPUS EVENTS

PERFORMANCE GOALS:

- The Graduate School will host or participate in at least 15 on-campus recruitment events, including UA Graduate School Preview Day, Minority Student Seminar and Reception, monthly Applying to Graduate School Seminars, and various campus organizations events.

ACTIVITIES

- The Graduate School will conduct its annual **UA Graduate School Preview Day** on Thursday, September 22, 2005. The purpose of Preview Day is to provide information to undergraduate students and to other prospective graduate students, including non-traditional graduate students, who are interested in pursuing a graduate degree at The University of Alabama. It is expected that 400-500 prospective graduate students in attendance. Students from UA, Stillman, and other colleges and universities throughout the region will be invited. **All students will have the opportunity to register for Preview Day on-line this year.**
- Graduate School recruiters will participate in the annual **Graduate and Professional School Day** (October 4, 2005). Both UA and Stillman College students will attend this event featuring exhibits from graduate schools across the country.
- Each year, the Graduate School conducts a **Minority Student Seminar and Reception**. This event will be held in March of 2006. We plan to invite over 300 junior and senior minority students from UA and Stillman College to attend this event again this year. During this event, Graduate School admissions staff, along with other prominent UA and Stillman College faculty and administrators, will be available to meet with attendees and discuss the benefits of pursuing a graduate education.
- The Graduate School will continue to conduct the monthly **Applying to Graduate School Seminars** on the 1st Wednesday of most months. The main focus of these seminars is the process associated with applying to graduate school as well as the benefits associated with getting a graduate degree. Information about when and how to apply, transcripts, test scores, recommendation letters, and other components involved in the application process will be provided. The schedule for 2005-20056 is:
 - Aug. 3, 2005, -, 122 Graves Hall
 - Sept. 7, 2005, -, 122 Graves Hall
 - Nov. 2, 2005, -, 122 Graves Hall
 - Dec. 7, 2005, -, 122 Graves Hall
 - Feb. 1, 2006, -, 102 Rose Administration
 - Mar. 1, 2006, -, 102 Rose Administration
 - Apr. 5, 2006, -, 102 Rose Administration

- The Graduate School will increase its **campus-wide advertising** of on-campus recruitment events. We will continue the Preview Day advertisements that have been used in previous years, including advertisements in the *Crimson White*, *Tuscaloosa News*, and Alabama Public Radio; mailing of flyers to faculty; and numerous e-communications with undergraduate and graduate students. We will implement expanded advertisement and communication activities for the Applying to Graduate School seminars. Every semester, we will send a request to faculty members and GTAs to nominate potential graduate students.
- The Graduate School Admissions staff will continue to participate in every possible opportunity for on-campus recruitment and will participate in **various campus organizations events** about graduate admissions procedures and the benefits of investing in graduate education. Speaking engagements for this up coming recruitment year will include the following:
 - UA English Language Institute
 - National Science Foundation Research Experiences for Undergraduates
 - McNair Scholars Program
 - Continuing Education
 - Adult Student Program
 - Honors College and the various programs in Honors College
 - Department and college open houses for prospective students
 - Housing groups
 - Various academic classes
 - Honor societies
 - Other UA groups and organizations
 - Tuskegee Visiting Scholars
 - Criminal Justice Open House and Career Fair

**TOTAL PROSPECTIVE STUDENT CONTACTS FROM
OFF-CAMPUS AND ON-CAMPUS RECRUITMENT EVENTS**

PERFORMANCE GOALS:

- Our participation in the above on-campus and off-campus recruitment events will result in our recruitment staff making contact with over 2,500 prospective graduate students from over 75 colleges and universities.
- The Graduate School will obtain specific contact information and conduct at least three sequential follow-up activities with at least 1,000 targeted, prospective graduate students.

INTERNATIONAL RECRUITMENT ACTIVITIES

PERFORMANCE GOALS:

- The Graduate School will implement several new programmatic changes to enhance international recruitment, including a new Bridge Program and revisions to the provisional language admission option.
- The Graduate School will provide several web enhancements to promote international recruitment, including revised and additional web pages for international applicants.
- The Graduate School will continue its extensive collaboration with Capstone International Services.
- The Graduate School will conduct mailings to embassies and other institutions and will mail materials to at least 50 institutions.

ACTIVITIES

Programmatic Changes

- The Graduate School will continue to develop and maintain the “**Bridge Program**” to allow international students with 3 year degrees to acquire a year of undergraduate study at UA and then immediately continue with a UA graduate degree program. The Graduate School will assist interested departments in developing proposals.
- The Graduate School will implement recent revisions of the **Provisional Language Admission Program** to recruit additional students with limited English skills and promote their participation in ELI and graduate degree programs.
- The Graduate School will assist departments with developing **new University Scholars Programs** to foster partnerships between international undergraduate institutions and UA graduate degree programs.
- The Graduate School will collaborate extensively with **Capstone International** and will assist faculty members traveling to international conferences, etc. and will promote their activities in recruiting for UA, and the Graduate School will provide consultation and materials for these faculty to recruit prospective graduate students.
- Capstone International has identified faculty members, called “**University International Ambassadors,**” who travel to international conferences, international universities, etc, and recruit for UA. The Graduate School will provide consultation and materials for these faculty to recruit prospective graduate students. The Graduate School developed a flyer/FAQ to provide specific information of interest to international applicants. In addition, the Graduate School will provide the International Ambassadors with mini-CD viewbooks for their recruitment activities.
- The Graduate School will assist in coordinating activities for the **International Teaching Assistant Program** and encourage using this program for recruitment, retention, and graduate assistantship qualifications of international graduate students

Web Enhancement

- All mail and interpersonal contact with prospective international graduate students will guide them to our **websites that will serve as their “Bridges to The University of Alabama.”**
- The Graduate School will enhance links on our homepage for international applicants. The current link is titled “**Information for International Applicants**” and includes sections showing a map of our location, climate, community, testimonials and photos of international graduate students, international student associations at UA, etc.
- The Graduate School will update the **electronic “viewbook” with expanded information for international applicants**, available on our website and mini-CD.
- In addition to providing all application materials on our website, we will provide all **application forms as email attachments** to applicants who request this service.

Involving Our Own International Graduate Students

- The Graduate School will identify additional **International Graduate Ambassadors** to feature on our website and other resources in order to provide contacts for international contacts from numerous countries.
- Each semester, the Graduate School will hold **focus groups with current international graduate students** to collect data about needs of international applicants and effective recruitment strategies. Additional focus groups will be held in conjunction with the ITAP program and for international graduate student associations.
- The Graduate School will continue to collaborate with Capstone International Services and assist with its **peer mentoring program** for incoming international students.
- The Graduate School will continue to maintain an active presence on the **UA International Council**.
- The Graduate School will continue to participate in **receptions for international graduates** on the day preceding December and May commencements, if they are scheduled this coming year.

Other International Activities

- The Graduate School will refine the **UA International Graduate Applicant Brochure** for use in recruitment by Capstone International and other groups.
- The Graduate School will conduct a **major mailing of catalogs, brochures, and CD Viewbooks** to embassies, consulates, U.S. service offices, and some foreign university libraries.
- The Graduate School will continue to encourage earlier applications, **earlier admissions decisions**, and, thus, earlier opportunities for international applicants to seek visa interviews at the consulates in their countries.

MINORITY RECRUITMENT

PERFORMANCE GOALS:

- The Graduate School will conduct direct mail and email activities with national lists of minority scholars and send information to at least 1,500 scholars.
- The Graduate School will continue to provide tuition scholarships for at least 8-10 McNair scholars from UA that enroll in UA graduate degree programs.

ACTIVITIES

- Many recruitment efforts for minority students will be directed to **current UA and off-campus undergraduate students**. We will recruit on-campus students with an annual reception, on-campus mailings and publications, and continuous contact through graduate coordinators in each department of the University.
- For off-campus students, the Graduate School will actively recruit through **campus visits to HBCUs** in the state and region, attendance at important events such as National Science Foundation Diversity Continuum Programs and the National Compact for Faculty Diversity Conference.
- The Graduate School will continue its direct mail and email activities with **national lists of minority scholars**, such as the McNair Scholars and the National Physical Science Consortium. E-communications and print mail activities with the national McNair Scholars will include invitations for campus visits.
- The Graduate School will provide a **\$25 application fee waiver for any McNair scholar** in the U.S. who applies to a UA graduate degree program.
- The Graduate School will participate in **numerous undergraduate programs at UA and other campuses** that are designed to prepare minority and first-generation students for their application to and study in graduate school.
- We will continue to **visit McNair programs on other campuses** to provide recruitment seminars, and we also will attend the McNair research conferences to recruit prospective students. We will host visits from McNair programs to the UA campus.
- The Graduate School will continue to **conduct seminars for the UA McNair program**.
- The Graduate School will continue to provide a **tuition scholarship for any McNair scholar from UA** who enrolls in a UA graduate degree program and does not receive a tuition scholarship through an assistantship or fellowship.
- The Graduate School will provide **extensive and individualized assistance** in identifying graduate assistantships and other financial support for minority students.
- Our Financial Assistance Handbook and web site will be updated on a monthly basis and will continue to identify **external fellowship and scholarship programs available to minority students**.

PRINT MATERIALS, DIRECT MAIL, E-COMMUNICATION, AND OFFICE RECRUITMENT ACTIVITIES

PERFORMANCE GOALS:

- Based on recruitment fairs, national databases, other web services, our website's information forms, and other sources, the Graduate School will increase by at least 5,000 names the databases of prospective graduate students for targeted recruitment activities.
- The Graduate School will conduct direct mail and e-communication activities with prospects, with at least three sequential follow-up activities, and will improve electronic and other resources for effective and efficient recruitment, application, admissions, and enrollment processes for our prospects.
- The Graduate School will engage in aggressive follow-up of prospects and those that begin the application process and will track and follow-up with at least 4,000 applicants.
- The Graduate School will continue its daily admissions and recruitment activities for domestic and international admissions by staff. The Graduate School will receive, process, or mail at least 25,000 pieces of mail related to applications. The Graduate School admissions staff will participate in at least 3,000 office visits from applicants with application questions. The admissions staff will handle at least 15,000 phone calls and emails from applicants and faculty about applications.

ACTIVITIES

- Although in 2004-2005, the Graduate School purchased the GRE Search Service to target and follow-up with prospective applicants at institutions in Texas, Georgia, and Florida, the activity yielded only 15 more applicants than the year before. Therefore, due to the high cost of the search service and low numbers of additional applicants, the **GRE Search Service will not be continued** for 2005-2006.
- The Graduate School will continue to **update a variety of print materials** and use them in direct mail and off-campus and on-campus recruitment activities. In addition, the print materials will be provided to graduate departments for their targeted recruitment activities at professional conferences, etc. Many of our recruitment publications highlight our "Explore Your Future" theme. Recruitment publications produced by the Graduate School include the following: Graduate Catalog, Graduate School Brochure, Graduate Student Financial Assistance Handbook, the Graduate School Bookmark, and the *Graduate School Viewbook*. All print materials will continue to be duplicated on the Graduate School's website. The Graduate School brochure will receive a major update and mass printing in 2005-2006
- The Graduate School will update the list of "**Frequently Asked Questions**" (FAQs) about application and admission to UA graduate programs. The FAQ document will be available in print form and used at our recruitment events; shared with Undergraduate Admissions, alumni, and departments, for their use in recruitment; and placed on our website and electronic viewbook.
- The Graduate School staff members will continue to assist departments in design and development of effective **print materials for department recruitment**.

- The Graduate School will continue to upgrade its **prospect database**, as well as a number of national databases, for targeted recruitment. The databases will be used for direct mail activities from the Graduate School and are shared with departments for targeted recruitment.
- In 2005-2006, a comprehensive **prospect and applicant data management system** will be implemented to follow-up and analyze recruitment yield.
- The Graduate School's primary prospect database consists of prospects that were identified at recruitment fairs, contacted the Graduate School by phone or email, sent GRE scores to UA, or contacted departments. **Follow-up activities with prospects** will include the following:
 1. Names, phone numbers and addresses are entered into the Graduate School Prospect Database immediately after the contact.
 2. The graduate admissions office sends (by email and ground mail) the various Graduate School materials requested by each prospect.
 3. An electronic memo/file listing the students interested in each particular area/discipline is sent to each department chairperson, with a request that more specific departmental information be sent to each student.
 4. The Graduate School staff will conduct at least three sequential follow-up activities with these prospective graduate students.
- The Graduate School will utilize **Banner for recruitment** purposes. Banner, coupled with the data warehouse, will allow for better follow-up, analysis of yields, etc. for prospects.
- We will also continue to conduct a number of **direct mail and email activities** with selected groups of UA undergraduate students and prospects on national databases including UA presidential scholars, outstanding UA juniors and seniors, National Merit Scholars and finalists, students in honors programs, and McNair scholars. UA Presidential Scholars and other groups of outstanding juniors/seniors will be encouraged to consider attending graduate school at The University of Alabama and will be invited to our various on-campus recruitment events.
- In 2005-2006, the Graduate School will continue its **new procedures for aggressive follow-up of prospects and those that begin the application process**. We will employ a graduate assistant to use email and phone calls to notify students about missing components of their applications and status of their applications and to encourage the completion of their applications and, if accepted, their enrollment at UA.
- The **daily in-office admissions and recruitment activities** for domestic and international admissions by the Graduate School staff will include phone calls, voice mail messages, sessions with individual students in office, processing applications, mailing applications, mailing catalogs, phone calls from faculty and other units, and responding to e-mail inquiries from faculty and students.

“BRIDGES TO THE UNIVERSITY OF ALABAMA” INTERNET AND OTHER ELECTRONIC ACTIVITIES

PERFORMANCE GOALS:

- The Graduate School will continue to enhance its website and will have over 400,000 hits to its website.
- The Graduate School will produce and distribute 2,000 mini-CDs containing the “Graduate School Viewbook.”
- Our on-line application will account for at least 85% of our graduate applications. All online applicants will receive automatic emails to remind them to complete their applications. All departments will receive copies of online applications via email and will use the information in department recruitment activities.
- Banner features and our graduate school application workflow will be implemented to result in increased efficiency and timeliness of application decisions.

ACTIVITIES

Enhancements will continue for the Graduate School virtual site (<http://graduate.ua.edu>) and for other electronic resources. Significant improvements over the next year will provide “bridges to The University of Alabama” and increase our visibility on the web.

- A new recruitment tool is the **Graduate School Viewbook**, a self-contained source of information for prospective applicants. The viewbook is available on a small CD, which is reproduced in large quantities for distribution at professional conferences and recruitment fairs. The CD is provided to departments. Departments are encouraged to use the CD in their recruitment activities. The viewbook is also found on the Graduate School’s website. The viewbook will be updated continuously throughout 2005-2006.
- A new staff member and a graduate assistant serve as the **information technology resources** for the Graduate School and assist with our website development, online applications, and other activities. The graduate assistants will continue to serve as a resource for graduate departments and provide consultation and assistance to departments in their website design, prospect data bases, etc.
- The overall **design of the Graduate School’s virtual site** has been enhanced, and new features have been added, including a site map, search capabilities, and a “Graduate Community News” page. During summer and fall 2005 continued redesign of site is planned.
- Graduate School staff will continue to identify **methods for linking our website to department websites and providing bridges between prospective applicants and faculty**. Currently, the Graduate School website lists all graduate degree programs and provides links to emails and websites in those programs. During summer 2004, we added a section, “Meet Some of Our Faculty,” to our website and electronic viewbook. In summer 2005, we added new section on “hot research topics” at UA, which will link a prospective applicant to the web site or email of a specific faculty member or research center. In summer 2005, we developed a self-managed department contact list in which

department faculty and staff can update their department listing with the Graduate School. We will continue to update these features and add additional ones.

- Most Graduate School **publications and announcements are included on the website**, including the Graduate Catalog, Graduate School Brochure, Graduate Program Procedures and Policy Guide, Thesis and Dissertation Guide, Graduate Assistant Guide, Semester Deadlines for Graduate School, Financial Aid Handbook, and the Graduate School Annual Report.
- Our **on-line application** accounts for over 85% of our graduate applications. Continuous improvements have resulted in an increase in the number of applications and more efficient processing of those applications. Currently, on-line application data are automatically uploaded into our **new Banner system**, which provides more effective recruitment and processing of applications. We expect to continue the high use of our graduate applications and further enhance our efficient processing.
- We will expand our use of numerous **online methods to assist applicants with the admissions and registration processes and to provide information to departments** that will assist in recruiting highly-qualified students. Departments will continue to receive automatic e-mails when applicants apply on-line and are encouraged to make immediate and personalized contact with the applicants. Applicants will continue to receive periodic acknowledgement and reminder e-mails following submission of their on-line applications.
- The Graduate School will implement procedures by which submission of online **statements of purpose can be individualized by department**, and applicants will receive instructions about specific department requirements for written statements (e.g., essay and writing samples, portfolios, etc.).
- In fall 2005, we will implement a new procedure in which applicants can submit **statements of purpose, vita, writing samples etc., as attachments to online applications**.
- Several new activities will be implemented that will increase the effectiveness and efficiency of our application and admissions process. The Graduate School purchased equipment and software to provide imaging of transcripts that accompany graduate applications. We began development of a **workflow process for online review of graduate applications by department faculty**. We are beginning work with Banner and other university staff for the switch to this new platform for workflow.
- The Graduate School has developed a number of electronic resources for use in its own recruitment activities and for departmental recruitment, including several **PowerPoint presentations** and **electronic research slide show on CD**. All presentations will be updated in 2005-2006 and be available on the Graduate School web page, viewbook, and CD. Graduate departments will be encouraged to modify our slide shows for use in their individual departmental recruitment activities.
- The Graduate School will explore **development of new web resources**. We are planning improvements in our online request for information form, so that these requests can be uploaded into our prospect data management system and also routed to departments. We are planning enhancements for our Graduate Ambassadors program which will allow prospective applicants to contact current graduate students in their fields of study. We will update the FAQs for prospective graduate applicants and post this on our web site.

COLLABORATION AMONG GRADUATE, UNDERGRADUATE, AND COLLEGE ACTIVITIES

PERFORMANCE GOALS:

- The Graduate School will collaborate on at least 20 activities with other recruitment units such as the Undergraduate Admissions Office, Law School, the MBA Program, the College of Continuing Studies, the School of Social Work, Capstone International, and other units.

ACTIVITIES

- Each year, the Graduate School and the other **UA recruitment units have coordinated and combined their resources** to maximize recruitment efforts, efficiency, and resources. This will continue to be accomplished by comparing travel schedules (recruitment programs, etc.) and making sure that there is no unnecessary duplication in recruitment travel.
- The Graduate School will continue to **represent the programs** (Law School, MBA Program, College of Continuing Studies, School of Social Work and other units) in all of our recruitment efforts. We also provide these units with the resources necessary to cover the recruitment programs (graduate school fairs, etc.) that we are unable to attend. The Graduate School will also continue to assist these units with their on-campus recruitment programs and events.
- As noted in the section on international recruitment, the Graduate School will **enhance collaboration with Capstone International** in developing comprehensive plans for graduate recruitment.
- In previous years, the Graduate School has worked with the **UA Honors Program** to identify and conduct seminars for honors students who are prospective UA graduate students. In the coming year, the Graduate School will meet with representatives of the Honors College and plan additional activities for recruitment of honors students into UA graduate degree programs.
- The Graduate School will continue to collaborate with Dr. Jimmy Williams, **Associate Dean of Diversity Affairs for the College of Arts and Sciences**, to provide enhanced recruitment activities.

INTEGRATION BETWEEN DEPARTMENTAL AND GRADUATE SCHOOL RECRUITMENT ACTIVITIES

PERFORMANCE GOALS:

- The Graduate School will conduct at least five general recruitment seminars, focus groups, or department presentations to train faculty in graduate recruitment.
- The Graduate School will develop and produce customized department view books/mini-CDs and other recruitment tools for at least five departments.

ACTIVITIES

Attendance by Graduate School staff at off-campus and on-campus recruitment events, as described in previous sections, represent important activities in our recruitment plan. However, because research supports the effectiveness of *departmental* activities and *personalized contacts from faculty members* in reaching prospective graduate students, an equally important component of our recruitment activities will continue to include our numerous collaborative recruitment efforts with departments across campus. The Graduate School will support departmental recruitment activities in the following ways.

- The Graduate School will conduct **recruitment seminars for department chairs, faculty, and staff** about Graduate School activities. The seminars will focus on collaborative activities between departments and the Graduate School and will include topics such as recruitment, admissions, enrollment, and retention of graduate students.
- The Graduate School will sponsor **department focus groups or sessions at department faculty meetings** each year. The Graduate School will conduct meetings on domestic and international graduate student recruitment for selected faculty members, department chairs and graduate program directors.
- The Graduate School will promote departments' development of **new University Scholars Programs**, which will allow departments to recruit their own highly qualified juniors and seniors and integrate a graduate program with the senior year of study.
- In addition, the Graduate School will assist departments with developing **partnerships with feeder undergraduate schools**, including joint University Scholars Programs that will allow seniors at partner institutions to begin UA graduate study during their senior year.
- The Graduate School will continue to promote and assist with **recruitment grants for graduate departments**, including external grants and the "Provost's Recruitment Grants for Graduate Departments" (should those become available). The Graduate School will continue to assist the departments with implementation of their recruitment proposals, including departmental activities related to recruitment at professional conferences, website development, etc.
- The Graduate School will continue to provide a service to develop and produce **customized departmental CD viewbooks** for use by departments in their recruitment.
- The Graduate School will continue to **provide departments with recruiting and promotional tools** (CDs, printed materials), powerpoints, consultation, use of our display board and photos, etc.
- The Graduate School will assist departments and colleges with **Divisional "Graduate Program Open Houses,"** in which large numbers of prospective applicants are invited to visit the college to meet with faculty and explore graduate study.

USING GRADUATE STUDENTS IN RECRUITMENT

PERFORMANCE GOALS:

- The Graduate School will employ two recruitment graduate assistants for personalized follow-up of prospects and applicants, in-office recruitment activities, recruitment fairs, and other activities.
- The Graduate School will enhance its Graduate Ambassadors Program and involve at least 12 graduate student representatives to respond to email questions from prospective graduate students.
- The Graduate School will publish at least three online Graduate School Newsletters.

ACTIVITIES

- **Graduate student focus groups** will be held every term, including focus groups with random samples of current students, GTAs, international students, and minority students. These focus groups will explore a number of important possibilities for better recruitment and retention practices by graduate departments and the Graduate School.
- The graduate school will continue to employ **two recruitment graduate assistants** for personalized follow-up of prospects and applicants, in-office recruitment activities, recruitment fairs, and other activities.
- As in the past, a number of graduate students will be asked to attend and **present at off-campus and on-campus recruitment events**.
- The Graduate School will continue to develop and expand the **Graduate Ambassadors Program**, in which a carefully selected group of graduate student representatives from each college will be selected to respond to email questions from prospective graduate students.
- The Graduate school will continue to publish online and print versions of a **Graduate School Newsletter** each term. The newsletter will continue to include helpful information for applicants and matriculated students.

FINANCIAL SUPPORT ACTIVITIES

PERFORMANCE GOALS:

- The Graduate School will continue to provide financial support to result in recruitment and enrollment of at least 150 highly qualified graduate students through its Graduate Council Fellowships, Future Faculty Fellowships, Joint Faculty Development Fellowships, SREB Fellowships, and National Alumni Association Fellowships/Scholarships.
- The Graduate School will maintain our outstanding financial assistance programs that contribute to high levels of enrollment and graduation of African-American graduate students.

ACTIVITIES

- Every month, the Graduate School will update the “**Graduate School Financial Assistance Handbook**” which is available on our website and in print format.
- Every month, the Graduate School will update the “**Financial Assistance Links**” on our website to direct students to external sources of funding.
- The Graduate School will continue its **collaborative activities with the UA Office of Financial Aid** to provide assistance to prospective graduate students.
- The Graduate School will continue its collaboration with colleges and other units to assist graduate students to identify and apply for **graduate assistantships**. Each department within each college receives funding each year to provide assistantships plus tuition awards.
- For 2005-2006 the Graduate School will continue to identify and recruit highly qualified graduate students to receive the **Graduate Council Fellowships**. Our goal this year is to identify a competitive pool of applicants to compete for the 60-70 available Graduate Council Fellowships. These fellowships carry stipends of \$14,000.
- The Graduate School will identify and award **the National Alumni Association Collegiate License Tag Fellowships** to highly qualified students. Proceeds from the sale of University logo license tags are endowed for the provision of fellowships to Alabama natives.
- The Graduate School will support the **National Alumni Graduate Scholarship Program**. These scholarships are awarded to one graduate student in each college or school offering a post-baccalaureate degree.
- The Graduate School will administer the **Alabama Heritage Graduate Scholarship Program**, which provides a one-year graduate tuition scholarship for Alabama residents who are children or grandchildren of UA graduates.
- We will continue to have outstanding **financial assistance programs for recruitment and retention of minority students**. Since 1988, when the earliest of these programs commenced, the University has funded students for over \$3.2 million in stipends and tuition awards. Our fellowship programs are aimed specifically at increasing the enrollment and retention of minority graduate students and to provide them with preparation for careers in academic settings. The fellowship programs include the following:
 - The **Southern Regional Education Board’s (SREB) and Alabama Commission on Higher Education (ACHE) Minority Doctoral Scholars Program** encourages ethnic minority students to pursue doctoral degrees and become college-level professors. The annual stipend for an SREB fellow is \$15,000.
 - The **Future Faculty Fellows Program** is sponsored by the University of Alabama for African-American students seeking the Ph.D. with the intentions of becoming a college or university professor. Future Faculty Fellows receive a stipend of \$14,000 plus a tuition scholarship.
 - The **Joint Faculty Development Program** supports practicing college instructors who do not have terminal degrees in their particular field of instruction. Institutions partnering with UA in this program include Alabama State University, Alabama A&M University, and Oakwood College. Under this program, faculty members receive a stipend of \$14,000 plus a tuition scholarship.

- The **UA-Stillman Faculty/Staff Development Program** is for faculty and staff of Stillman College. Faculty and staff under this program receive full tuition scholarships.

APPLICATION AND ENROLLMENT OUTCOMES

PERFORMANCE GOALS:

The recruitment activities described above will result in the following overall application and enrollment outcomes:

- The Graduate School will work to maintain our high number of completed applications with at least 4,000 applications.
- The Graduate School will work to increase our overall graduate enrollment an average of 2-3% per year.
- The Graduate School will maintain our high levels of enrollment and graduation of African-American and other minority graduate students, totaling at least 9% of enrollment and graduation.