Workgroup 12:

Recruiting and Graduating African American Doctoral/Law Students and Other Graduate Students of Color

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University of Memphis(UM) is 17th nationally in law degrees awarded to African Americans, in the top 40 for doctoral degrees, and in the top 100 for master's degrees.

Top 10 for programs including master's in liberal arts and humanities (#1), and history (#3), and doctorate in philosophy (#9). In STEM fields, #27 in Mathematics, #60 in Engineering, and #90 in Biological Science.

Law School's access and diversity funds support increased recruiting and marketing efforts. As a result, the law school has seen a significant increase in ethnic/racial diversity within its incoming classes.

Percentage of Graduate/Professional Degree-Seeking Students by Race (OIR, Fall 2020)

Race	Percentage
Asian	5.3%
African American/Black	26.6%
Hispanic	4.1%
Multi-Racial	2.0%
Non-Resident	8.6%
White	52.0%
Other Races	1.5%

Percentage of first-year law students who identified as racially/ethnically diverse from 2008-2019.

YEAR	Actual Enrollment Data	% Racial/Ethnic Diversity of Incoming Class
2008	15/148	10%
2009	20/143	14%
2010	24/158	15%
2011	21/144	15%
2012	17/112	15%
2013	25/111	22%
2014	37/118	34%
2015	30/116	26%
2016	22/109	20%
2017	33/107	31%
2018	31/132	23%
2019	42/132	32%

Doctoral Degrees Earned by Women in STEM
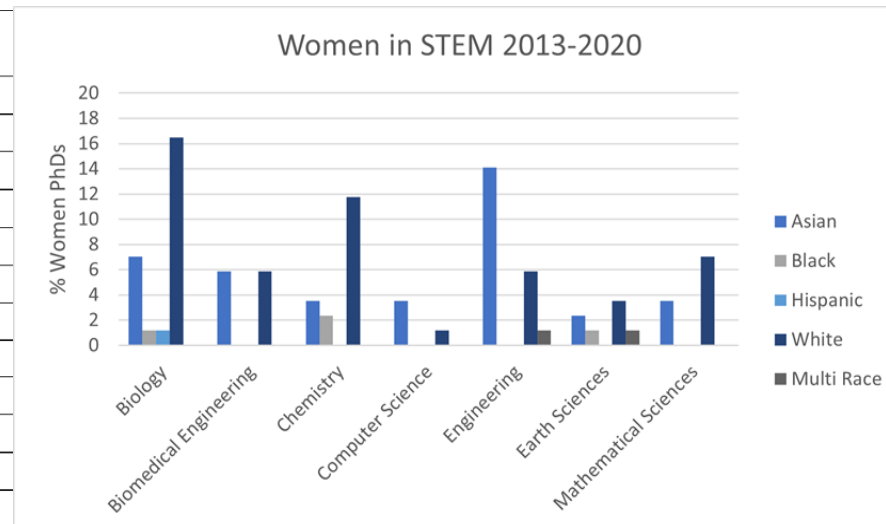
Women in STEM 2013-2020

Workgroup 12:

Recruiting and Graduating African American Doctoral/Law Students and Other Graduate Students of Color

- Goal 1: Increase application pipeline of URM graduate students by 10% each year for the next three years.

- Goal 2: Increase the admission and enrollment (yield) of URM graduate students by 10% each year for the next three years.

- Goal 3: Increase the retention of URM graduate students by 10% each year for the next three years.

- Goal 4: By 2024, increase the number of URM graduate students completing a degree or credential by 10%.

- Goal5: Track our graduates by analytics postgraduation.

Workgroup 12 :   Goal 1

Increase application pipeline of URM graduate students by 10% each year for the next three years.

Goal 1: Increase application pipeline of URM graduate students by 10% each year for the next three years.

Strategy & Benchmark	Committee Members	Priority Ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
As of Fall 2020, only 33% of completed graduate applications were from URM applicants and 37% of new graduate students were URM. The respective percentages for PhD applicants were 22% and design an aggressive plan that targets high performing URM undergraduates through internal outreach.		1	Opportunities for improvement in URM application, and admission have been identified, and a program to increase rates by at least 10% have been designed.	Admissions yield rates (source: existing OIR dashboard). Research/ Literature.	The program components are being implemented, with quantifiable evidence suggesting that URM applications and admissions to MA and PhD programs access are maintained least 10% increase per year.	Meeting notes. Project documentation Admission rates at MA and PhD levels (source: existing OIR dashboard	Program components fully Implemented with admission and there are no gaps in application and admission rates for URM students.	Project documentation Admission yield rates (source: existing OIR dashboard).
Internal outreach Creating research clusters and meta-majors for doctoral students, start of a program like freshmen learning communities where 5-10 students, familiar faces, students are familiar with each other and each other's research by different major perspectives.	Grad School (BM)	2	Doctoral students can have e-portfolio and use portfolio to showcase their research and career prospects per cluster.			Meeting notes. Project documentation Admission rates at MA and PhD levels (source: existing OIR dashboard		Project documentation Admission yield rates (source: existing OIR dashboard).

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Among the 107 HBCUs, select a subset of 30-50 for focused recruiting and develop a program of early interaction with promising junior and senior students, especially those with STEM majors. Also target AA junior and senior AA students in midsouth colleges and universities for early UM faculty interaction		1	A set of at least 30 HBCUs have been selected. Some (40 plus) juniors/seniors have been selected for early interaction with UM faculty and staff. A significant number (30%?) of STEM majors are in the selected group of students.	Admissions yield rates (source: existing OIR dashboard). Research/ Literature.	The program components are being implemented, with quantifiable evidence suggesting that URM recruitment, applications, and admissions to MA and PhD programs access are maintained every year.	Meeting notes. Project documentation Admission rates at MA and PhD levels (source: existing OIR dashboard	Program components fully Implemented with admission and there are no significant differences in recruitment, application, and admission rates between for URM students and white American students.	Project documentation Admission yield rates (source: existing OIR dashboard).
Find resources (internal and external grants) to fund summer workshops/conferences at the UM to attract AA students particularly those in STEM fields.		3	Some faculty and staff have submitted grants to support summer workshops/conferences.					

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Strategy & Benchmark	Committee Members	Priority Ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Department Representatives at Graduate Fairs should include African and African American (URM) Faculty and Graduate students from the Departments. Consider hiring Diversity Recruiter for Grad School. **Display posters at should include those of prominent URM (scholars, inventors, lawyers, engineers, poets, etc) in their fields.**	GS (BM) Dept with GS Oversight (SG)	2	Department Chairs should be made aware, and if possible, College Deans should provide funds to create needed posters etc.	Record of visits by prospective URM students to each Department's Fair should kept by OIR and other related University Offices. Also, record of number URM applicants who visited the fair. Create a recruitment team of URM faculty to assist graduate fair recruitment. (BM)		Quantifiable evidence of increase in applications by URM students, motivated (in part) by visit to the fairs.	Meeting notes. Project documentation Admission rates at MA and PhD levels (source: existing OIR dashboard	

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Strategy & Benchmark	Committee Members	Priority Ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Increase marketing of Prior Learning (PLA) for graduate students such as use of credit by exam, transfer credit, Experiential Learning Credit. Also, promote option to utilize certain number of credit hours of master level coursework to doctoral program.	Tracy Robinson	1	Develop list of PLA options for grad students and list of PLA friendly programs. Encourage departments to consider PLA if not currently using or expand offerings. Ensure departments know how to refer students to appropriate areas.	Meeting notes from conversations with department chairs, grad coordinators, advisors, grad school.	Determine how PLA usage is tracked to establish benchmarks. Determine goals to increase usage.		Launch awareness campaign internally and externally.	
Expand corp ed benefit program to include grad degrees with direct bill option **Solicit additional partners like AutoZone, International Paper and St. Jude with special interet on encouraging URM staff to pursue degrees**	DI	2	Discuss/renew MOUs with corporation representatives.	Revised MOUs On-going building of MOUs and relationships	Assess impact		Assess impact	

Workgroup 12: Goal 2

Increase the admission and enrollment (yield) of URM graduate students by 10% each year for the next three years.

Goal 2: Increase the admission and enrollment (yield) of URM graduate students by 10% each year for the next three years.								
Strategy & Benchmark	Committee Members	Priority ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Using a holistic admissions approach develop a "Degree 4 All" approach. **Train admissions committees on holistic review and how to reduce bias.**	Kara Bowen BM & GS to assist.	1	Ensure that URM applicants have an opportunity to a graduate credential. Admissions committees attend training sessions.	Admissions yield rates (source: existing OIR dashboard) Research/ Literature	The program components are being implemented, with some evidence suggesting that URM access is improving. Metrics for admissions rates are assessed by race/ethnicity.	Meeting notes Project documentation Admission yield rates (source: existing OIR dashboard)	The program components are fully implemented and there are no gaps in yield rates for URM students.	Project documentation Admission yield rates (source: existing OIR dashboard)
Find funds through (provost, internal funds) to supplement GA and RA stipends for AA students. **Consider reallocating a portion of current internal funds for GA positions to AA students.**		2	….					
Find funds through external grants to supplement GA and RA stipends for AA students.		1						

Goal 2: Increase the admission and enrollment (yield) of URM graduate students by 10% each year for the next three years.								
Strategy & Benchmark	Committee Members	Priority ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Coordinate our groups recommendations with those of Workgroup 2 on the hiring, retention, promotion of AA faculty.		1						
Increase external grant submissions for STEM diversity initiatives		1						
Create a summer admissions by performance program to increase acceptance rate for URM students with marginal credentials.	Kara Bowen GS to assist	2	Funding is allotted, faculty and staff instruct in the program. Recruiting materials attract eligible students.	Applicants successfully completing the program are admitted.	Program is expanded to ensure efficiency of resources allotted for teaching/facilities.	Program graduates contribute to an increase of <30% URM matriculation.	Additional revenue from program graduate tuition is directed to support future cycles.	Program costs become self-sustaining, graduates assist in mentoring, recruitment, advertising.

Workgroup 12: Goal 3

Increase the retention of URM graduate students by 10% each year for the next three years.

Goal 3: Increase the retention of URM graduate students by 10% each year for the next three years.								
Strategy & Benchmark	Committee Members	Priority ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Extend existing undergrad students' success resources to grad students (Early Alert, etc.).	CBC	1	Identify at least two student success resources to be deployed in phase 1.		Add two more student success resources in phase 2.		Add two more student success resources in phase 3.	
Use student survey / data intelligence/data analytics to find out barriers for pursuing doctoral degrees and/or retention in the doctoral program.		1	Initializing knowledge-based portals to guide students.		Surveys of non-matriculants and students' attrition data are distributed and analyzed.	Data collection and aggregation is completed to quantify various barriers to entry/retention.	Cost benefit analysis of addressing barriers to entry and retention is conducted.	Recommendations for best mitigation strategies are evident.

Goal 3: Increase the retention of URM graduate students by 10% each year for the next three years.								
Strategy & Benchmark	Committee Members	Priority ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Facilitate the creation of AA graduate students' association with faculty advisors to address students' concerns. Encourage such sub associations (study groups) within disciplines especially in STEM related disciplines. Examples of such Black Students Associations (BSA): (https://www.theharvardbsa.com/; https://scholar.harvard.edu/bgsa/home). Local Universities with such associations include the University of Alabama. Create an 'early mentorship' program with UM faculty starting from admission stage.	Tywanna Smith GS & BM to assist	1	With faculty and staff support, AA students at UM have created a Black Students Association. Explore the creation of a Graduate Student Recruitment and Retention Committee. (There is currently no initiative advertised to introduce current AA students to graduate and doctoral programs.) https://memphis.campuslabs.com/engage/organization/BSA					
Increase usage of Prior Learning (PLA) for graduate students		1						

Workgroup 12: Goal 4

By 2024, increase the number of URM graduate students completing a degree or credential by 10%.

Goal 4: By 2024, increase the number of URM graduate students completing a degree or credential by 10%.

Strategy & Benchmark	Committee Members	Priority ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Pilot a graduate level Finish Line Program to re-recruit URM graduate students to complete master's programs.	Tracy Robinson, Brian Meredith	2	Establish parameters for program	List of eligible students	Begin outreach to potential students.	Develop website. Launch social media campaign.	Track student's enrollment and completion	Semester by semester enrollment. Graduation/completion
Increase usage of Prior Learning (PLA) for graduate students		1						

Track our graduates by analytics postgraduation.

Goal 5: Track our graduates by analytics postgraduation.								
Strategy & Benchmark	Committee Members	Priority ranking (1 – 4) per scale	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Postgraduation, we can use stepping blocks or other data analytics companies or software to track our alumni postgraduation. **https://www.steppingblocks.com/** **https://www.crowdsegment.com/**		3						