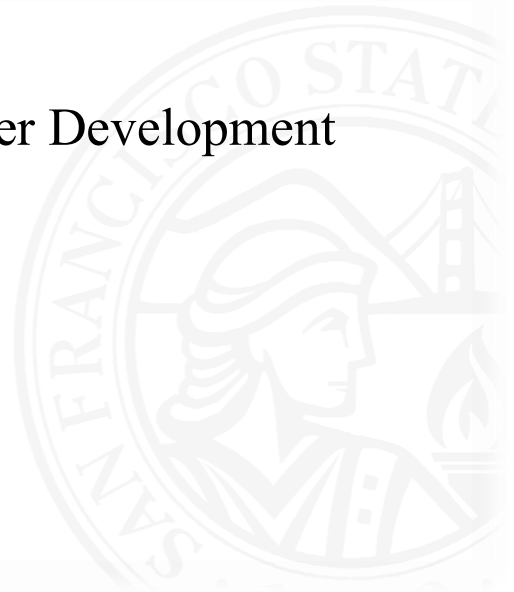


Division of Graduate Studies & Career Development

San Francisco State University

Graduate Studies Enrollment Strategy 2023 - 2024



Introduction

The Division of Graduate Studies & Career Development (GSCD) 2023 – 2024 enrollment strategy presented in this document addresses both new graduate student enrollment and current graduate student retention. This strategy is responsive to campus graduate education enrollment goals. Graduate Studies manages this enrollment strategy in partnership with Graduate Coordinators, Enrollment Management, Strategic Marketing & Communication, Undergraduate Education, the Office of International Programs (OIP), and the College of Professional & Global Education (CPaGE). The role of the Graduate Coordinator in graduate enrollment management is critical to our strategy; Graduate Coordinators, or a representative group, must be included in campus enrollment management planning and operations.

The division's new graduate student enrollment strategy is grounded in a 2020/21 Graduate Program Capacity Survey, still relevant today, and underscores the current circumstances of individual graduate programs, academic departments, and graduate enrollment potential. This strategy is also informed by the EAB Enrollment Services San Francisco State University Enrollment Landscape and Opportunity Assessment in September 2020.

Graduate Studies aligns outreach, recruitment, and new and continuing student engagement with our partners in Undergraduate Education and Enrollment Management. Our enrollment strategy prioritizes residents of the Bay Area and our campus undergraduate students, California residents, and graduate programs with the capacity to grow enrollment, and seeks to elevate the role of the Graduate Coordinator in successful graduate enrollment initiatives.

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Graduate Studies Enrollment

San Francisco State University ranks 6th in the California State University (CSU) in the size of our graduate student body. The fall 2022 CSU systemwide graduate student headcount totals (Figure 1) position SFSU below San José State University, San Diego State University, CSU Fullerton, CSU Long Beach, CSU Northridge, and above CSU Los Angeles.

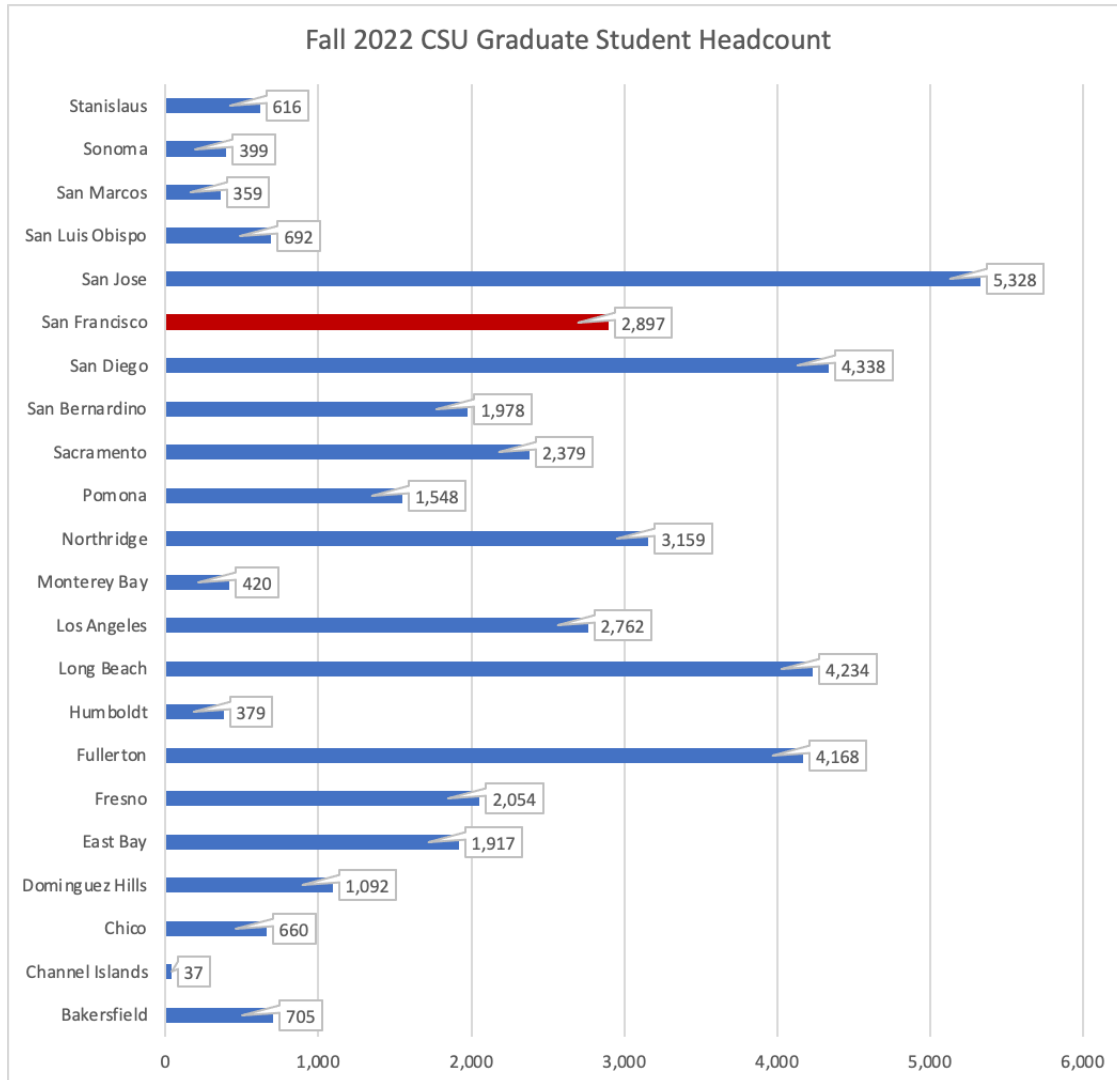


Figure 1. Fall 2022 CSU Graduate Student Headcounts (CSU Enrollment Dashboard)

San Francisco State University Graduate Studies

Graduate Studies is charged with supporting the university mission and enrollment management goals by overseeing domestic and international application evaluation and admission for

graduate study, ensuring applicants meet Title 5, Academic Senate policies, and graduate program standards for admission to graduate study (Graduate Admissions Policy, #S21-294). The division remains current with best practices set forth by the Council of Graduate Schools (CGS) and the National Association of Graduate Admission Professionals (NAGAP). Graduate Studies is a partner for Graduate Coordinators in outreach, recruitment, and admission processes. The division manages related student information systems and technology platforms, and all technical processes related to admissions. Graduate Studies administers spring, summer, and fall admission cycles.

Graduate Admission Cycles Trends 2017 - 2022

Figures 2 through 4 provide graduate applications, admission offers, and new student enrollment trends over time by college. These data supplement the division’s rationale of strategic recruitment informed by our Graduate Program Capacity Survey 2020/2021. University-wide application submission for master’s and doctoral programs was flat at approximately 3500 submissions each fall of 2017, 2018, and 2019. In Fall 2020, applications for graduate study jumped 7% when compared to 2017 and 22% to 4600 in fall 2022 over this five-year period.

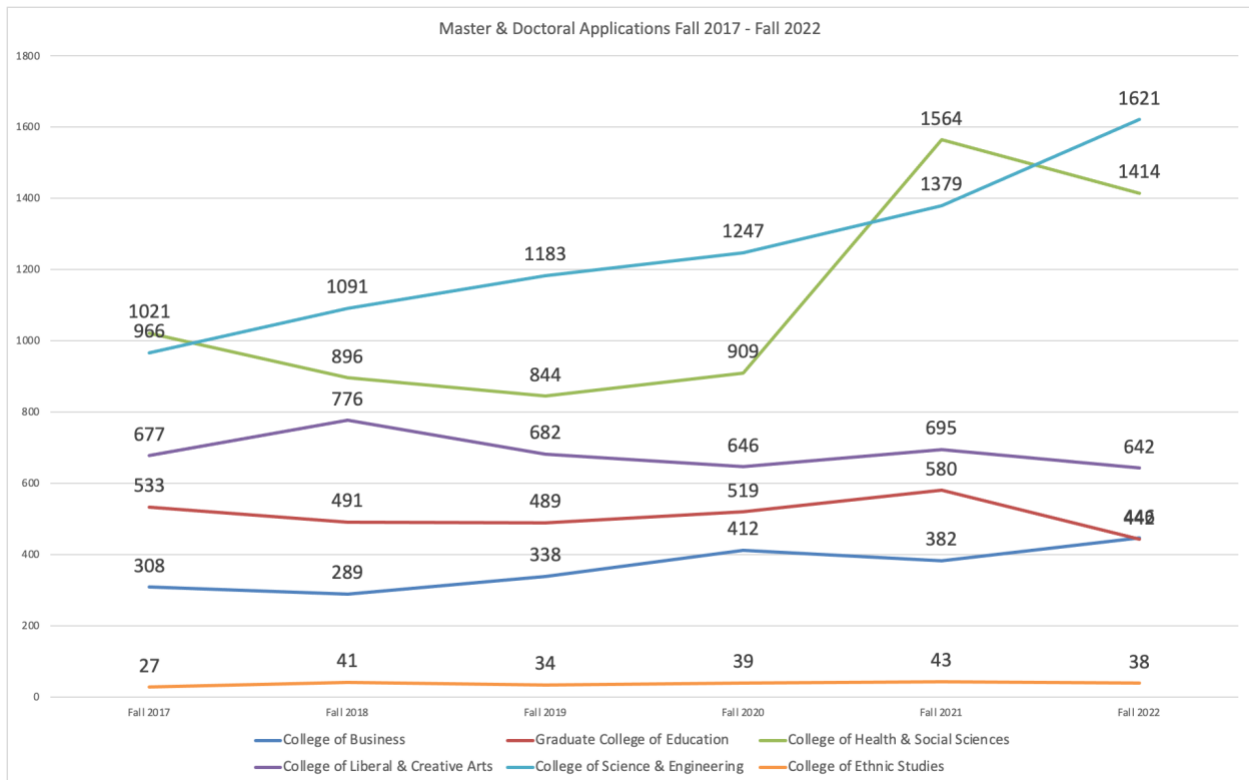


Figure 2. Fall 2017 - 2022 applications for graduate study by college (Source: PS Query)

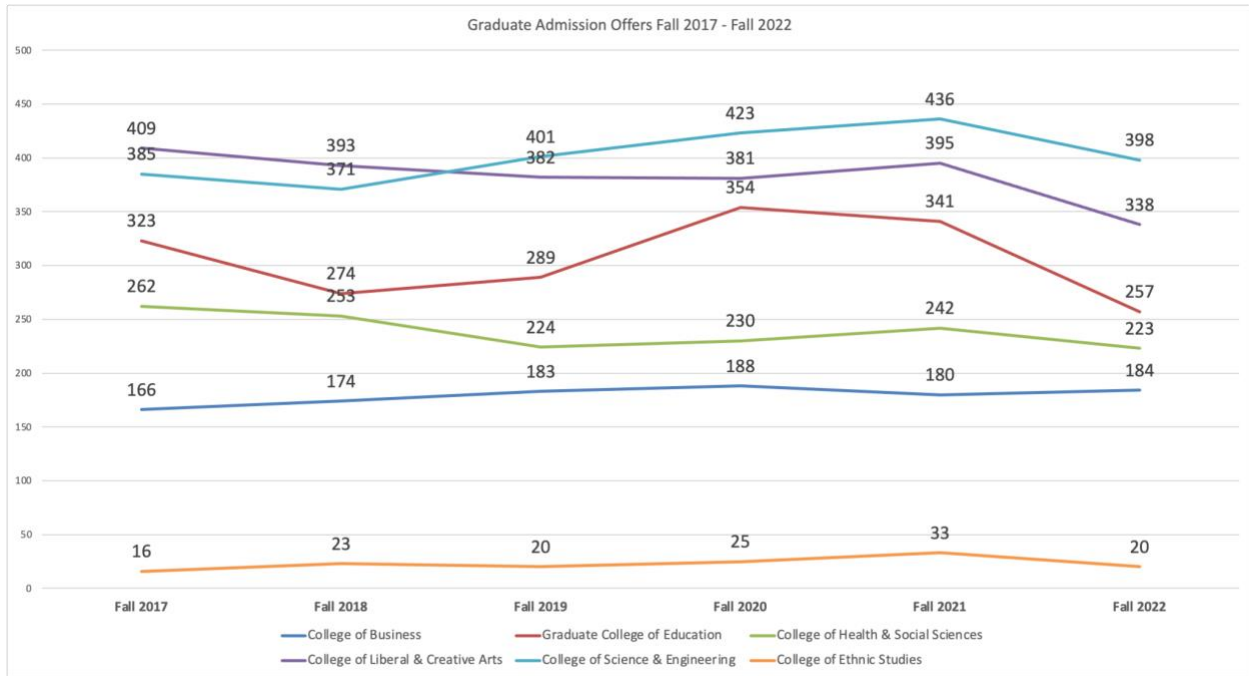


Figure 3. Fall 2017 - 2022 admission offers for graduate study (Source: PS Query)

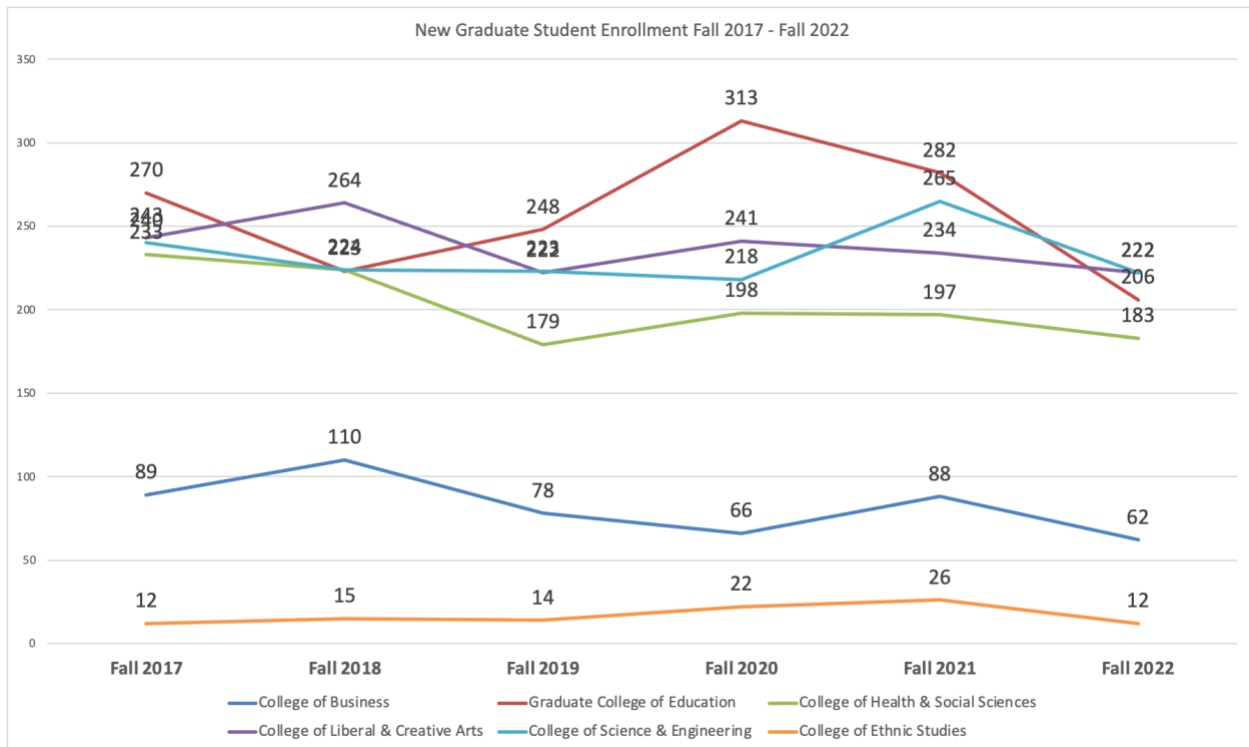


Figure 4. Fall 2017 - 2022 new student enrollment for graduate study (Source: Institutional Research)

Graduate Program Capacity Survey 2020/2021

The Dean and Associate Dean of the Division of Graduate Studies conducted a review of all graduate programs on campus during the 2020/2021 academic year to identify which programs can grow within the current allocation of resources and in relationship to the needs of their undergraduate programs. This survey guides strategic efforts to grow graduate enrollment at SFSU through 2024.

Four sets of data were collected and analyzed: 1) Student Faculty Ratio (SFR), 2) Fall 2020 Department Headcount; 3) post-baccalaureate Applied, Admit and New Admit Enrolled data; 4) qualitative data from Associate Dean, Chairs, and Graduate Coordinators on program capacity and enrollment challenges. Division leadership met with College Deans for additional context.

Lam Family College of Business (LFCOB)

In general, LFCOB graduate programs have the capacity to grow enrollment. The LFCOB experiences more local competition than other graduate programs. **The MS in Accountancy** has stable but flat enrollments. There is an opportunity to grow enrollments in this program, first through the SF Scholars pathway, then through an upcoming STEM designation. **The MS in Business Analytics** is extremely popular among our international student population; a rebound from the pandemic decline is possible through timely application review and admission decisions. The MSBA faculty indicate that they are stretched thin and hiring faculty presents challenges because of the market conditions and better higher wage positions in the industry.

The growth of post-baccalaureate **business certificate programs** is promising and is an area of opportunity for pathways into the MBA program. Graduate Studies is collaborating with the LFCOB and College of Professional & Global Education (CPaGE) on certificate pathways to graduate business programs.

College of Science and Engineering

The College of Science and Engineering is the recipient of the largest number of grants on campus (NIH, NSF, SF build, Genentech, CERN, RISE), and offers funding to support both undergraduate and graduate enrollment and research. **Biology** has a large number of undergraduate students, but the department is limited in capacity to grow, without more Tenure Track lines. The department considers curricular changes to replace the 898 theses with an exam or course-based completion or leveraging the current 895 field study option, which provides some relief for graduate faculty who supervise these courses. **Chemistry** has the capacity to grow in areas of chemistry education or chemistry analytics: both are opportunities for curricular development. **Computer Science** experiences high international student demand, and the division recommends CS invest in the domestic student population. However, capacity issues remain, it is difficult to hire lecturer faculty below their skills at the market rate. CS could grow with more Tenure Track lines. There is an opportunity to diversify the CS applicant pool to better reflect our campus and the region. **Mathematics** continues to demonstrate stable enrollments: the new graduate program in **Statistical Data Science** experiences the interest and demand of our international applicants. **Physics and Astronomy** have some capacity to grow

enrollments, while **Psychology** has the potential to grow, it is limited by too few faculty and Tenure Track lines.

Graduate College of Education

The Graduate College of Education is impacted by the loss of faculty, and the teaching profession, in general, has been impacted by the pandemic in significant ways. Graduate Studies sees this impact in the fall 2022 and fall 2023 decrease in application submissions to credential and graduate programs. The Graduate College of Education has lost faculty in recent years, which impacts enrollment strategy. Opportunity exists for the division and the Graduate College of Education to increase enrollment. Elementary Education curricular revisions to a Master of Arts in **Curriculum and Instruction** shows promise for future enrollment. Equity and Leadership Department Master of Arts programs in Adult Education, and Special Interest are in consideration to be collapsed into the Equity and Social Justice concentration, while Education Administration has healthy enrollments (operates a cohort-based model with spring admission only). The **Instructional Technologies MA** has the capacity and interest for growth.

College of Health & Social Sciences

In the College of Health and Social Science, **Counseling** remains a high-demand program; however, graduate courses have to be capped for accreditation. Additional department resources and Tenure Track lines could generate higher enrollment. Ten years ago, this program enrolled about 120 students each year. They have lost in the same time period faculty, going from 14 to 7 Tenure Track lines. Counseling students provide a workforce for the campus serving as interns in advising centers and Career and Leadership Development. The Master of **Public Health** program has the potential to grow but has experienced faculty retirements which impact current enrollment strategies. **Kinesiology** has the capacity to grow graduate enrollments; specific areas of attention are the Integrated Teacher Education Program (ITEP) physical education teacher credential and master's program. **Public Administration** has the capacity to grow: it is a strong program. A partnership focused on intentional and strategic outreach and recruitment and branding may help increase applicants and enrollments. **Gerontology** is low enrolled but could grow. Gerontology is not a term that resonates with our prospective student population. A program change request to rename this degree is recommended (the study of aging). Nursing does not have enrollment problems but is costly.

College of Liberal & Creative Arts

Graduate studies and Dean and Associate Deans of the College of Liberal & Creative Arts have identified that **Anthropology, Broadcasting Electronic Communication Arts, Communication Studies, English Literatures, International Relations, Political Science,**

Philosophy, Design, and Women and Gender Studies as strong programs with immediate potential to enroll more graduate students. These programs need to collaborate with the Division of Graduate Studies on targeted and strategic outreach and marketing.

College of Ethnic Studies

Although smaller in student headcounts this college remains significant in the history and identity of San Francisco State University. In general, the college SFR means are higher than other means at graduate, upper division, and lower division course levels. The college dean indicates a desire to grow enrollments but requires more faculty lines to do so. Fall 2020 graduate applications, admits, and enrollments were stronger than in prior years and we expect stability in fall 2021. An incoming cohort of 12-15 for each graduate program is recommended. The newly developed certificate program, the SF State Scholar pathways, and the WICHE-WRGP program are potential strategies for growth.

Future Program Capacity Initiatives

Survey SFSU graduate student applications to each program, and research how these applications align with applications to other similar graduate programs, to evaluate how attractive or competitive we are compared to other regional universities.

Survey and analyze market trends and analyses (through EMSI or other tools) to identify labor trends in the demand of particular fields and specific degrees, and share this analysis with departments to revise enrollment strategies.

New Graduate Student Recruitment Strategy 2023 - 2024

The Graduate Studies recruitment strategy priorities are ranked 1) regional California residents; 2) Southern California residents; 3) U.S. domestic students in similar metropolitan areas; 4) and international students. Bay Area resident enrollment consistently demonstrates the greatest return on investment for recruitment expenses, and the greatest yield or conversion of admission offers to matriculation (see: top undergraduate institutions).

For the purposes of this strategy, graduate programs at San Francisco State University are categorized as high-demand, programs of interest with the potential to enroll more students, and low-enrolled programs. This strategy focuses resources on programs of interest with potential. The high-demand programs, such as Computer Science, Counseling, Psychology, and Social Work receive significant numbers of applications for graduate study each year but have fixed capacities to enroll students. These programs benefit from recruitment activities even while attention is focused on programs with the potential to enroll more students.

San Francisco State University undergraduate students are prioritized in our regional strategy, through targeted programming including special graduate school application workshops, letters of recommendation workshops, writing sample workshops, and one-on-one advising. The SF State Scholars Program (4+1) accelerated bachelor's and master's degree program presents a unique opportunity to retain undergraduate students at the graduate level. Diversity of the student body at the graduate level continues to be a goal. The graduate student body should resemble the undergraduate student body in ethnicity.

Top undergraduate degree institutions of SFSU applicants for graduate study

1. San Francisco State University
2. University of California Davis
3. University of California Berkeley
4. University of California Santa Cruz
5. San José State University
6. California State University East Bay
7. University of California Santa Barbara
8. University of California Los Angeles
9. California State University Sacramento
10. University of California San Diego (UCSD)
11. San Diego State University
12. Sonoma State University
13. University of California Irvine
14. California State University
15. University of San Francisco

Blended Programs (4+1) accelerated bachelor's and master's degree programs

Our Pilot 4+1 program in 2018 included: 1) Accountancy; 2) Philosophy; 3) International Relations; 4) Kinesiology; and 5) Ethnic Studies. The Graduate Council, Graduate Coordinators, and division leadership have expanded the blended programs to over 43 offerings in 2023. San Francisco State University boasts the highest number of 4+1 programs of the CSUs.

The CSU Board of Trustees voted in July 2022 to amend Title 5 to permit students to double count a maximum of 12 units of graduate-level coursework towards their bachelor's and master's degrees. This allows CSUs to offer "Blended" or "4+1" programs that merge an existing baccalaureate and master's degree program offered in the same support mode into a single pathway. In Blended Programs, a minimum of 138-semester units (e.g., BS 120 + MS 30, subtracting 12 units double counted) are required to earn both degrees. The practice of double counting units for both degrees is currently allowed, common, and thriving for a decade or more in other U.S. states. State University systems in Arizona, Florida, Massachusetts, and New York,

for example, have been offering blended baccalaureate and master's degree programs for over a decade. These programs have increased access to graduate study and grown graduate programs.

Graduate Studies and the Graduate Council will continue to expand blended programs and aim to reach 50 programs by 2024. We aim to increase our recruitment efforts through collaboration with Enrollment Management, Undergraduate Admissions, and Strategic Marketing Communication (SMC).

Current Blended Programs

Accounting
Anthropology
Biology + Interdisciplinary Marine and Estuarine Sciences
Chinese
Comparative and World Literature
Chemistry
Chemistry + Biochemistry
Communication Studies
Visual Communication Design + MS Design (VCD)
Industrial Design + MS Design (PDD)
Earth & Climate + Geosciences
Economics
Engineering + M.S. in Civil Engineering
Computer/Electrical Engineering + M.S. in Electrical Engineering
Mechanical Engineering + M.S. in Mechanical Engineering
English Literatures (BA+MA)
Africana Studies + Ethnic Studies
Latina/Latino Studies + Ethnic Studies
Asian American Studies + Ethnic Studies
History
Humanities
International Relations
Kinesiology
Political Science
Philosophy
Psychology
Social Work + Gerontology
Sociology + Gerontology
Spanish
Speech, Language, and Hearing Sciences
Theatre & Arts
Women and Gender Studies
BA Child Adolescent Development Early Childhood (CAD-) +MA Special Education +CRED Early Childhood
BA Child Adolescent Development (EETP) +MA Special Education +CRED Early Childhood

BS Kinesiology (Exercise and Movement Science)MA Special Education +CRED Orientation & Mobility
 Asian American Studies or Latina/Latino Studies + Public Administration
 Urban Studies and Planning + Public Administration
 English Education + English Composition/Linguistics/TESOL Roadmaps
 English Linguistics+ English Composition/Linguistics/TESOL Roadmaps
 English Literature + English Composition/Linguistics/TESOL Roadmaps
 English Professional Writing and Rhetoric + English Composition/Linguistics/TESOL Roadmaps

Diversity at the Graduate Student Level

The division is currently engaged in targeted outreach to campus student groups and clubs, promoting relevant graduate school workshops tailored to special population concerns (AB 540, undocumented, Veterans), and when possible collaborating with McNair Scholars program coordinators at various universities throughout the University of California. The division leadership shares program demographics with Chairs and Graduate Coordinators.

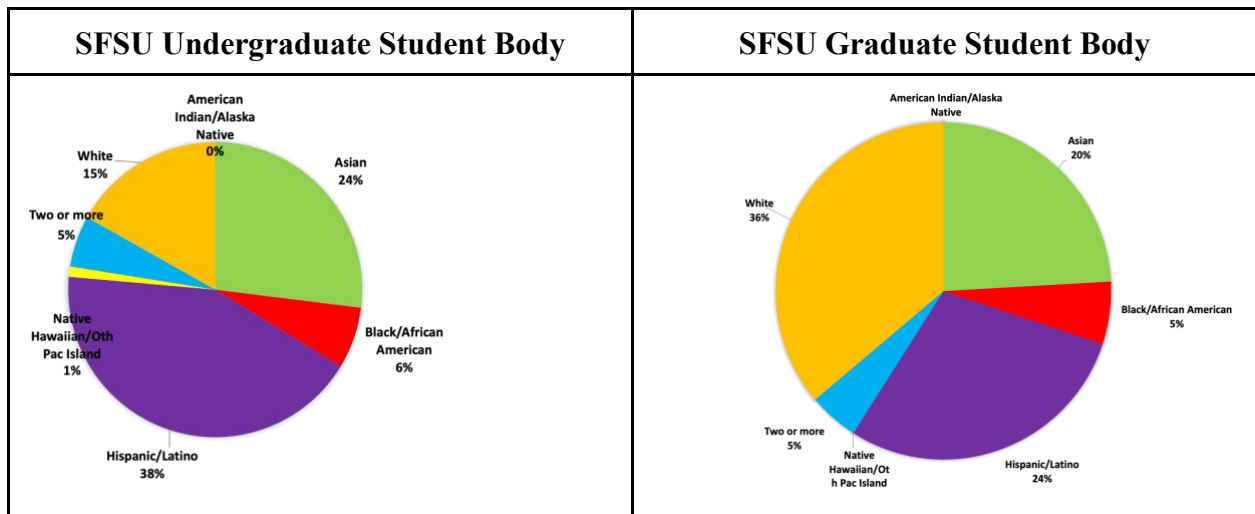


Figure 5. SFSU undergraduate & graduate student body composition (source: CSU Enrollment Dashboard)

Role of Graduate Coordinator

A graduate coordinator is a tenured/tenure track faculty member selected by the faculty of a department or program according to the college policies and procedures. Some departments

assign graduate coordinators for each degree program and others by department or a coalition of departments. In many graduate departments, the chair or program director is the graduate coordinator. The appointment usually is considered one component of the faculty workload. Assigned time for the workload is dependent on the complexity of the program, and University and college budget.

The role of a graduate coordinator is determined by the department/program faculty and the standards set forth by the college. A graduate coordinator oversees the admission process for a department/program or degree program (In some departments, an admissions committee is separate from the coordinator position). Graduate coordinators have some responsibility for communication with prospective students, often through prospective student orientations and workshops.

A graduate coordinator has signature authority for Advancement to Candidacy (ATC) documents, Culminating Experience proposals, Human and Animal Research protocols, and petitions/appeals.

New Graduate Student Outreach & Recruitment Efforts

Traditional graduate school fairs are ineffective and costly in our overall recruitment strategy. The pandemic shifted many of these fairs into virtual formats, and the division experimented with participation, but the return on investment was significantly low. Local or campus virtual and in-person events are cost-effective and impact our application cycles in positive ways. The division leverages our email marketing platform, Liaison EMP, to market our graduate programs. Our prospective student funnel begins with Request for Information (RFI) forms on various websites and for various campaigns, uploaded GRE and TOEFL test taker lists, prospective student lists from international recruitment fairs, contacts from prospective applicants who attend a Zoom info sessions or one-on-one advising session, our undergraduate alumni, and all Cal State Apply in-progress applicants. A digital marketing campaign supports recruitment and outreach. The division hosts several virtual and in-person events throughout the cycle, implementing many of the recommendations made in the EAB Enrollment Services San Francisco State University Enrollment Landscape and Opportunity Assessment September 2020.

Digital Marketing Campaign

The division's digital marketing campaign approach is in its first year; this is an ongoing collaboration with Strategic Marketing & Communication and a local agency. A summary of our evolving strategy is included here.

Our November 1 - May 1 2023 cycle digital marketing campaign positions the Bay Area region as our first priority, and then California overall, with particular attention on Southern California.

Macro Campaign promotes graduate education opportunities across campus and university-wide and drives prospects to a Fall 2023 landing page. Our fall 2023 graduate admission cycle runs from October 1 – May 1.

Retargeting Campaign reaches prospects in our current CRM database – approximately 30,000 records.

The programs in the list that follow are programs that have the capacity to enroll more students and need our attention. This phase of the strategy begins in January as many of these programs have application deadlines from March 1 – May 1.

Program Specific Campaign January – May

College of Business

- Quantitative Economics

College of Ethnic Studies

- Asian American Studies
- Ethnic Studies

College of Health & Social Sciences

- Human Sexuality Studies
- Kinesiology
- Public Administration

College of Liberal & Creative Arts

- Anthropology
- Broadcast and Electronic Communication Arts
- Cinema
- Cinema Studies
- Communication Studies
- Creative Writing
- Design
- English Literatures
- English: Concentration in Linguistics
- English: Concentration in Teaching English to Speakers of Other Languages
- History
- International Relations
- Political Science
- Women and Gender Studies

Graduate College of Education

- Curriculum and Instruction
- Early Childhood Education
- Equity and Social Justice in Education
- Instructional Technologies

Graduate Coordinators & Program-Specific Recruitment & Outreach

The division team is collaborating with Graduate Coordinators who oversee recruitment and admissions to those programs that have the potential to enroll more students. Through spring 2023, the division will support ad hoc info-sessions, in-person events, graduate student panels, and targeted outreach to department chairs at UC and CSU campuses that do not have a similar graduate program (e.g., Sexualities Studies, Classics, Broadcast, and Electronic Communication Arts). The division supports nurture and blast email campaigns with content provided by the Graduate Coordinator.

Graduate Student Ambassador Program

The graduate studies staff implemented an inaugural Graduate Student Ambassador program in July 2021, developed on EAB recommendations and in consultation with Enrollment Management (EM) and Strategic Marketing Communication (SMC), to prevent “summer melt” and encourage new student enrollment.

This program has expanded in 2022/23 to provide rapid and personalized responses to prospective students who submit a Request for Information (RFI) form through the general forms, the My Story campaign forms, or forms created for the 2022/23 digital marketing campaign. The ambassador program offers a personalized touch to prospective student engagement.

Annual October Grad Preview Week

The Grad Preview Week event is the division’s signature event that launches our fall recruitment cycle. The graduate studies team and graduate programs hosted a virtual Grad Preview Week that included a series of graduate program information sessions, graduate program presentations, Cal State Apply workshops, office hours for prospective students, and department-specific events that showcase graduate education and the opportunities our campus offers.

Grad Preview Week 2022 resulted in a total of 97 virtual events, all graduate programs were represented, and event attendance ranged from 10 students to 200 students across virtual and in-person sessions. Student and faculty survey response feedback indicated positive experiences and satisfaction with programming and modality.

Graduate School Application Workshops

The graduate studies team hosts a series of supplemental workshops throughout each admissions cycle. Workshops are virtual over Zoom or in-person, promoted heavily on our website and through Liaison EMP. Workshops included: Letters of Recommendation and Personal Statement preparation, Impressive Graduate School Application workshops, Is Grad School Right for me? Workshops, Graduate Student Panel Discussions, Get to Work with Career and Leadership Development (CLD), and Cal State Support Workshops. Virtual attendance at these events ranges from 30 to 200 prospective students.

Prospective Student Email Campaigns

The division team leverages our Liaison EMP Constituent Relation Management (CRM) platform to build relationships with prospective students, in-progress applicants, and newly admitted students. The division has built “Nurture Campaign” for every graduate program that are sent to students who complete a Request for Information form for a specific department. These nurture campaigns consist of several emails scheduled over the academic year intended to convert inquiries into applications.

The division leverages “blast campaigns” to send department-specific welcome messages, personalized responses to inquiry form submissions, graduate application workshops, Cal State Apply workshops, and admissions deadlines through both email and text campaigns. Campaign click rates or email open rates are higher than the industry average.

New Graduate Student Engagement | Summer Melt Prevention

The division team hosts a series of events from June through August to prevent summer melt, keep new admits engaged, and encourage enrollment. The Summer Grad Ambassador program hosts a series of events on graduate student life, navigating a graduate program, or campus resources. This is a peer-to-peer mentorship program, current graduate student ambassadors connect and mentor newly admitted graduate students.

The division engages in accepting admission offers and priority registration phone banking campaigns throughout the summer months. The division sends congratulatory mailers, in addition to official and formal admission decisions, that encourage social media engagement.

Fall new student orientation week occurs in early August. Orientation week includes virtual and in-person sessions: dean’s welcome, Graduate Student Expectations, Q & A with Bursar’s Office and Financial Aid Office partners, international graduate student session, *What to expect at*

SFSU, Basic Needs Services and Support, SF State Scholars Welcome, Gator Points of Pride, and Peer to peer Graduate Student Life Q & A.

Graduate Student Retention

Graduate student retention is a priority in our overall enrollment strategy 2023- 20224. The division has identified three points of student attrition that require our attention: 1) second-semester retention, 2) second-fall retention, and 3) retention post-enrollment in Culminating Experience course. Institutional Research fall 2017 to fall 2020 cohort data identifies retention rates decrease from 5% to 10% over this time frame and are dependent on college (Figure 6).

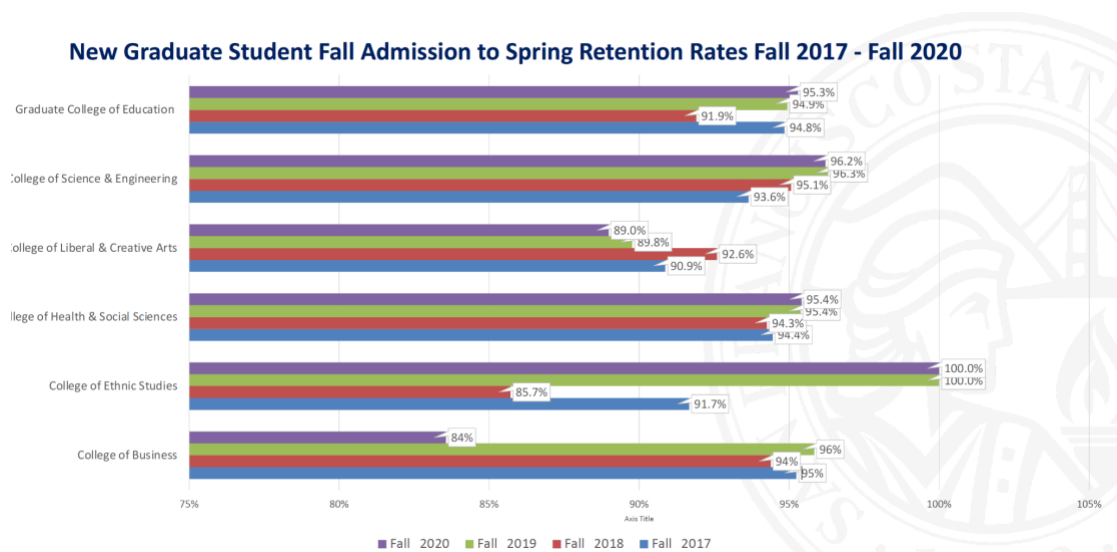


Figure 6. New Graduate Student Fall to Spring Retention Rates Fall 2017 - Fall 2020

The San Francisco State University Institutional Research *Retention and Graduation Overall Tracking Reports* indicate a second significant decline in continuing graduate student enrollment. New Graduate Student Fall admit cohorts to second-year fall retention rates decrease from an additional 5% to 15% depending on College. Fall cohort attrition overtime requires interventions at the division and academic department levels. Over an eleven-semester period, fall 2017 to fall 2020, the fall 2017 cohort decreased by 19% of original incoming students, fall 2018 decreased by 15%, fall 2019 decreased by 14%, and fall 2020 decreased by 11%. The ‘18 - ‘20 cohorts may experience additional loss of students because some are still in progress to a degree.

Graduate Studies Retention Efforts

The division aims to align retention strategies with our partners in Undergraduate Education, the Registrar’s Office, Enrollment Management, and Financial Aid. The division implements:

- Email campaigns kick-off Priority Registration
- Zoom registration workshops
- Drop-in registration help
- Phone banking campaigns targeting not yet enrolled continuing students
- Proactive outreach on registration holds
- We share enrollment rosters with Graduate Coordinators
- Streamlined re-admission process that bypasses the Cal State Apply application and exempts students from an application fee

Retention Post-Enrollment in Culminating Experience Course

The average time to a graduate degree is five semesters or two and a half years (Figure 7.); however, the period of time post-enrollment in a Culminating Experience course presents an additional challenge for retention and degree completion efforts. Graduate student enrollment declines from 2% to 12% depending on college at this juncture in a graduate program. Programs must collaborate with the division on retention strategies at this critical academic milestone.

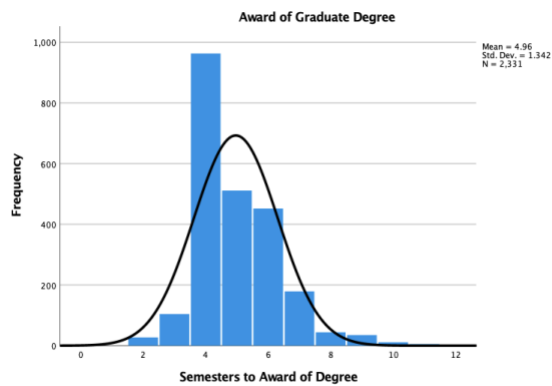


Figure 7. Average semesters to award of graduate degree

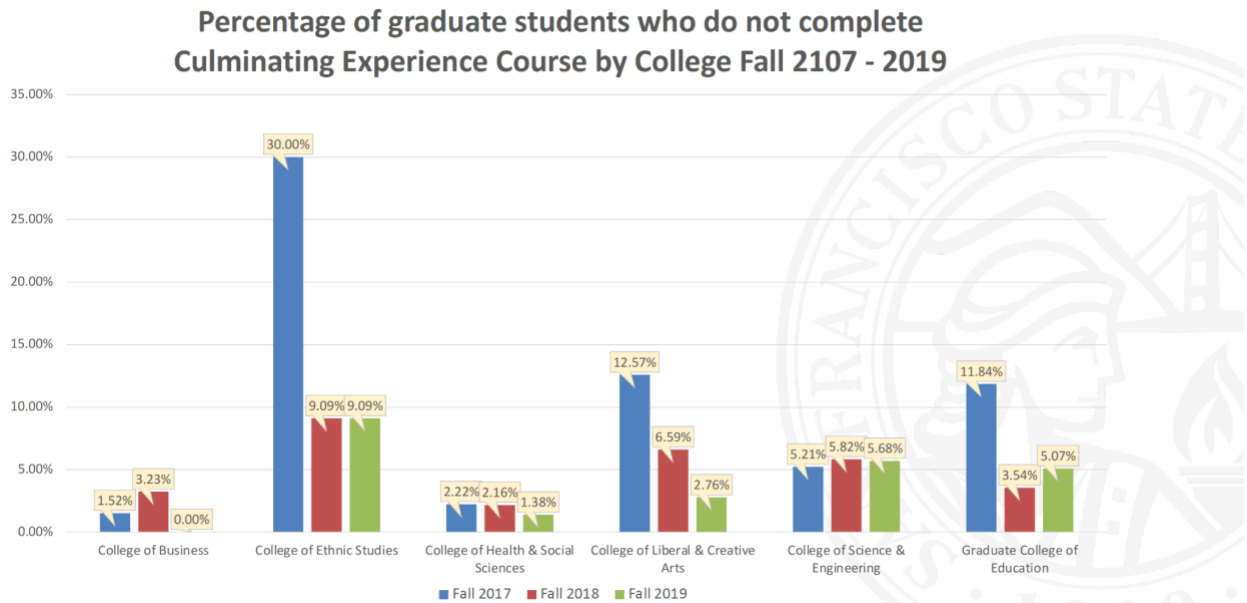


Figure 8. Graduate Students who do not complete a degree post-Culminating Experience Course

The division and academic departments must develop long-term strategies for retention in the second fall semester of culminating experience course that includes:

- Writing Workshops
- Steps to Graduation Workshops
- EAB usage and student success markers
- Student data for Graduate Coordinators, Chairs, and Deans

Graduate Studies' long-term strategy is to collaborate with academic departments in

- Department Climate & Inclusion Initiatives
- EAB adoption (use of success markers) across graduate programs
- Course schedule and advising at priority registration
- Curriculum review to enhance research methods courses and culminating experience options

Career & Leadership Development and Undergraduate Student Retention

In July 2021, the *Division of Graduate Studies* merged with Career Services and Leadership Development to form a new unit in Academic Affairs. The broad charge for the new unit was to integrate functions of academic advising and careers services into seamlessly integrated student development lines. The Division's Expanded Mission is foster excellence in career and leadership development, offering pathways to professional opportunities for undergraduates,

graduate students, and alumni by providing comprehensive advising and programming in partnership with employers, academic departments, and other campus stakeholders.

The current trend in higher education of moving career offices from student affairs to academic affairs follows an increasing institutional commitment to *career development*. Universities are rethinking the transactional career services model in favor of leveraging communities comprised of faculty, career counseling professionals, and employers to support equally academic success and post-graduation career opportunities.

Proponents argue integration of academic and career advising enhances retention, persistence, and time to degree. Resituating these offices is accompanied by a shift in naming practices: the “linear” view of their function (in which they are described as offering “services” or “planning”) is giving way to an emphasis on career development as part of a holistic process of liberal arts education.

Career & Leadership Development (CLD) support for undergraduate student retention

- Faculty Advisor-Career Counselor partnerships
- EAB usage by faculty advisors and career counselors
- Develop relevant internships
- Host relevant employer engagement and networking opportunities

The Division of Graduate Studies and Career Development aims to rethink student services, and offer a developmental approach to career support and holistic integrated career advising through strong collaboration with faculty advisors and a network of employers. This goal signals our alignment with the university's strategic plan in supporting transformative educational experience and holistic student development that leads to rewarding careers.

Updates on EAB Consultant Recommendations September 2020.

Graduate Enrollment Goals

EAB 2020 “Establish realistic and achievable graduate enrollment goals: Given a significant decline in graduate enrollment, San Francisco State needs a data-informed approach to the question of how to align its graduate enrollments with actual demand.

Graduate Studies conducted the program capacity survey in 2020/2021 and identified opportunities for graduate enrollment growth in each college. This survey also identified high-demand programs with limited spots that do not require additional support in marketing and promotion over the next few years of this strategic plan. Our digital marketing campaigns focus

on those programs that can grow enrollment, and our outreach and recruitment efforts are focused on these programs.

Back-end Operations for Efficiency

EAB 2020 “Integrate graduate back-end operations for efficiency”

Graduate Studies has supported a robust WebAdMIT cycle rollover since 2020 inclusive of program-specific content, application workflows, alerts, and access for over 500 faculty reviewers involved in graduate admissions work. This platform supports an effective decentralized-centralized partnership between the division and graduate programs, is paperless, and is accessible 24/7.

CRM Platform

EAB 2020 “Engage representatives of the Division of Graduate Studies and the Colleges to collaborate on CRM and technology needs.”

Graduate Studies has developed robust nurture campaigns for each graduate program on campus, ad-hoc blast campaigns with program-specific content, rapid personalized response to inquiries through our grad ambassador program, developed college-specific and campaign-specific RFI forms, and increased our partnership with Marketing & Communications in branding and graduate promotion communication outreach.

Cross Unit Collaboration

EAB 2020 “More collaboration between areas such as registrar, financial aid, IT, advancement, and facilities services would be beneficial.”

Graduate Studies partners with the registrar, financial aid, the Library, and Academic Technology by including representatives from these units in new student engagement efforts.

The division continues to pursue additional recommendations outlined in the EAB September 2020 document, including refining backend processes, additional collaboration with campus partners, and supporting the Graduate Coordinators through the admission cycles.

Enrollment Strategy Assessment

The Graduate Studies Enrollment Strategy 2023 - 2024 is assessed mid-cycle, and post-recruitment and admission cycles. This data-driven strategy is adaptive to changing circumstances of individual graduate programs and targeted student populations. Progress through the applicant funnel will be assessed through Request for Information (RFI) forms specific to general, college, My Story, or our digital marketing campaigns using google tracking codes and google analytics.

Application submission trends, offers of admission, and enrollment will be assessed by the college, the 2021 program capacity survey, regional strategy, including our local students, and the growth of our SF State Scholars program. Assessment data will be shared with leadership involved in enrollment management and college deans.