



SAN DIEGO STATE  
UNIVERSITY

Georgia

*G. W. Walsh*  
*[Signature]*  
13917

SDSU 151-09-2017

September 8, 2017  
SDSU-Georgia

Magda Magradze  
Chief Executive Officer  
Millennium Challenge Account – Georgia

Dear Ms. Magradze,

Please find enclosed herewith the Inception Report documents as deliverables for the Provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering, and Mathematics, as required per the contract:

- Revised WorkPlan
- Revised Recruitment Strategy

These documents are revised from the previous electronic submission.

Please feel free to contact me if you have any questions.

Sincerely,

*[Handwritten Signature]*

Kenneth D. Walsh, Ph.D.  
Dean, SDSU-Georgia

364  
08.09.2017

Work Plan 30 May 2017

ID	Task Mode	Task Name	Duration	Start	26, '17	May 7, '17	Jul 16, '17	Sep 24, '17	Dec 3, '17	Feb 11, '18	Apr 22, '18	Jul 1, '18	Sep 9, '18	Nov 18, '18				
					T	M	F	T	S	W	S	T	M	F	T	S	W	S
1	➤	<b>Fall Semester 2016</b>	70 days	Mon 9/18/17														
2	➤	<b>Spring Semester</b>	115 days	Mon 1/22/18														
3	➤																	
4	➤?	<b>Program Awarwness</b>																
5	➤	TV Advertising Campaign	21 days	Thu 2/15/18														
6	➤	Media Coverage of SDSUG Activitie	262 days	Sat 7/1/17														
7	➤	Social Media	262 days	Sat 7/1/17														
8	➤	ISU New Building Launch	22 days	Fri 10/19/18														
9	➤	New Academic Year Press Confere	7 days	Mon 2/5/18														
10	➤	Media Trainings	22 days	Wed 11/1/17														
11	➤	Special Events	262 days	Fri 8/18/17														
12	➤																	
13	➤?	<b>Recruitment Support</b>																
14	➤?	Presentations in Schools																
15	➤	Educatioin Fairs	42 days	Fri 9/1/17														
16	➤	Educatioin Fairs	43 days	Thu 2/1/18														
17	➤	STEM Academies	59 days	Sun 10/1/17														
18	➤	NAEC SMS	45 days	Sat 7/1/17														
19	➤	Study in Georgia Edu. Fairs	79 days	Fri 9/1/17														
20	➤																	
21	➤?	<b>Stem Awareness</b>																
22	➤	STEM Database	262 days	Sat 7/1/17														
23	➤	Social Media Campaign	262 days	Sat 7/1/17														
24	➤	SDSUG Student Newsletter	22 days	Fri 9/1/17														
25	➤	SDSUG Student Newsletter	23 days	Mon 1/1/18														
26	➤	SDSUG Student Newsletter	23 days	Tue 5/1/18														
27	➤																	
28	➤?	<b>Partnerships</b>																
29	➤	Advisory Board Meeting	22 days	Fri 9/1/17														
30	➤	Advisory Board Meeting	22 days	Sun 4/1/18														
31	➤	One to One Meetings	262 days	Sat 7/1/17														
32	➤	Student Loan Negotiations	262 days	Sat 7/1/17														
33	➤																	
34	➤?	<b>Women's Participation</b>																
35	➤	Women's Success Stories	262 days	Sat 7/1/17														
36	➤	Special Events	262 days	Sat 7/1/17														
37	➤																	
38	➤	<b>Student Support</b>	<b>260 days?</b>	<b>Sat 7/1/17</b>														
39	➤	Student Photo Contest	67 days	Sun 10/1/17														
40	➤	Special Events	262 days	Sat 7/1/17														

Project: MCA Work Plan 2017.0  
Date: Mon 8/21/17

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

Work Plan 30 May 2017

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					T	M	F	T	S	W	S	T	M	F	T	S	W	S
41	➔	Student Projects	43 days	Fri 9/1/17														
42	➔	Student Projects	43 days	Thu 3/1/18														
43	➔	Convocation	0 days	Tue 9/12/17														
44	➔?	STEM Institute																
45	➔																	
46	➔?	<b>Deliverables</b>																
47	➔	Inception report (Updated Workplan, updated Recruitment	11 days	Mon 7/17/17														
48	➔	6-Month Procurement Report submission	10 days	Tue 7/18/17														
49	➔	Quarter 1 Progress Report (Progress Meeting and related minutes; Academic Course Delivery and Progress Report for Fall 2016; Faculty Development Report)	12 days	Sat 9/16/17														
50	➔	Procurement Plan	10 days	Mon 10/30/17														
51	➔	Quarter 2 Progress Report (Progress Meeting and related minutes; Initial Enrollment Report for Spring 2017; Faculty	10 days	Tue 12/19/17														
52	➔	Academic Course Delivery Report for Spring 2017	10 days	Thu 2/15/18														
53	➔?	Assessment of 2018 Cohort Viability																
54	➔	Reports of 2016 renovation activities	10 days	Tue 3/20/18														
55	➔?	Facility Development Report Reports of 8-month contract time period renovation activity.																
56	➔	Quarter 3 Progress Report	10 days	Tue 3/20/18														
57	➔	6 Month Procurement Report	10 days	Wed 5/2/18														
58	➔	Progress Meeting (and related minutes); Capacity Enhancement Report for academic year 2017-18; Sustainability Plan for CY 2018-2019; Enrollment Report and Budget for Fall 2018;	12 days	Sat 6/16/18														
59	➔	2017 renovation progress report.	10 days	Wed 10/18/17														
60	➔	Summer 2018 Renovations 30% Documents (if applicable)	34 days	Fri 12/1/17														
61	➔	Reports of 2017 construction and Renovation activities.	10 days	Thu 1/18/18														
62	➔	Summer 2018 Renovations 70% Documents (if applicable)	23 days	Thu 1/18/18														
63	➔	Summer 2018 Renovations 100% Documents(if applicable)	32 days	Sun 2/18/18														

Project: MCA Work Plan 2017.0 Date: Mon 8/21/17	Task		Project Summary		Manual Task		Start-only		Deadline	
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					T	M	F	T	S	W	S	T	M	F	T	S	W	S
64	➤	Reports of 2018 YTD construction activity.	10 days	Wed 1/17/18														
65	➤																	
66	➤	<b>2017 Renovations</b>	<b>108 days</b>	<b>Fri 5/12/17</b>														
67	➤	<b>General Construction</b>	<b>108 days</b>	<b>Fri 5/12/17</b>														
68	➤	MCA Issues Tender	21 days	Fri 5/12/17														
69	➤	Award Contract	0 days	Fri 6/9/17														
70	➤	General Construction	84 days	Thu 6/15/17														
71	➤	<b>HVAC</b>	<b>90 days</b>	<b>Mon 5/15/17</b>														
72	➤	Issue Tender	15 days	Mon 5/15/17														
73	➤	Award Contract	0 days	Tue 6/6/17														
74	➤	HVAC Construction	42 days	Thu 7/20/17														
75	➤	<b>Fume Hoods</b>	<b>77 days</b>	<b>Thu 6/1/17</b>														
76	➤	Award Contract	0 days	Thu 6/1/17														
77	➤	Delivery and Installation	77 days	Thu 6/1/17														
78	➤	<b>ISU New Building</b>	<b>326 days</b>	<b>Mon 5/29/17</b>														
79	➤	<b>Base Building</b>	<b>246 days</b>	<b>Mon 5/29/17</b>														
80	➤	Issue Tender	46 days	Mon 5/29/17														
81	➤	Award Contract	0 days	Mon 7/31/17														
82	➤	Construction	10 mons	Tue 8/1/17														
83	➤	<b>Fit-out</b>	<b>164 days</b>	<b>Wed 1/10/18</b>														
84	➤	Issue Tender	45 days	Wed 1/10/18														
85	➤	Fit-out	6 mons	Tue 3/13/18														

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# 2018

2018-19  
SDSU Georgia  
Cohort  
September 11, 2017



SAN DIEGO STATE  
UNIVERSITY

Georgia

## RECRUITMENT STRATEGY FOR THE FOURTH COHORT (2018-19)

For the fourth cohort, SDSU-G plans to complete bulk of its outreach and promotions during the fall; close early applications at the end of January; complete conditional admissions by end of February; and simultaneously (i.e., in parallel) conduct interview of prospective students with the completion target date of end of March. Therefore, the scholarship / financial aid decisions will be made before the closing of the NAEC registration. This is the same strategy which SDSU-G successfully implemented for the third cohort. One addition will be the incorporation of a new concept of outreaching to the parents by holding Parents' Awareness Workshops / Presentations / Orientations. Another potential change is the prospect of revising SDSU-G's NEAC exam thresholds. This may be warranted based on this year's NAEC Math exam results which created a barrier for otherwise qualified prospective students. Currently, SDSU-G has 37 international students from 7 countries (9 % of the student population). For the fourth cohort, SDSU-G targets to increase the international student population to over 10% and also diversify the international student population to represent over 10 countries. For the fourth cohort international recruitment, SDSU-G is hiring a new Director of International Recruitment. The new Director, when on board, will be asked to align SDSU-G's international recruitment strategy with that of MOES's Study in Georgia initiative.

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## 1. Introduction

Georgia has a critical shortage of science, technology, engineering and mathematics (STEM) professionals, educated to current international standards, graduating from their institutions of higher education. To address this problem, the Georgian government through the Millennium Challenge Account-Georgia, with funding from the U.S. Millennium Challenge Corporation (MCC) contracted with SDSU to provide an American university education in Georgia focused on STEM disciplines that would improve human capital in the Georgian labor force. This type of preparation is intended to increase the number of high quality scientists and professionals for companies operating in Georgia, contribute to economic growth in Georgia, and enhance employment in companies requiring market-driven skills.

SDSU is approaching this project in partnership with Ilia State University, Tbilisi State University, and Georgian Technical University – the three premier public universities in Georgia – to provide Bachelor’s degrees in the country of Georgia. Using the facilities of these three universities, SDSU-Georgia provides STEM education to train an advanced workforce to meet the growing needs of Georgia. This program meets SDSU standards for curriculum, faculty training, and accreditation. As with all SDSU Bachelor’s degrees, this program also includes general education to provide students with breadth in the liberal arts so necessary for an advanced workforce that will enhance the economy of the country. Degree offerings for 2017-18 academic year include: BS Computer Engineering; BS Electrical Engineering; BS Chemistry – Biochemistry; BS Computer Sciences, BS Civil Engineering; and BS Construction Engineering.

SDSU- Georgia accepted its first cohort in September 2015. For the first cohort, SDSU-G was completely reliant on the NAEC exam for students. Efforts to establish meaningful contact with the prospective students were not productive. For the second cohort, SDSU engaged in more effective outreach and PR activities: Got its website managed locally; implemented a “Feeder School” concept and a new STEM Database linked to a CRM system; designed and implemented a new early application system, ApplySDSU; and conducted face-to-face interviews with prospective students. This resulted in approximately 50% increase in the 2nd cohort enrollment, compared to the 1st cohort. SDSU-G started 2016-17 academic year with approximately 200 students, 7% of which were international students from 5 countries (Iran, Turkey, Azerbaijan, Kazakhstan, and Nigeria), not counting the exchange students from SDSU home campus.

For the third cohort, SDSU-G implemented the recruitment techniques and tools it developed for the second cohort recruitment, with the exception of starting the recruitment cycle in early fall, instead of in Spring semester. Bulk of the prospective student financial aid interviews were completed prior to the closing deadline of the



NAEC registration period. Final third cohort enrollment count is over 200 new students, 11% of which are international students from seven countries ((Iran, Turkey, Azerbaijan, Kazakhstan, China, Pakistan/Dubai, and USA). SDSU-G is starting its 2017-18 academic year with over 400 students.

This report summarizes the outcome of the third cohort recruitment, and outlines a detailed strategy for the fourth cohort outreach and recruitment strategies.

## 2. Outcome of Third Cohort Recruitment Efforts: Enrollment Highlights

Table 1 provides the highlights of the first three cohorts of SDSU-G. Total recruited Georgian student count for the first three cohorts is currently at 379; and that of international students is 37. The gender distribution for all three cohorts is currently at approximately one-third female.

Table 1. Highlights of SDSU-G new student recruitments in three cohorts

	2015-16	2016	2017
<b>Total</b>	<b>84</b>	<b>126</b>	<b>206</b>
Georgians	81	115	183
International	3	11	23
Male	65	70	145
Female	19	56	58
<b>STATISTICS FOR GEORGIAN CITIZENS</b>			
# of students (Tbilisi)	57	82	127
# of students (Regions)	24	33	56
# of students (public)	61	75	130
# of students (private)	20	36	53
# of students (SV status)	<b>27</b>	<b>20</b>	<b>39</b>
Total # public schools	28	54	82
Total # of private schools	17	27	28
CHEM	17	37	37
CS	N/A	37	50
CE	47	34	31
EE	18	18	24
CIVE	N/A	N/A	22
CONE	N/A	N/A	19
TSU	55	121	111
GTU	6	0	63
ISU	21	5	9

Table 1 also provides interesting statistics for the Georgian students: 70% of the students across all three cohorts are from Tbilisi, and 70% of students across all three cohorts are

from public schools. In the third cohort, there are students from 82 public and 28 private schools. Figure 1 is the graphical presentation of the 3<sup>rd</sup> Cohort student enrollment.

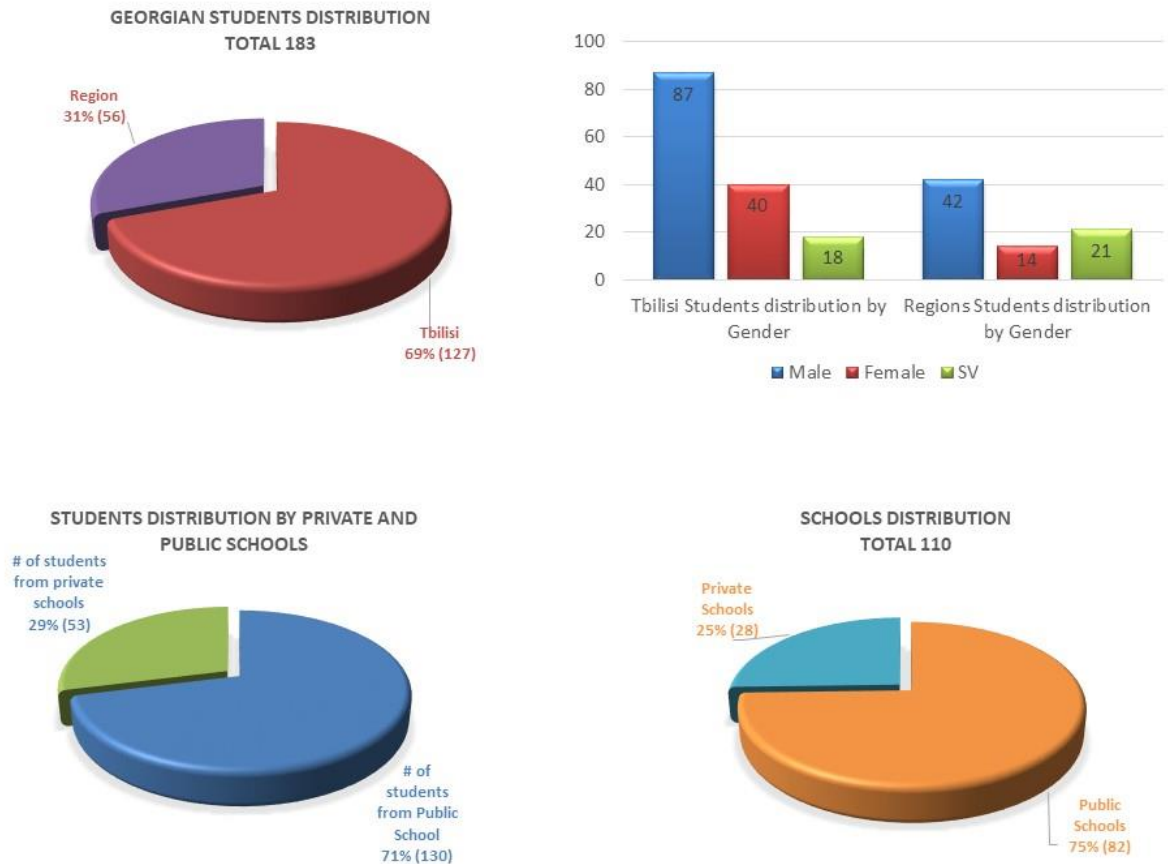
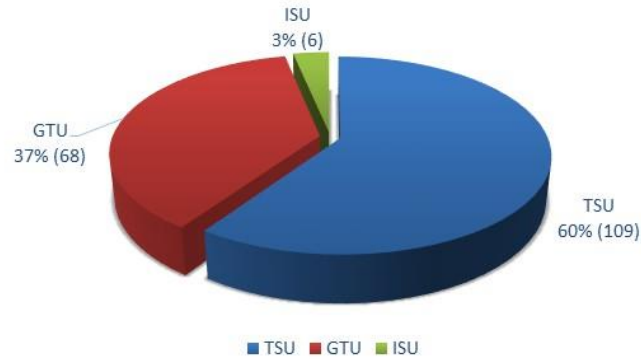


Figure 1. 3<sup>rd</sup> Cohort Enrollment data

As shown in Figure 2 (and also in Table 1), the number of students choosing TSU as the preferred partner university is consistently higher. With the start of Civil and Construction engineering programs at GTU this year, the number of students in the GTU programs increased significantly. Another factor for this increase is the implementation of a Winter Mobility GTU Pathway program at GTU which has 33 students this year. The most popular program is Computer Science, and second most popular is Chemistry / Biochemistry. This year's recruitment in the new programs was successful and we have 24 students in Civil Engineering and 19 students in Construction Engineering programs.

### Total Georgian students Distribution by partner Universities



### 3rd COHORT Georgian students distribution by program

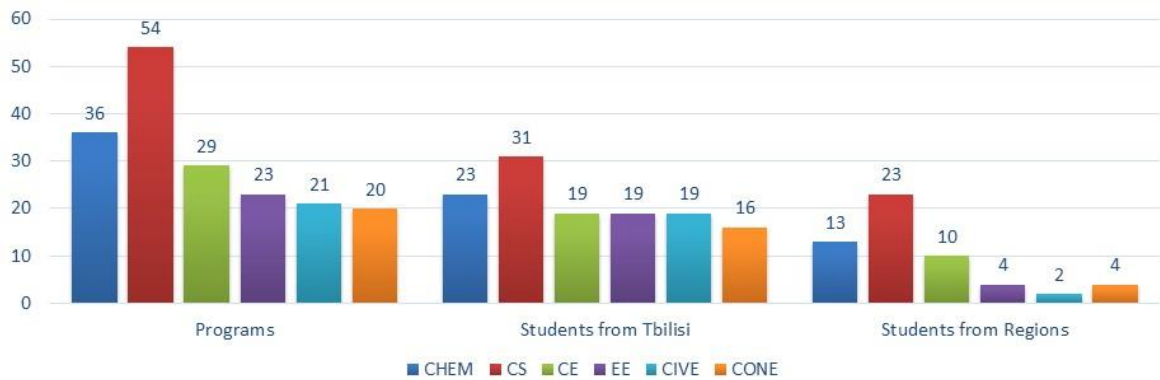


Figure 2. 3<sup>rd</sup> Cohort student distribution by partner universities and majors.

Table 2 shows the third cohort international student recruitment efforts. This year we are welcoming students from two new countries: China and Pakistan/Dubai. Now we have students from eight countries.

Table 2. Highlights of 3<sup>rd</sup> cohort SDSU-G international students enrollments

<b>International Students</b>	23 4 FEMALES	<ul style="list-style-type: none"> <li>Students from 7 countries: Iran 11, Turkey 2, Azerbaijan 2, Kazakhstan 1, China 2, Pakistan/Dubai 3, USA 2.</li> </ul>
	Majors	<ul style="list-style-type: none"> <li>Computer Science - 7;</li> <li>Chemistry - 4;</li> <li>Computer Engineering/Electrical Engineering - 9</li> <li>Civil Engineering/ Construction Engineering - 2</li> </ul>

### 3. Short Overview of the Third Cohort Recruitment Strategy and Process (Georgian Citizens)

For the third (2017-18 AY) cohort recruitment, it was decided to use the second cohort recruitment strategy, but launch it in the fall semester. It was argued that prospective students, and their parents, usually make up their minds about university choices early in the Fall; hence launching early registration in the Fall semester will be more effective.

Accordingly, the Third Cohort recruitment process started on September 1st. During the Fall 2016, over 100 schools in the greater Tbilisi area and 150+ schools in the Regions were visited. Over 1900 STEM cards were collected at school presentations, of which 784 were 12th graders. In addition, four STEM academies were organized: Two in Tbilisi, one in Kutaisi and one in Batumi. The total attendance at the STEM academies was 380 (11th and 12th graders), out of which 240 were 12th graders.

The quotas offered by SDSU-G for its six STEM programs are shown in Table 3. The total slots made available was 485, and in our experience this count allows for a yield of approximately 200 enrolled students.

Table 3. Quotas offered by SDSU-G programs for 2017-18 academic year

Program	Quota	%
Computer Science	95	19.5%
Electrical Engineering	85	17.5%
Computer Engineering	70	14.5%
Construction Engineering	75	15.5%
Chemistry/Biochemistry	85	17.5%
Civil Engineering	75	15.5%
<b>Totals</b>	<b>485</b>	<b>100</b>

The online early registration application, ApplySDSU, was made available on September 15, 2016. Potential applicants had until January 16, 2017 to finalize their application process which included six stages:

- The applicants were first asked to fill out the ApplySDSU application on the SDSUG website until January 16th. At the same time applicants filled out a financial aid form on-line. As part of the application, applicants were asked to submit a “statement of purpose” (motivation letter), and names of two references. The SV students were asked to self-identify and choose their category from a list of twelve SV categories defined by the MES;
- Prospective students were asked to submit their high school grades in sealed envelopes. They brought their award certificates (Olympiads, golden medals, etc.) to the interview;

- After evaluating prospective students’ academic results, SDSU Enrollment Services (home campus) issued conditional admission letters to the applicants;
- Each candidate was invited to a 15-minute interview with the scholarship committee, and asked questions from a list of predetermined list of questions. Interviews were scored (max. 100). The admission/financial assistance interviews were conducted starting January 23rd until March 30th.
- Applicants were asked to submit a financial data form documenting family finances (family income, own or rent home, own a car, medical insurance, utility payments, bank statements, salary slips, etc.). Financial form were then analyzed and each of the 9 categories were scored (max. score is 26, indicating that the family is below poverty line);
- On the last stage, the applicant was offered scholarship based on their financial information and the interview / academic results.

All the scholarship decisions were made before the NAEC registration deadline on March 31, 2017. Table 4 below shows the chronological highlights of the recruitment activities. Prior to closing of the NAEC registration on 31 March, SDSU-G completed 184 interviews and identified a qualified student pool of 171. Out of which, 161 students accepted the offered financial aid packages and 157 students ranked SDSU-G programs as #1 in their NAEC registrations (four additional students who accepted offers were ethnic minorities funded by the US Embassy. These students were in 1+4 bridging program, and they were going to transfer to SDSU-G through mobility scheme, rather than come through NAEC).

Table 4. Summary of the outcome of the Third Cohort recruitment activities

	<b>21-Mar</b>	<b>3-Aug</b>	<b>15-Aug</b>
<b># of early applicants (Georgian)</b>	218	252	252
Incomplete Applications / interviews	34	25	25
Number of interviews	184	223	223
Rejected (not qualified)	13	19	19
<b>QUALIFIED STUDENT POOL (for financial aid)</b>	<b>171</b>	<b>204</b>	<b>204</b>
<b>Regions</b>	40%	40%	40%
<b>Girls</b>	33%	33%	33%
<b>SV&lt; 70,000</b>	4%	4%	4%
<b>IB</b>	2%	2%	2%

	<b>Rejected</b>	10	17	17
	<b>Accepted</b>	161	187	187
	<b>Family Co-pay</b>	26%	25%	<b>26%</b>
<b>NAEC Registration stats</b>				
	#1 ranking	157	163	
	<b>Post-NAEC Registration rec. (CIVE+CONE)</b>	30	13	13
	<b>Post-NAEC score announcement attrition</b>	10	<b>35</b>	<b>62</b>
	<b>Post-NAEC Exam recruitment (SMS students)</b>	31	31	24
	<b>GTU - PATHWAY (Winter Mobility)</b>			37

3rd COHORT GEORGIAN ENROLL FORECAST      **212**      **183**      **186**

On March 21<sup>st</sup> (prior to NAEC closing of registration on March 31<sup>st</sup>), our third cohort forecast stood at 212. After announcement of 2017 NAEC scores (August 3<sup>rd</sup>), higher than usual (or expected) failure rate at the NAEC Math exam revised this estimate downwards to 183. At the close of NAEC Appeal Period (August 15), our enrollment forecast was pointing to 186. This included 37 students who failed to achieve SDSU-G's Math threshold at the NAEC exam and enrolled in equivalent programs at GTU instead. This year, SDSU-G will be piloting a Winter Mobility Pathway program with GTU. GTU Pathway students will be instructed by SDSU-G faculty and upon successful completion of the Pathway they will transfer to SDSU-G for the second semester.

In the final count we ended up enrolling 183 Georgian students in the third cohort. From these, 33 students will start their program at the GTU Pathway (out of 37 students who agreed to GTU Pathway, 4 students dropped out or disqualified due to mistakes they made in changing their NAEC listing during the Appeal period).

Table 5 shows that our feeder school concept is successful and we have recruited 54 out of 183 students from our feeder schools.

Table 5. Feeder School enrollments (2<sup>nd</sup> versus 3<sup>rd</sup> cohorts)



## # of students from Feeder Schools

	High School	2016-2017 (2 <sup>nd</sup> cohort)	2017-2018 (3 <sup>rd</sup> cohort)
1	American Academy - GZAAT	2	1
2	Buckwood International Sch	2	0
3	Logos	1	0
4	Demirel College	4	8
5	Servantes GESS	1	9
6	Newton School	1	1
7	European School / American H. (IB)	2	1
8	New School --- (IB)	1	0
9	QSI (MOU)	1	0
10	School of Tomorrow (MOU)	0	1
11	Vekua #42	8	11
12	Robert Schumann European School	2	0
13	Komorov #199	8	13
14	Kutaisi Math & Physics School #41	4	5
15	#1 First Experimental	3	1
16	#1 Gymnasium	1	1
17	Georgian American High School-Kutaisi	0	2
	<b>TOTAL</b>	<b>40</b>	<b>54</b>

7

Table 6 shows the financial aid distribution for the third cohort. The family co-pay did not change much from last year (last year it was approximately 25%).

Table 6. Financial Aid distribution for the Third Cohort.



## 3<sup>rd</sup> COHORT SCHOLARSHIP DISTRIBUTION

	Scholarship distribution	
1	0%	2
2	44%	5
3	47%	1
4	50%	7
5	53%	3
6	57%	1
7	60%	3
8	61%	3
9	65%	6
10	66%	6
11	67%	3
12	70%	12
13	73%	4
14	75%	22
15	76%	11
16	80%	15
17	85%	8
18	87%	56
19	88%	2
20	90%	6
21	93%	1
22	100%	5
	<b>Average family co-funding</b>	<b>26%</b>

### Lessons Learned from Recruiting the Third (2017-18) Cohort

Ongoing challenge faced by SDSU-G for the recruitment of Georgian students stems from the finances of the families and their inability to pay SDSU-G’s tuition. This is the biggest stumbling block. Scholarships provided by the GRDF for the first three cohorts helped circumvent this problem. But going forward, SDSU-G needs to have a reasonable level of comfort in the flow of funds to keep operating and cover its operating expenses.

This year we are also faced with a new challenge, NAEC exam threshold scores; particularly with our threshold for the NAEC Math exam. Prospective students who successfully completed SDSU-G conditional admission requirements, based on their high school transcripts, and received conditional admission from SDSU Office of Admissions failed to pass the 50%+1 NAEC Math exam threshold established by SDSU-G (SDSU-G’s NAEC Thresholds are shown in Table 7).



Table 7. NAEC subject tests minimum requirements and SDSU-G threshold

NAEC subject	SDSU-G	Minimum Requirements
Georgian Language	25%+1	25%+1
G A	40%+1	29%+1
English	75%+1	20%+1
Math	50%+1	23%+1
Physics	40%+1	24%+1
Chemistry	50%+1	24%+1
Biology	64%+1	25%+1

These “failed” students have all gone through SDSU-G interviews and found to be highly motivated, well-rounded, and they had good command of English language. What is more puzzling is that some of these students were TSU Olympiad winners and some were FLEX students. In the absence of NAEC exam, these students would have been admitted to SDSU, and with some remedial classes, without any doubt, they would have been successful freshmen students. **This experience may require us to revisit our NAEC exam threshold arguments and strategy.**

Lastly, though school visits are necessary, they are probably not very effective in parents’ decision to choose SDSU-G or not. Prospective students may not be able to communicate to their parents the benefits of SDSU-G, the opportunity it presents, and properly explain the scholarship possibilities. Prospective students’ conversations with their parents may very well end up with a final remark that SDSU-G is too expensive and “our family cannot afford \$7,500 per year”. The need to hold parents’ sessions and may be having “Double-Track” STEM academies where parents also attend some information sessions is another lesson learned. We plan to add this element into this year’s recruitment strategy.

#### 4. Situation Analysis

As presented in previous years’ recruitment strategy reports, total population of secondary education of Georgia, K-12, is around 500,000. Annual high school graduation since 2014 was around 40,000- 45,000. In Table 8, the number of students studying in high schools (grades 9, 10, 11 and 12), is shown. The number of high school graduates (12th graders) is approximately 40,000 students per year. It needs to be pointed out that there were less high school graduates in 2016-17 because last decade the Ministry of Education and Science of Georgia (MOES) implemented general education reform, one aspect of which was that Georgia moved from a K-11 model to a K-12 model for general education. This created “transition years” with atypical enrollment. As a

result, there were lower than average high school graduates during the transition years (2016-17, and 2017-18). As a result the number of high school graduates for our third cohort recruitment was 38,808. Starting with 2018-19 academic year, and going forward, however, the number of high school graduates will go back up to more typical levels in the range of 40,000 plus.

**Table 8. High School Students by Grade (Public-Private)**

GRADE	2012-13	2013-14	2014-15	2015-16	2016-17
9	51,647	47,092	46,962	46,688	45,158
10	44,071	46,111	42,522	43,517	43,525
11	40,142	42,081	42,588	39,723	40,525
12	41,947	38,079	40,876	42,101	38,808
<b>Totals</b>	<b>177,807</b>	<b>173,363</b>	<b>172,948</b>	<b>172,029</b>	<b>168,016</b>

Table 9 presents the 2017 NAEC tally. NAEC reported that 41,200 students signed up to take the NAEC exam. Only 39,000 of these actually sat for the exam. Of these 15% failed the minimum threshold (29%+1) for General Aptitude Test, and hence disqualified. The total number of students that qualifies for placement in higher education programs was 33,150. Of these, only 1400 students achieved a math score that is higher than 50%+1 (SDSU-G's threshold), and 400 students got a physics score higher than 40%+1 (SDSU-G's threshold). On August 28, 2017, NAEC announced that around 28,000 new students were enrolled in Georgian universities. As for the government funding and grants, 1009 entrants received 100 percent funding from the State, while 1,457 will receive 70 percent funding and 4,081 will get 50 percent grants.

**Table 9. 2017 Overall NAEC Results Summary**

# of senior students in High Schools in Georgia (2016-17)	38,808
# of students registered to take NAEC exams	41,200
# of students who took the NAEC exams	39,000
15% of the students failed General Aptitude test	-5,850
<b>NUMBER OF QUALIFIED STUDENTS FOR UNIVERSITY PLACEMENT</b>	<b>33,150</b>
<b>Number of Students Enrolled (2017 NAEC)</b>	<b>28,000</b>
# SDSU qualified NAEC MATH test takers (out of 7,500 total)	<b>1,400</b>
# SDSU qualified NAEC PHYSICS test takers (out of 800 total)	<b>400</b>

Status update of STEM education and STEM jobs in Georgia were discussed in detail in SDSU's Sustainability Report presented in June 2017.

## 5. Objectives for 2018-2019 recruitment

Degree offerings for 2018-19 academic year include: BS Computer Engineering; BS Electrical Engineering; BS Chemistry – Biochemistry; BS Computer Sciences, BS Civil Engineering; and BS Construction Engineering.

1. Recruitment of minimum 200 Georgian students.
2. Recruitment of 30 international students.
3. Recruiting from Socially Vulnerable and Social Support groups (aiming at recruiting approximately 20% of the new student population)
4. Increasing participation of women in STEM (aiming at increasing participation of women to 50% of the new student population).

## 6. Activities outlined to meet these objectives: Fourth Cohort Recruitment Strategy

A non-inclusive list of activities for the Fourth Cohort recruitment strategy are:

- Training CIE Regional Directors,
- School visits,
- Education Resource Centers,
- Fairs,
- Science Week,
- STEM Academies,
- CRM,
- STEM Teachers,
- School Directors,
- Career Days,
- SDSU Application Workshops,
- Parents Awareness Workshops / Presentations / Orientations

Compared to last year, the last item, “Parents Awareness Workshops /Presentations / Orientations” is new. During the last three months, SDSU-G is running a Parents’ Survey on its Facebook page, in order to find out more about parents preferences for communication. Results of the survey (772 responses so far) are given in **Appendix A**. In light of the survey results from Appendix A, a strategy for holding parent sessions and having “Double-Track” STEM academies where parents also attend some information sessions is being developed by our outreach consultant, **Center for International Education (CIE)**. A strategy for implementation of the Parents’ Awareness activities, prepared by CIE as part of their Fourth Cohort Outreach and Recruitment proposal, is presented in **Appendix B**. Also a schedule to make 100+ school visit in Tbilisi by end of the current calendar year, where a parallel parents’ session will also be held, is also in

the planning stages. A brief summary of the third cohort recruitment strategy for Georgian students and international students shaped up as follows:

#### Fourth Cohort Recruitment (Georgian citizens)

With the exception of the parents' awareness piece, SDSU-G is planning to implement the exact same recruitment strategy and tools used for the third cohort recruitment. The quota for the six programs is proposed to stay the same as last year, 445 (see Table 3). This is expected to yield the targeted 200 Georgian students.

Like last year, starting first week of schools (September 18), we plan to complete 100+ different schools in Tbilisi area alone before the end of the calendar year. Academically qualified prospective students will be conditionally admitted to SDSU-G by January 31<sup>st</sup>, 2018. During the month of February, SDSU-G will invite conditionally admitted prospective students for interviews. Based on the interviews, and the financial data provided by the families, SDSU-G will make financial aid decisions / offers to qualified students. Prospective students will have financial aid offers before the NAEC registration closes (March 31, 2018). Prospective students will be required to rank SDSU-G as #1 in their NAEC registration. The graphical presentation of the process is given in Figure 1.

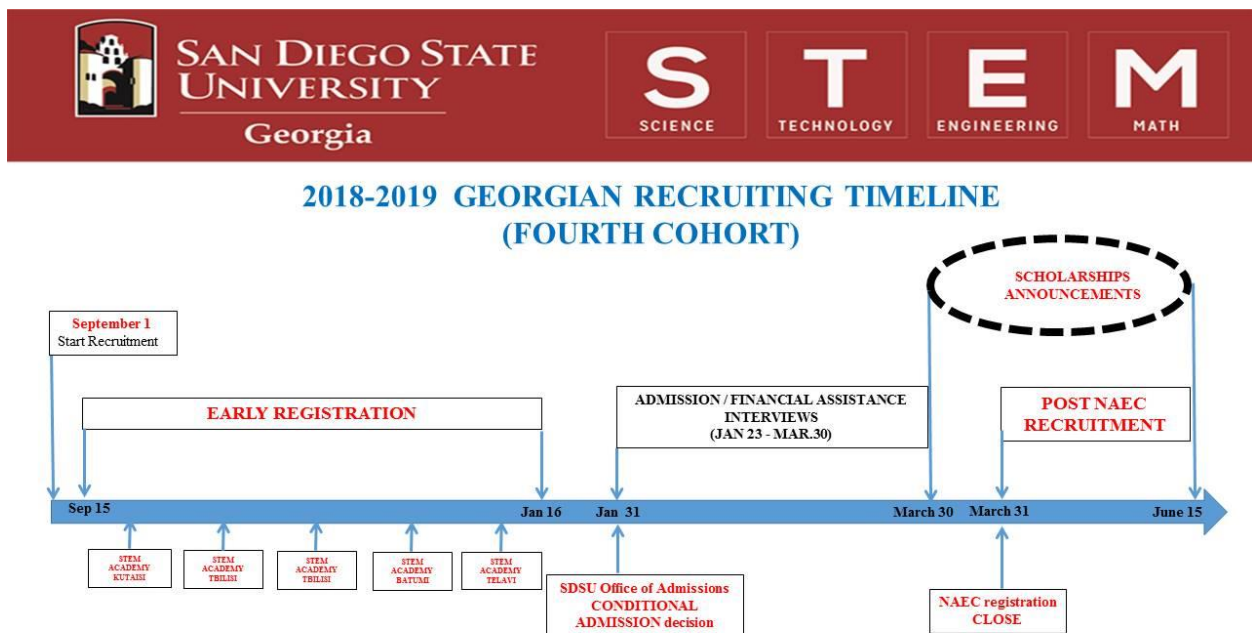


Figure 3. Timeline for recruitment of Fourth Cohort Georgian students.

Several STEM Academies and Workshops are being planned. The number of STEM Academies in Tbilisi may be increased to 3, and another 3-4 STEM Academies will be organized in the regions. Currently, the following locations are under consideration: Batumi, Kutaisi, Zugdidi, and Telavi. STEM Academies in the regions will be organized by CIE.

#### **Fourth Cohort Recruitment (international students)**

For the fourth cohort international recruitment, SDSU-G is currently in the process of hiring a new Director of International Recruitment. The new Director, when on board, will be asked to align SDSU-G's international recruitment strategy with that of MOES's Study in Georgia initiative. It is highly likely that the new Director will continue SDSU-G's recruitment activities in the target countries we identified during the previous three recruitment cycles. These were: Turkey, Iran, Azerbaijan, Kazakhstan, Ukraine, China, India / Pakistan, Nigeria, Gulf States (Dubai, Kuwait, Bahrain, Abu Dhabi, Qatar) & Jordan, Vietnam, Russia Federation, Iraq (north), Tajikistan. One of the main criteria used in identifying the target countries is English-readiness of students. Students from countries like Nigeria and India/Pakistan are English-ready and can start their studies as Freshmen. However, in some countries, including Nigeria, there is no Georgian Embassy. Thus far there is no change in the current visa status of students from Africa. For the 3rd cohort, we lost two good Nigerian students due to visa restrictions. It may therefore be reasonable to take out African countries from the list of target countries. But, as mentioned, this will be decided by the new Director of International Recruitment.

#### **Fourth Cohort Recruiting Techniques and Tools**

Recruiting Techniques/tools which is being employed include: STEM student database creation, Feeder Schools, regional recruiting & English Language Academy services for high school seniors, early recruitment and early decision, provisional/conditional admission, pathways 1 + 4 program, student life, English Language Support Center and STEM Academy and Support Center for admitted students (HELP DESKS), CRM operations, and SDSU-Georgia website, print, broadcast and social media. In addition to these, this year SDSU-G will include "Parents Awareness" workshops.

More details on these and other Recruiting Techniques and Tools can be found in the **Appendix B of last years' Recruitment Strategy**.

## **7. Detailed work plan, timetable and budget**

A detailed work plan, timetable and budget will be prepared in due course.

### **Identification of personnel and responsibilities**

For the fourth cohort recruitment period, we are hiring a new Director of International Recruitment. Also, due to increased load with increased number of students, we will probably need to hire one new person in the student / academic affairs office. Currently the International Office is assisted by one international student assistant under the supervision of the Vice Dean and the Director of Academic Relations.

Currently, people responsible for recruitment are:

Ken Walsh

Halil M. Guven

Giorgi Aleksidze

Gvantsa Kheladze

New –hire (International Director)

Heather Stark (SDSU Office of Admissions)

People responsible for the activities noted in Community Relations and Development Strategy are:

Elene Aladashvili – Director of Community Relations and Development

Marika - Assistant

## **8. Metrics and tracking methods for the recruitment effort**

SDSU Georgia will report on the progress of recruitment strategy by providing monthly written progress reports (max. 5 pages), coupled with periodic meetings with corresponding representatives of MCA-Georgia and MCC, about ongoing activities of SDSU – Georgia, and by making presentations.

Similar to the communication strategy, the recruitment strategy is intended to be a living document that will be continually reviewed. The Dean and the Vice Dean will make recommendations for changes. The review and update will be done jointly by all the relevant staff: Dean, Vice-Dean, Communications, Academic, Finance managers, IT staff and others.

## **Appendix A: SDSU Georgia – Parents’ Survey Results (run on SDSU-G Facebook page)—772 responses**

1. What year does your child graduate high school?

2018 – 39.4%

2019 – 31.5%

2020 – 29.1%

2. Is your child interested in any of the following subjects: Physics, Math, Chemistry?

Yes – 73.2%

No – 26.8%

3. What is the level of English of your child?

Fluent – 54.5%

Average – 41.5%

No knowledge – 4%

4. How do you receive information on University programs?

Social Media – 63.5%

Friends – 37%

University websites – 36.5%

TV/Radio – 19.2%

Print media – 8.9%

SMS – 1.3%

5. Have you heard about SDSU Academic programs in Georgia?

Yes – 55.3%

No – 44.7%

6. Would you attend a meeting in your child’s high school where the university representatives will provide information about programs to parents?

Yes – 93.8%

No – 6.2%

7. Would you attend the open day event at the university?

Yes – 85.6%

No – 14.4%

8. Do you attend Education expos?

Yes – 66.6%

No – 33.4%

9. Would you attend university lab tours?

Yes – 93.5%

No – 6.5%

10. If you'd like to receive information about SDSUG news and events, please provide your e-mail address and phone number.

450 responses



## Appendix B: 4<sup>th</sup> Cohort Parents' Outreach Strategies (prepared by CIE)

### Revised Outreach 2017 Parents and Students

- Revised Strategy Target Group
- Two- Generation Approach to focus on
- Parents & Students
- The revised strategy makes a specific focus on parents; taking in view the “Evidence on decision-making process” by parents, identified in various research worldwide, as well as the social media survey of parents by SDSU in 2017 confirming the argument.

#### Informational awareness, integrating parent approach:

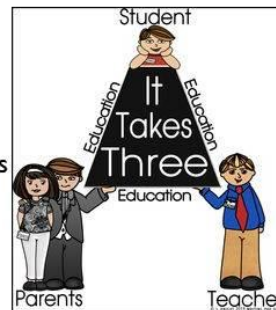
**Increased student & parent awareness** of and access to STEM programs of study and career opportunities (presentations, fairs, other).

**Enhanced student & parent readiness** for and recruiting into STEM pathway programs (STEM Academies, double track orientations for students and parents).

**Increased student & parent interest** through tailored social media marketing

**Increased parent involvement**  
Multiple outreach events

**Increased focus on teachers, especially in**  
the regions to get access to parents and students



Timeline of proposed outreach:  
Regular Application Deadline Means Early!  
Cycle: September 1-January 16, 2018

NOW   
LATER

- There are few widely used outreach strategies for **parents, included:**

- 1. Parent & Student orientations- Open days
- To be held several time in Tbilisi and at least one in each of the regional cities, throughout the early recruitment cycle.

How to promote

Similar to last year's student orientation workshops, parents are now to be integrated in these workshops, the sign up forms have to be modified and widely advertised on social media. Including announced days for regional orientations. These orientations, especially in the regions, should be a part of the annual calendar of SDSU with the set dates. CIE can provide assistance in logistics through regional offices and more, needs to be negotiated with SDSU Georgia.

Timeline of proposed outreach:  
Regular Application Deadline Means Early!  
Cycle: September 1-January 16, 2018

NOW   
LATER

- 3. Parent's Q&A  
Though orientation workshops, collect the most asked questions and create parent's Q&A, to be a part of the website.

- 4. Virtual Advising /live events
- Virtual Fairs with one-hour student led sessions online by specialization: Study Computer Science or Study Biochemistry, etc, at SDSU Georgia.

How to promote

The Social media ads should include reference to Q&A section of the website

SDSU Georgia, promoted as a high tech college, should regularly (at least once a month) offer virtual orientation sessions, through advertised media campaign. This will help reach busy parents, who might prefer online sessions to in person advising.

Timeline of proposed outreach:  
Regular Application Deadline Means Early!  
Cycle: September 1-January 16, 2018

NOW   
LATER

• 6. Virtual Campus video

With:

- Study rooms
- Labs
- Campuses
- Access to facilities

How to promote

While not all SDSU Georgia facilities /labs are accessible for regular tours or parent visits, one general campus tour video should make parents aware of the study facilities, locations of campuses and other relevant information. This will save time and effort of making individual campus tours for parents and students, and could be played at orientation sessions.

Timeline of proposed outreach:  
Regular Application Deadline Means Early!  
Cycle: September 1-January 16, 2017

NOW   
LATER

• 7. Long-term relationship with parents

- Create multiple ways of parent engagement
- Create parent recognition events and tools

How to promote

Offer parents to subscribe to e-mail lists with updated calendars of events, important deadlines, etc. Customize messages in the recruitment process.

Promote active parents via social media, recognize parents of students who are superior academically or other ways. Prospective parents will want to see themselves in their place.

Timeline of proposed outreach:  
Regular Application Deadline Means Early!  
Cycle: September 1-January 16, 2018

NOW   
LATER

- 8. STEM Academy– Double Track
- Parallel events for students and parents.

How to promote  
While all above outreach strategies can be done exclusively by SDSU Georgia, In STEM Academies, CIE, especially in the regions will continue to play a key role in organizing academies, however now with the parallel sessions with the parents.

Timeline of proposed outreach:  
Regular Application Deadline Means Early!  
Cycle: September 1-January 16, 2017

NOW   
LATER

- 8. STEM Academy– Double Track
- Academies should be organized in the facilitates where students and parents can be hosted together and in separate conference rooms, concluding the day with the Parent and Student Reception.
- Parents's sessions will require an interpreter and would be great to use current students to show the parents the level of preparedness of students.

**Provisional itinerary suggestions**  
Start with General orientation session welcoming students and parents together. After that groups divert. Students proceed to their regular Academy track itinerary  
Parents should be called for parallel sessions. The parent guide publication would be a great distribution material in the Academies, it's content can also determine the format and form of two parallel sessions for parents. One that is recommended to make a session with the same "engagement" like a card game, or other for parents to show and make parents aware of the different and experiential learning methods utilized by SDSU Georgia.

*Handwritten signature and date: 15.09.17*

სსიპ „ათასწლეულის გამოწვევის ფონდი - საქართველოს“  
აღმასრულებელ დირექტორს, ქ-ნ მაგდა მადრაძეს

ამავე ორგანიზაციის უმაღლესი განათლების  
პროექტის დირექტორის, ნოდარ სურგულაძის

მოხსენებითი ბარათი

ათასწლეულის გამოწვევის ფონდ საქართველოს, სან დიეგოს სახელმწიფო უნივერსიტეტს და სან დიეგოს სახელმწიფო უნივერსიტეტის სამეცნიერო ფონდს შორის გაფორმებული 45 თვიანი კონტრაქტის საფუძველზე (#122-2, 30.06.2017; Collaborative Agreement For the Provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering and Mathematics between Millennium Challenge Account – Georgia and San Diego State University and San Diego State University Research Foundation) კონტრაქტორმა წარმოადგინა საწყისი ანგარიში (Inception Report, including Updated Workplan and Updated Recruitment Strategy);

ათასწლეულის გამოწვევის ფონდ საქართველოს (MCA-Georgia) შესაბამის სტრუქტურულ ერთეულებთან, აღნიშნული ანგარიშის განხილვის, ასევე მიწოდებული კომენტარების სან დიეგოს სახელმწიფო უნივერსიტეტის მხრიდან გათვალისწინების შემდეგ, უმაღლესი განათლების პროექტის დირექტორის კომპეტენციის ფარგლებში მიმაჩნია, რომ წარმოდგენილი ანგარიში აკმაყოფილებს კონტრაქტით განსაზღვრულ მინიმალურ პირობებს და შესაბამისად, გთხოვთ წარმოდგენილი ანგარიში ჩაითვალოს მიღებულად.

პატივისცემით,

ნოდარ სურგულაძე  
15.09. 2017

*Handwritten signature: ნ. სურგულაძე*

*Handwritten number: 2017-09/499*

CERTIFICATE OF ACCEPTANCE #1

Date: September 15, 2017

This is to certify that San Diego State University, together with SDSU Research Foundation has contributed to, and Millennium Challenge Account – Georgia taxpayer ID #204580177 has accepted the Inception report (Updated work plan, updated Recruitment Strategy), the first deliverable, prescribed by Appendix B (Summary of Report Contents) of contract #122-2 (Collaborative Agreement For the Provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering and Mathematics between Millennium Challenge Account – Georgia and San Diego State University and San Diego State University Research Foundation; 27.10.2015;), signed on the 27th of October, 2015 and amended on the 30th of June 2017.

SIGNED AND ACCEPTED:

-----  
ACCEPTED BY: MAGDA MAGRADZE

Chief Executive Officer  
Millennium Challenge Account-Georgia



SAN DIEGO STATE  
UNIVERSITY

Georgia

*G. W. Walsh*  
*[Signature]*  
13917

SDSU 151-09-2017

September 8, 2017  
SDSU-Georgia

Magda Magradze  
Chief Executive Officer  
Millennium Challenge Account – Georgia

Dear Ms. Magradze,

Please find enclosed herewith the Inception Report documents as deliverables for the Provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering, and Mathematics, as required per the contract:

- Revised WorkPlan
- Revised Recruitment Strategy

These documents are revised from the previous electronic submission.

Please feel free to contact me if you have any questions.

Sincerely,

*[Handwritten Signature]*



Kenneth D. Walsh, Ph.D.  
Dean, SDSU-Georgia

364  
08.09.2017