

Recruitment & Admission Plan

Office of Admission – 2025 Admission Cycle

UNIVERSITY OF
ILLINOIS
SPRINGFIELD

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Executive Summary

Colleagues and Campus Partners,

The UIS Office of Admissions is excited to begin our 2025 recruitment cycle. Our office is in the best position to connect with prospective students, families, and counselors than in the last five years. Our primary goal is to stabilize our populations and begin to increase enrolment at all levels. We remain committed to access, diversity, and a multi-generational student body.

The following document shares our objectives, strategies, and tactics to accomplish these tasks, including specific discussion of the following:

- First-Time First Year (FTFY) Recruitment
- Transfer Recruitment
- Graduate Recruitment
- International Recruitment
- Online Recruitment

The competitive landscape is changing. We face a decline in the number of college going students from high school in our primary market of Illinois. Many institutions are seeking to make up losses in FTFY year students by becoming more transfer friendly. This has impacted the competition for transfer students. We seek to stabilize and grow our undergraduate enrollments in Illinois currently. However, we have begun to expand markets into St. Louis and eventually more Midwestern states as well as states seeing growth in high school students and/or increasing numbers of transfer students who need to complete their undergraduate degrees.

What makes UIS unique is our size, course/degree delivery options, diversity, and return on investment. UIS has a strong ROI in the UI System, we offer a best value education, and we are a great fit for students who are academically sound as well as those that need to academically reposition themselves. We have been re-affirming our commitment to transfer students through our updating of our articulation agreements. With our academic reorganization, we will see changes to our academic offerings. We must articulate our value, and speak to our place as a highly ranked, diverse, masters Midwest institution. We plan to collaborate with our colleges and partners in marketing to highlight the benefits of choosing UIS.

We look forward to your support this cycle!

Sincerely,

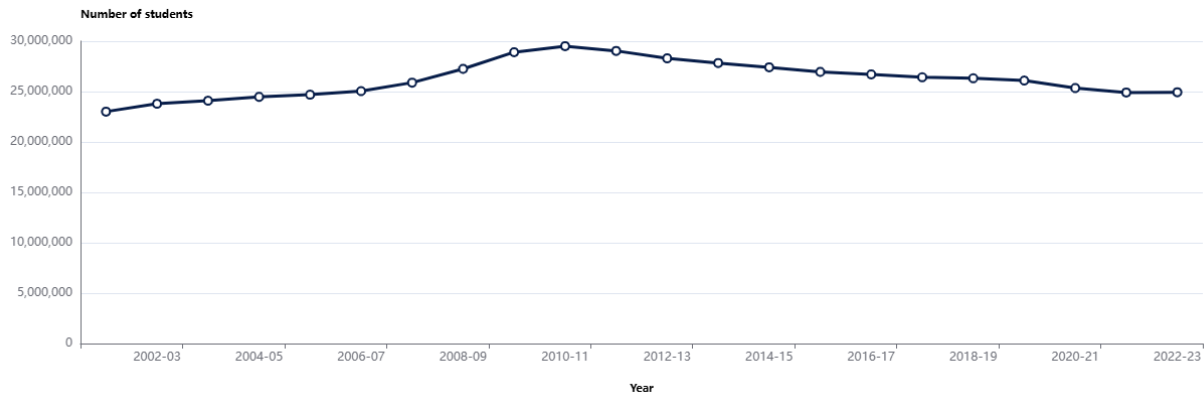


Kathryn Kleeman
Director of Admission

Enrollment Context

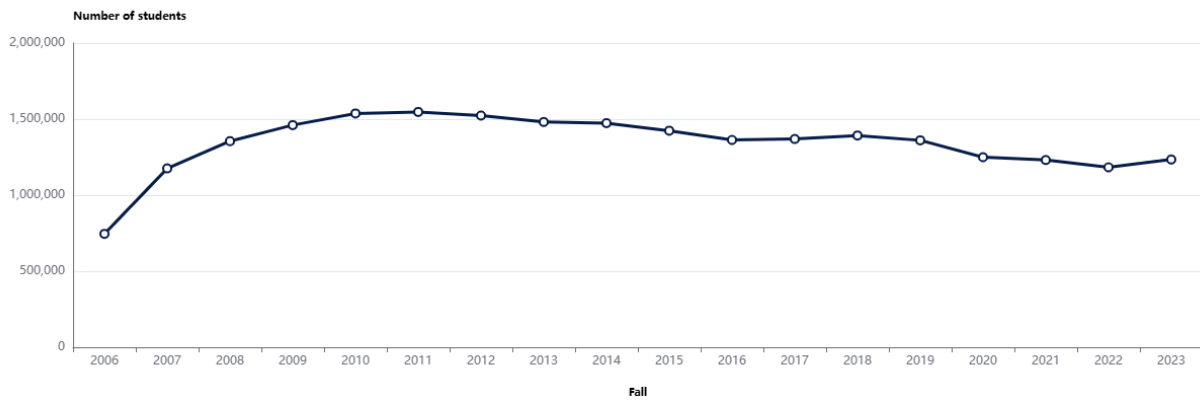
The University of Illinois Springfield has seen its challenges recently with enrollment both at undergraduate and graduate levels. This is not unique to UIS. According to IPEDS data, postsecondary enrollment has lost 4 million students since its peak in 2010-2011.

Number of students enrolled in postsecondary institutions annually



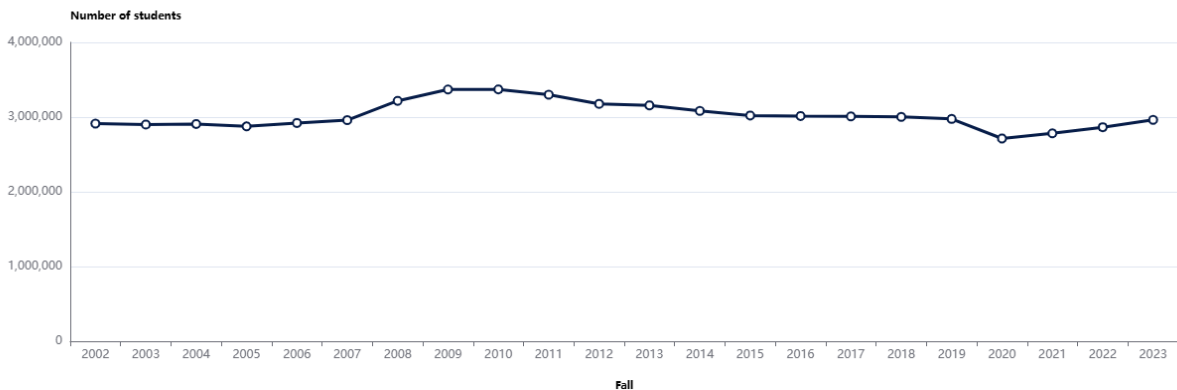
Transfer students saw large growth between 2006 and 2009, followed by a steady decrease.

Number of degree-seeking undergraduate students enrolled in postsecondary institutions in the fall who are transfer-in students



This was coupled with FTFY, which saw a peak in 2009 then dropped to a steady, slow decrease until 2019. 2019-2020 showed a more pronounced decrease but has since seen slight increases.

Number of degree-seeking undergraduate students enrolled in postsecondary institutions for the first-time in the fall



Data also shows a steady increase in the number of applications submitted by FTFY applicants since 2014 while admission rates have stayed stable. At the same time, FTFY yield has seen a steady decline since 2014.

Distance education saw a steady increase from 25.5% of students enrolled in distance education courses in 2012 to 36.3% in 2019. UIS did not experience the same growth during this time as other institutions began offering distance education with their campus courses. Studies show that online students may be geographically limited in where they can travel to take courses, but the competition is not limited to the online environment. However, these students still prefer local institutions (known name, reputation). In 2023, we see 53% of students enrolling in distance education courses. This is a similar percentage to 2022.

Enrollment Goal

The overall goal is to stabilize enrollment and initiate managed growth. As a public regional in Illinois, our priority will always be to serve the residents of Illinois. UIS will continue to focus enrollment efforts within Illinois borders. However, we do recognize that we can develop new markets outside of Illinois to help supplement our enrollment.

Stabilization of enrollment is two parts. Retention and new enrollments are critical to stabilizing our enrollment. New enrollment targets take into account the mix of race/ethnicity, academic qualifications, gender, student type and citizenship/geography of our students; desired program delivery method; and program capacity limits.

Managed growth must ultimately lead to more revenue. While Net Tuition Revenue isn't the goal of enrollment growth, we do have to manage our enrollments as different student types allow us to sustain operations and fund financial aid programs that assist our students with their costs of attendance. As new academic programs are developed, an eye toward revenue generation and capacity limits will be important. We advocate that our small class sizes make UIS unique, especially in the larger UI system. We want to make sure that growth does not jeopardize our mission, vision, or values.

Admission Philosophy

As earlier referenced, as a public institution in Illinois, our priority will always be to serve the residents of Illinois. As a rural serving institution, it is incumbent on us to make sure we are accessible by students not only in our back yard but also in Chicago and Southern Illinois. The goal of our staff is to ensure equitable and fair processes and practices that serve all student populations well.

UIS values its multi-generational classrooms with students that have diverse backgrounds. We strive to have various perspectives represented in our classrooms and campus community. Our concept of a diverse student body includes veteran status, age, city/state/country of origin, socioeconomic background, gender, sex, race, and ethnicity. Students learn and grow in a diverse environment. We also strive to provide the best support for our students. We consider academic achievement in relation to the context of the student, activities and demands outside of the classroom, and unique circumstances and experiences that each student brings to us. Our goal is to make sure that UIS can be a supportive environment where students can grow and be successful.

For FTFY applicants, a holistic review is used. Holistic review considers academic opportunities available, family background, hardships, extracurricular opportunities, and other contextual factors. It is important that we consider and understand what has impacted that student's accomplishments. Not every student has the same access to robust college preparatory courses, strong college counseling, or mechanisms to expose themselves to a college-going culture. We focus on what the students have available to them and if they take advantage of those opportunities.

For transfer applicants, UIS has a set hour and GPA requirement. We strive to maximize transfer credit. Our admission policies are flexible and allow for academic repositioning should a student need to improve their GPA prior to transferring.

For graduate applicants, graduate programs set their own criteria for admission. We support those efforts through graduate recruitment events, follow-up and application support.

This plan outlines the strategies we are using to meet enrollment goals; the following goals identify the objective we hope to achieve:

2024-2025 Admission Goals

In support of the strategic compass and SEM Plan; the following goals guide our work:

- Leverage the university brand to clearly promote UIS as a top choice within Springfield and Central Illinois.
- Enhance outreach and enrollment strategies that align with UIS's identity as a public regional university located in the state capital that will result in higher yield and enrollment from across the state.
- Further develop dashboards and metrics to measure progress on enrollment and retention.
- Review and revise processes to increase enrollment of new admits & impact melt.
- Develop a full and continuous communication plan and student support network for students from inquiry to first semester attendance.

Undergraduate Recruitment

The primary focus of the university's campus based undergraduate programs is the education of the residents of Illinois.

First-Time, First Year

Since 2006, FTFY enrollment has been a challenge. It has lacked stable growth and has been very dependent on staff resources. Years when the recruitment team suffered from understaffing, UIS also suffered from lower enrollments in our new first year class. FTFY enrollment is largely dependent on relationships established by Admission Counselors.

Until 2016, UIS saw a small but steady application pool with a stable admit rate of about 60%. During that time, the yield of admits were typically in the 30-40% range. Variances are a direct correlation of staffing. Starting in 2017, we began to see application increases but a decreasing admit rate. Midpoint of the 2019 cycle, with the implementation of the EAB contract, UIS saw large increases in application numbers. Prior to that launch, UIS was already ahead in applications and admits; we enrolled our largest FTFY year class. Subsequent increases in applications were the result of external recommendations to decrease application submission requirements (like removing the personal statement) and moving those to application completion requirements. Therefore, UIS saw a dramatic increase in incomplete applications, directly influencing our admit rate, which decreased to a low of 40%. We also saw our yield decrease as well. The causes of yield decreases were changes to business processes, staffing, and the COVID19 pandemic. Starting with the 2022 cycle, UIS ended our EAB contract and implemented Common Application (CA). CA resulted in robust applications and higher completion rates, but lower yield. During the Fall 2024 cycle, specific tactics were used to increase admit and yield rates. Admit rate increased to 64% and yield rate improved to 13%. Both metrics are needed to stay at that level to see growth in enrollment. Applications originated in Slate must see improvement in completion to meet our enrollment goals going forward.

During the same periods, UIS saw a dramatic increase in discount rate for FTFY students. In our 2020 cycle, more than 50% of admits had over a 4.0 weighted GPA. The decision was made to be test optional for the 2021 cycle due to the inability to sit for exams, then state law prohibited requiring ACT or SAT. Previously, test scores had moderated discount rates. To accommodate this change, the Lincoln Merit Award grid was restructured to accommodate test optional with a decrease in award amounts and a move to unweighted GPA calculation. In 2023, UIS engaged with a consultant to identify better uses of our merit awards. Fall 2024 we introduced Prairie Promise and Star Scholar programs (discontinuing Lincoln) as well as separated AIM High from our merit award grids.

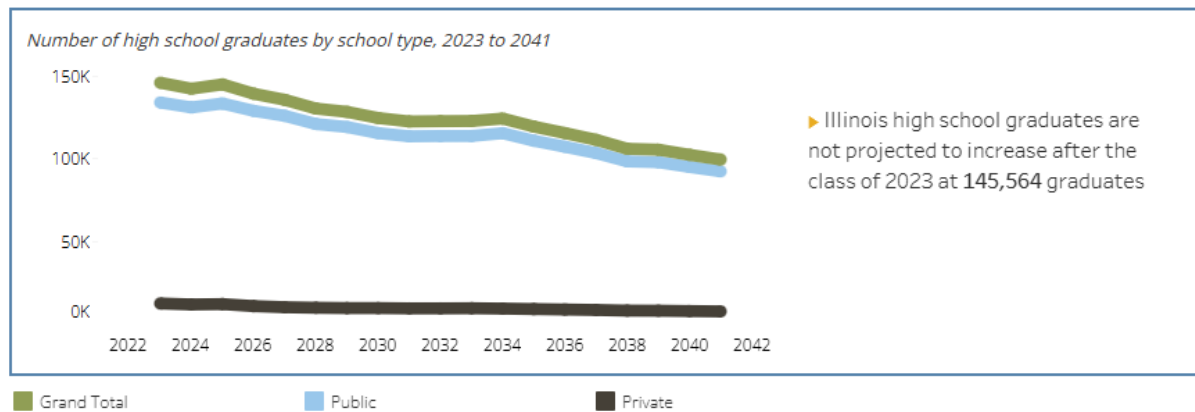
UIS does not have any economies of scale in FTFY recruiting. Fifty percent of our applicant pool comes from 72 schools in Illinois; the remaining half of our applicant pool come from 433 different schools. We see many schools where we have 1 & 2 applicants. There are very few where we have a critical mass of applications. Over half of the high schools in Illinois have no applicants to UIS.

# of schools		# of schools	
Top 10%	7	Top 50%	72
Top 25%	23	Bottom 50%	433

Situational Analysis

Looking forward to stabilizing and growing enrollment, UIS will be challenged to find growth in the FTFY population in Illinois or the Midwest. Data projects that Illinois high school graduates will decline through 2041 (see chart below, Source: WICHE: Knocking at the College Door (<https://knocking.wiche.edu/dashboards-profiles/>)). Additionally, the number of regional based recruiting staff (Chicago) grew from 46 staff representing 33 colleges/universities to 131 staff representing 92 colleges/universities between 2004 and 2020.

High School Graduates by School Type



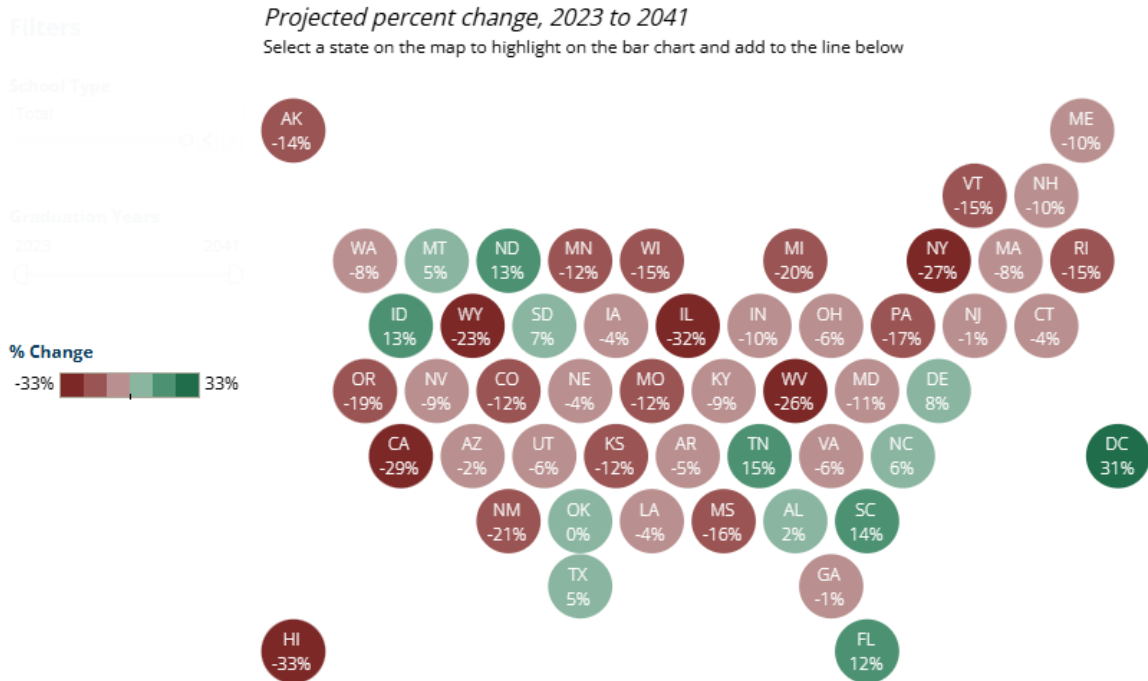
Within the declining Illinois high school graduates, white graduates are declining at a greater rate than most other race/ethnicity groups. In order to stabilize enrollment, UIS must look at growth in new markets and growth in other populations.

As we are looking to enhance recruitment of diverse populations, we need to make sure that we can support those students once they choose to attend UIS. URM students disproportionately attend under-resourced high schools in Illinois. Therefore, they may need extra academic support. They are more likely to be first-generation or low-income (FGLI) college students and need help navigating college search and our campus once they enroll. Many of the same concerns manifest themselves in rural students as well. They may come from under-resourced schools and are more likely to be FGLI. It is important that the recruitment staff are well trained and that we have appropriate staffing levels to assist our applicants and admits through the college search process. When we selected our CRM, we had some of these concerns in mind. We worked to select a system that would enable multiple forms of communication and interaction (email, text, virtual appointments/events). Utilizing our CRM to facilitate personal relationships has been a tactic we have implemented and continue to devote resources toward.

As you can see on the chart on the next page, the Midwest overall will suffer from decreasing high school graduates through 2041. UIS has begun efforts to actively recruit in St. Louis area in Missouri and quad cities in Iowa. We also have identified a possible market in Indiana. However, we need to look at ways to start recruiting from other states outside the Midwest. Looking for vendors that can assist with this will be important. In addition, online programs will grow in importance. Not every student will be

18 and will consider coming to Springfield, but we can broaden our reach with online programs open to FTFY as well as growth in programs with online delivery methods.

High School Graduate Projections by Total Number



The current generation also is much more concerned with ROI and college debt. Parents and students want to know if they will be able to find a job and increasingly question the value of a college degree. They question the perceived value of earning a bachelor's degree in a way that previous generations did not. Regarding student support, UIS must be prepared to offer very robust career counseling to every student and demonstrate our return on investment, value of a degree, and why UIS is a best fit for those items over and over during their time here. In addition, students are choosing degrees with ROI in mind, choosing programs and majors that have a perceived larger ROI. The perceived value of a college degree has diminished. UIS has begun work on its positioning. Our value proposition must articulate why college as well as why UIS.

Transfer

Based on the above, we can anticipate that our traditional age transfer pipeline will also decrease in the foreseeable future. As the high school market has become more competitive, our competitors have become much more interested in transfer students. Transfer students help supplement enrollment and retain at high rates. Thus, they have become more valued in Illinois and ease of transfer is standard with our 12 public universities. Transfer students help to fulfill our access mission at many of our institutions.

Situational Analysis

At UIS, 60% of our undergraduates come to us as transfer students. They transfer from our community college partners but also four-year institutions. As our transfer market penetration has eroded, we have refocused on our transfers and adult learners. UIS sees strong admit and yield rates from transfer students, as they focus their applications on fewer schools than first year applicants and only those they are seriously considering. We consistently see a 70% yield rate on transfer admits.

Within the state of Illinois, we see on average a 30% decline in market penetration by Illinois Community Colleges. Enrollments at Illinois community colleges have decreased from 620,000 in 2015 to 435,000 in 2024. Within our backyard the decreases have also been noticeable.

College	Enrollment (2015)	Enrollment (2024)	% Change	Transfer Enrollment (2015)	Transfer Enrollment (2024)	% Change
Lincoln Land	12813	9697	-24%	6944	5497	-21%
Richland	6968	3704	-47%	2470	2006	-19%
Illinois Central	15156	10579	-30%	9028	6495	-28%

UIS struggles with identification of transfer and adult learners early in the recruitment process (during the inquiry phase). The fact that these populations are largely stealth populations is a challenge we are working to overcome. As we look to offset possible lack of growth in FTFY, transfer and adult students, particularly in the online arena, must be part of our strategy. To address this, we have diversified our inquiry generation methods to include vendors that are utilized by transfer and adult populations.

Current Initiatives for Undergraduate Enrollment/population

National Student Clearinghouse Communications: Each year we use NSC to identify where admitted students enrolled who did not choose UIS. We actively communicate with those that chose Illinois community colleges to keep in mind UIS when they are ready to transfer.

Changing Communication Plan: We have engaged with a consultant to help move our communication plan from a drip style plan to a time relevant plan that is segmented by audience and funnel status. This is designed to generate more authentic relationships and has shown an increase in open rates on our email messages.

Phi Theta Kappa: Phi Theta Kappa is an online system that provides several services for prospective transfer students. These services include matching community college students to colleges and universities, assisting with scholarship searches, providing direct access to four-year universities, and tracking admissions and financial aid deadlines. Our subscription allows us to purchase the names of students who are highly qualified or have indicated an interest in Illinois. We enter these names into our prospect/inquiry communication flow.

Transfer Merit Awards: UIS offers merit awards for transfer students ranging from \$1000-\$2500 to help offset the cost of their education.

Community College Visits: We participate in state university transfer days and make visits to schools who aren't hosting one of these events. We visit each community college in Illinois at least once per semester and some up to three times per semester.

College Fairs & Transfer Fairs: We participate in many face-to-face and virtual college fairs each year. Occurring in the fall and spring, these are often our first contact with many students.

Transfer Articulation: UIS encourages future transfer students to utilize transferology.org to map out their transfer plan and see how their credit will transfer to UIS. Working on updating all transfer guides.

University of Illinois Transfer Admission Guarantee (TAG): To participate in The U of I System Transfer Guarantee, students need to meet all of the following requirements:

- Enrolled only at an Illinois community college after graduating from an Illinois high school.
- Earned a minimum of 36 graded, transferable semester hours at the time of application to the university.
- Attained a minimum grade point average of 3.0 in all transferable coursework completed at the time of application to the university.
- Satisfied the university's English language proficiency requirement.

Students who complete all requirements listed above are guaranteed admission to the university, not guaranteed admission to a specific college or major. Students must complete the institution's transfer admissions application during the appropriate filing period for consideration.

Virtual Admission Counseling Appointments: We offer virtual appointments for students that need questions answered or assistance and it is not feasible/convenient to visit campus via video or phone.

Monthly Webinars: Monthly webinars for domestic and international students are offered at varied times. Usually, evenings and early mornings to accommodate time differences and schedules for work and school. Our office partners with offices and departments across campus to offer webinars throughout the year.

Open Houses: Prospective students and families are invited to campus on our 4 in person open houses and to learn more at our 2 virtual open houses throughout the year. During the day, families get information about the university, admission process, financial aid, residence life & LLCs, academic programs, a campus tour, and residence life tour. We have resumed providing transportation from the Chicago area once/two times per year.

Connexion Latinx: Prospective families are invited to programs in their region conducted in Spanish to learn more about the university, financial aid, campus organizations, and matriculation steps.

Star Scholar: Merits awards for FTY are offered automatically with admission. Awards range from \$3000-\$7000 and are renewable for up to 4 years of attendance with an unweighted GPA of at least 2.75.

Prairie Promise: UIS will meet all costs of tuition and fees for four years with MAP and institutional dollars. Pell grant may then be used for housing and meals.

University of Illinois President's Award Program: The President's Award Program (PAP) assists the University of Illinois to enroll highly capable students who have been admitted to one of the U of I campuses and are members of historically underrepresented groups and groups that have been less likely to enroll at the University.

Student Search: UIS has lowered its search purchase to concentrate on students taking AP courses. We have a presence on the connections platform for the College Board. Illinois is moving back to ACT in high schools in 2025 so lowering College Board purchase makes sense. The resources for this purchase will be re-deployed on a different strategy. Since UIS is test optional, large ACT or SAT name buys no longer make sense.

Multiple Inquiry Generation Platforms: Inquiry generation platforms we utilize include Niche, YouVisit, Parchment Recruit, CollegeXpress, and Scoir.

Chicago Scholars: While we have participated with Chicago Scholars for several years. We participate in onsite admission events; guarantee yield activities like providing transportation to a campus visit for scholars and conduct special presentations for Chicago Scholars throughout the year.

Hope Chicago: Began with the 2022 cycle, the Hope Chicago program offers external funding in order to meet the full cost of attendance funding for students from Benito Juarez Community Academy, Al Raby School for Community and Environment, Morgan Park High School, Johnson College Prep (Noble Charter School Network), and Farragut Career Academy. So far, UIS has had a small group of HC Scholars.

Slate Audit: Conducted an audit of slate with recommendations regarding efficiencies and better uses. Many recommendations implemented in the last cycle with some longer-term goals.

DIGIM Fair: Partnered with DIGIM organization, District 186 (Springfield) and District 61 (Decatur) to host a college fair and conference style one day program to promote education and connecting up career aspirations with educational goals. This event exposed our campus to over 200 students, we hope to continue partnering.

Smart Start: UIS collaborates with D186 and some other selected Sangamon County schools to offer a free course to rising seniors. Doing so promotes a college going culture and allows our local high school students to have exposure to UIS. This program targets URM students in D186 and Sangamon County schools.

Test Optional: A test optional policy promotes equity and access to college education. UIS is test free for admission, consideration for the honors program, and merit awards. More than 80% of four-year colleges are now test optional or test free.

Merit Badge University: In March, UIS collaborated with BSA Abraham Lincoln Council will host a merit badge day. This attracted over 150 scouts and families from central Illinois and exposed them to our campus and facilities. UIS presented to parents about college search and all participants received a campus tour.

Shadow a Star: Programs for admitted undergraduates, programming from each college to encourage enrollment at UIS. Programs happen in March and April each spring on Mondays.

Planned New Initiatives

- RFP for recruitment services. Will be conducting an RFP to gather a broad set of vendors under which we can utilize services. This will eliminate the need for very specific contracts which often hinder our ability to be nimble in the competitive market.
- New college specific yield pieces.
- Re-deploying search purchases to different inquiry generation platforms.
- Direct Admission with Niche.

Exploring New Initiatives

The following items could be amended/added to in consultation with campus partners. It is meant to facilitate discussion and idea generation.

- Common App Direct Admit participation with IBHE.
- Engaging current students to assist with recruitment efforts.
- Onsite Transfer Admissions
- Additional outreach to D186.
- Additional alternative ways to get students onto campus.
- Addressing and demonstrating the value of UIS and post-secondary education.
- Alumni Recruitment Program
- Create/increase partnerships with the on campus departmental programs: build in admission information; make sure visiting students have holistic experience of campus.
 - Music programs
 - Athletic events
 - Academic camps in summer
- Mini-yield events in the student's community – meet other UIS admits.
- Targeted outreach to online students, welcoming them to the community.

Graduate Recruitment

Graduate recruitment at UIS is less centralized than undergraduate recruiting, requiring partnerships and coordination with multiple campus units. For many years, the Office of Admission was not involved with graduate recruitment; we supported graduate recruitment with application processing, answering questions, and utilization of Slate CRM for communication and workflows but did not actively attend graduate recruitment events. In the 2020 cycle, we were charged with graduate recruitment efforts in addition to undergraduate efforts without additional resources.

Graduate enrollments at UIS have decreased since 2015. Our highest new graduate enrollment was 877 in Fall 2014. In the Fall 2021, UIS selected 4 international agents with which to contract for the first time in many years. Resource availability, NACAC policies, and agent certification pathways/organizations made it possible for us to work with agents. UIS partnered with Shorelight in Spring 2022 which led to increases in graduate enrollment.

Graduate Enrollment at UIS

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Total	2438	2448	1992	1731	1553	1456	1402	1755	2319	2319
New	847	695	566	557	479	354	439	710	779	758

UIS has several graduate programs that can be completed in one year. Turning over a large portion of the graduate population each year is resource intensive. Recruiting, processing applications, and application review for more than half of the graduate population each year requires investment in staff, inquiry generation, GA/GPSI resources, and faculty time to review applications.

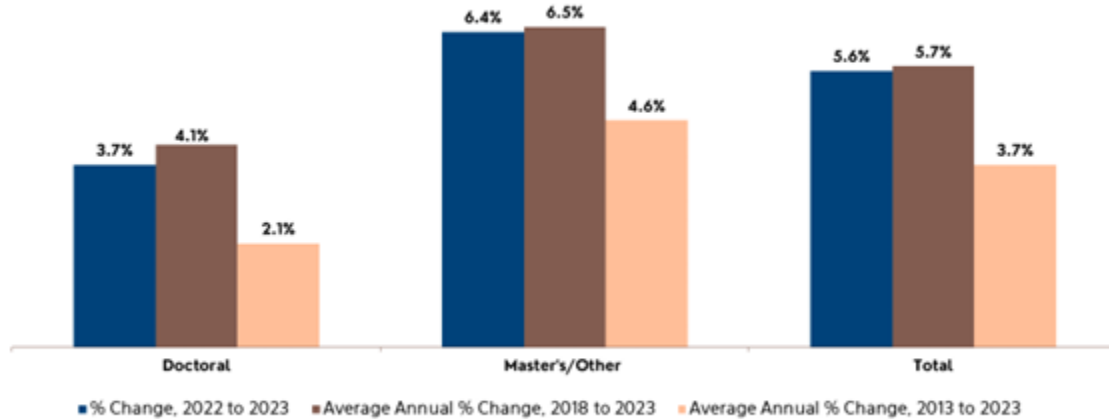
UIS did see increases in applications over this time but admit rates declined gradually over time and then more dramatically when the NACES member transcript evaluation requirement was implemented. UIS Admit rate is about 50% compared to 66.4% for Master's Colleges and Universities admit rates for master's programs according to Council of Graduate Schools. We have removed that requirement, and applicants can utilize NACES or our in-house service. So far, we have seen improvements in completion and admit rates.

UIS is heavily reliant on international graduate students; mostly from one region in one country and for a few select programs. We must diversify our pools of applicants if we want to stabilize graduate enrollment.

Situational Analysis

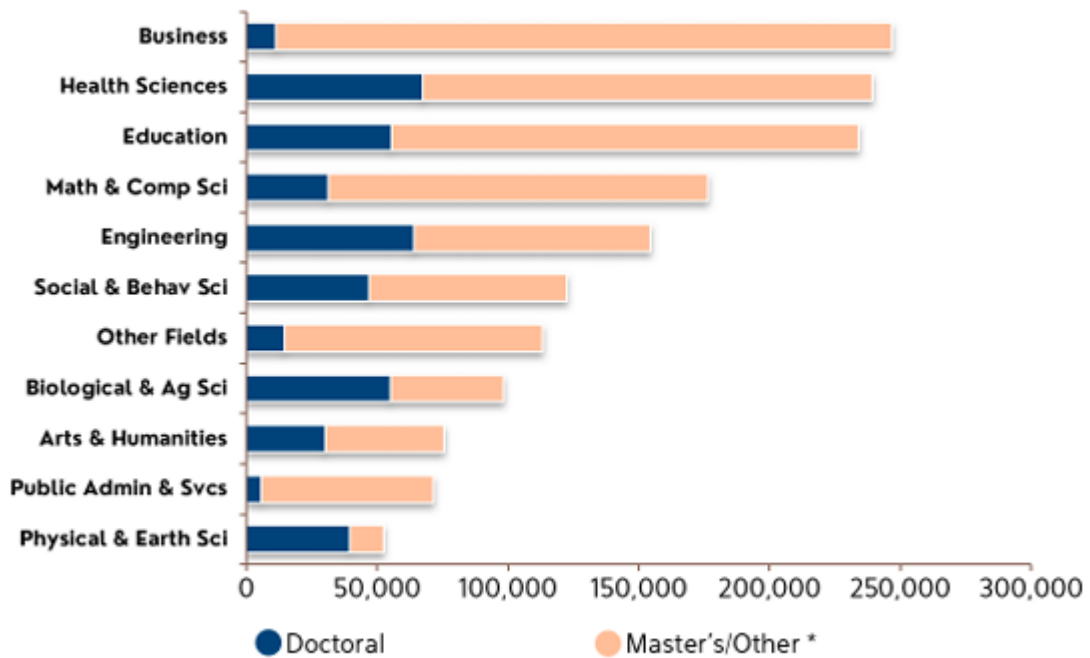
The Council of Graduate Schools has reported overall increases between 2012 and 2022 in graduate applications for admission but declines in enrollments. This is similar to what UIS has experienced. Figures 6 from the Graduate Enrollment and Degrees: 2013 to 2023 report from Council of Graduate Schools illustrate the growth in applications. The complete report can be found at <https://cgsnet.org/data-insights/admissions-enrollment-and-completion/graduate-enrollment-and-degrees>.

Figure 6. Changes in Graduate Applications by Degree Level, Fall 2013 to Fall 2023



Note: Master's/Other includes applications to graduate-level certificate and education specialist programs. Source: 2023 CGS/GRE Survey of Graduate Enrollment and Degrees, Table C.1

Figure 5. Total Graduate Enrollment by Broad Field of Study and Degree Level, Fall 2023



Source: 2023 CGS/ETS Survey of Graduate Enrollment and Degrees, Table B.15

Figure 5 illustrates enrollment by field of study and degree level. The second highest enrollments are in graduate programs in Health Sciences which UIS has few. UIS does have programs in Business, education, and Math & Computer Science.

UIS must focus on completion and admittance rates for graduate programs as well as diversifying our pool. Staff in Admissions have cooperated with GA/GPSI to attend graduate recruitment events. Outcomes are mixed; we have arrived to be turned away at internship and career fairs and will be focusing on graduate education events while GPSI can attend internship and career fairs.

Current Initiatives

- UISGlobal partnership – Shorelight is a master agent that assists with recruitment of international students for UIS. They provide a number of services to students and UIS – one of which is evaluation of credentials allowing us to waive NACES/Credential Evaluation requirement.
- Expansion of UISGlobal programs –started with MPA and MPH in Fall 2023. Results are mixed.
- Removal of the NACES requirement for credentials. This has resulted in 739 applicants using our in-house evaluation service.
- Updating of online (and graduate) messages to content blocks which allows for better management and personalization of content.
- Diversification of inquiry generation platforms like Niche that market to graduate and adult students.
- Diversification of platforms for digital marketing – LinkedIn for graduate audiences.
- Share graduate recruiting events with GA/GPSI – utilize Slate for tracking and marketing graduate fairs.
- Continue working with programs to remove unnecessary application and admission requirements and to reduce conditional admission requirements.
- Streamline application review by moving it to a departmental level instead of an individual level so that more than one person can review applications at a time.

Planned New Initiatives

- Additional international agent partnerships that focus on regional diversity.
- Exploration of additional international markets.
- Timing of GPSI application & offers.
- Website enhancements that list degree format(s), duration, credit hours, application dates, tuition, aid, value of degree and earnings, and career opportunities.
- Digital marketing at 4-year institutions.
- Fall open house with additional graduate programming.

Exploring New Initiatives

The following items could be amended/added to in consultation with campus partners. It is meant to facilitate discussion and idea generation.

- Timing of GA application & offers.
- More student profiles and accomplishments on the website.
- Develop assets for each program that include the following: unique aspects of student population, opportunities available to students – conferences, consortiums/research partners, societies.
- Develop agreed upon follow up tactics and timeframes.
- Establish and understand capacity in each program, faculty to student ratio requirements.
- Use LinkedIn to host a virtual event.
- Do we need a graduate recruitment toolkit?

- Targeting outreach to undergraduate-centric institutions within 100 – 150 miles of campus promoting graduate education and funding opportunities (Graduate School Weeks, classroom presentations, etc.)
- Education partnerships with local, national, and international businesses; potential tuition incentives (?); examples: Bunn, Dot Foods, Nestle, hospitals.
- Survey graduate students who didn't enroll to determine reasons for why they declined UIS and ultimately chose where to attend? (financial aid, location, time to decision)