



SAN DIEGO STATE
UNIVERSITY

Georgia

SDSU 164-07-2018
07/30/2018



Magda Magradze
Chief Executive Officer
Millennium Challenge Account – Georgia

Dear Ms. Magradze,

Please find enclosed the Recruitment Strategy for the Fifth Cohort (2019-20) for the provision of Degree Accreditation and Institutional Support Initiative for Science, Technology, Engineering, and Mathematics, as required per contract.

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

Sincerely,



Halil Guven

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N 447
30.07.2018

Work Plan 30 May 2017

ID	Task Mode	Task Name	Duration	Start	Finish	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	Jan 27, '19	Apr 7, '19	Jun 16, '19	Aug 25, '19	Nov 3, '19		
						M	F	T	S	W	S	T	M	F	T	S	W	S	T	M	F	T
1	★	Fall Semester 2018	70 days	Mon 9/17/18	Fri 12/21/18																	
2	★	Spring Semester	115 days	Mon 1/21/19	Fri 6/28/19																	
3	👉																					
4	★?	Program Awarwness																				
5	★	Media Coverage of SDSUG Activities	247 days	Sun 7/1/18	Sun 6/9/19																	
6	★	Social Media coverage of SDSU G activitie	262 days	Sun 7/1/18	Mon 7/1/19																	
7	★	Social media campaigns	261 days	Sat 6/30/18	Sun 6/30/19																	
8	★	Publicity materials (General brochure, STEM cards, one pagers, etc)	262 days	Mon 1/1/18	Tue 1/1/19																	
9	★	Student Success stories	283 days	Thu 11/1/18	Sat 11/30/19																	
10	★	Website	262 days	Sun 7/1/18	Sun 6/30/19																	
11	👉																					
12	★?	Main Events																				
13	★	Convocation Ceremony 2018	1 day	Wed 9/19/18	Wed 9/19/18																	
14	★	SDSU Georgia Advisory Board Meeting	1 day	Fri 9/21/18	Fri 9/21/18																	
15	★	Science Fair 2018	7 days	Sat 9/22/18	Sun 9/30/18																	
16	★	Science Picnic 2018	6 days	Tue 10/23/18	Tue 10/30/18																	
17	★	PPPF launch anniversary event	1 day	Tue 11/20/18	Tue 11/20/18																	
18	★	Official opening of SDSU G new building at ISU	23 days	Tue 1/1/19	Thu 1/31/19																	
19	★	International Education Fair at Expo Georgia	20 days	Fri 2/1/19	Thu 2/28/19																	
20	★	Tbilisi Day in San Diego	22 days	Mon 4/1/19	Tue 4/30/19																	
21	★	SDSU Georgia Student project symposium	22 days	Mon 4/1/19	Tue 4/30/19																	
22	★	Annual Internship Fair	23 days	Wed 5/1/19	Fri 5/31/19																	
23	★	Commencement/Graduation Ceremony 2019	22 days	Sat 6/1/19	Sun 6/30/19																	
24	★	Public Lectures	262 days	Sun 7/1/18	Sun 6/30/19																	
25	👉																					
26	★?	Recruitment Support																				
27	★	Educatioin Fairs	23 days	Mon 10/1/18	Wed 10/31/18																	
28	★	Educatioin Fairs	20 days	Fri 2/1/19	Thu 2/28/19																	
29	★	STEM Academies	239 days	Wed 8/1/18	Sun 6/30/19																	
30	★	NAEC SMS	262 days	Sun 7/1/18	Sun 6/30/19																	
31	👉																					
32	★?	Stem Awareness																				
33	★	Social Media Campaigns (#IChooseSTEM, #STEMisCool #STEMCareers)	262 days	Sun 7/1/18	Mon 7/1/19																	
34	★	SDSUG Student Newsletter	196 days	Sat 9/1/18	Fri 5/31/19																	
35	👉																					
36	★?	Public Private Partnerships																				
37	★	Advisory Board Meeting	173 days	Sat 9/1/18	Tue 4/30/19																	

Project: MCA Work Plan 2017.0
Date: Thu 8/2/18

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			

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						M	F	T	S	W	S	T	M	F	T	S	W	S	T	M	F	T	
38	★	One to one meetings	262 days	Sun 7/1/18	Sun 6/30/19																		
39	★	MoU/Scholarship Signing Ceremonies	262 days	Sun 7/1/18	Sun 6/30/19																		
40	★	Guest Speaker at SDSU	262 days	Sun 7/1/18	Sun 6/30/19																		
41	★	Presentations at Business/Employment Associations	173 days	Sat 9/1/18	Tue 4/30/19																		
42	★	Donor stewardship plan	262 days	Sun 7/1/18	Mon 7/1/19																		
43	👉																						
44	★?	Women's Participation																					
45	★	Women's Success Stories	262 days	Sun 7/1/18	Mon 7/1/19																		
46	★	WiSci Camp	23 days	Wed 8/1/18	Fri 8/31/18																		
47	★	Special events by SDSUG Empower Women Club	262 days?	Sun 7/1/18	Sun 6/30/19																		
48	👉																						
49	★?	Career Center and Student Support																					
50	★	Student Photo Contest	66 days	Mon 10/1/18	Mon 12/31/18																		
51	★	Student Projects	173 days	Sat 9/1/18	Tue 4/30/19																		
52	★	Career Development training	152 days	Thu 11/1/18	Fri 5/31/19																		
53	★	Job Fair	23 days	Wed 5/1/19	Fri 5/31/19																		
54	★	Internship announcements	262 days	Sun 7/1/18	Sun 6/30/19																		
55	★	Tours to the companies/organizations	262 days?	Sun 7/1/18	Sun 6/30/19																		
56	★	STEM Institute	22 days	Sat 9/1/18	Sun 9/30/18																		
57	★	Town hall meeting	173 days	Sat 9/1/18	Tue 4/30/19																		
58	👉																						
59	★?	Deliverables																					
60	★	Inception report (Updated Workplan, updated Recruitment Strategy)	11 days	Tue 7/17/18	Tue 7/31/18																		
61	★	6-Month Procurement Report submission	10 days	Wed 7/18/18	Tue 7/31/18																		
62	★	Quarter 1 Progress Report (Progress Meeting and related minutes; Academic Course Delivery and Progress Report for Fall 2016; Faculty Development Report)	12 days	Sun 9/16/18	Sun 9/30/18																		
63	★	Quarter 2 Progress Report (Progress Meeting and related minutes; Initial Enrollment Report for Spring 2018; Faculty Development Report)	9 days	Wed 12/19/18	Mon 12/31/18																		
64	★	Academic Course Delivery Report for Fall 2018	12 days	Fri 3/15/19	Sun 3/31/19																		
65	★	Quarter 3 Progress Report	9 days	Wed 3/20/19	Sun 3/31/19																		
66	★	Assessment of 2019 Cohort Viability	16 days	Mon 4/1/19	Sat 4/20/19																		

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Split		Inactive Task		Duration-only		Finish-only		Progress	
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						M	F	T	S	W	S	T	M	F	T	S	W	S	T	M	F	T
67	★	Progress Meeting (and related minutes); Capacity Enhancement Report for academic year 2017-18; Sustainability Plan for CY 2019-2020; Enrollment Report and Budget for Fall 2019;	12 days	Sun 6/16/19	Sun 6/30/19																	
68	★	2018 renovation progress report.	10 days	Thu 10/18/18	Wed 10/31/18																	
69	★	Reports of 2018 construction and Renovation activities.	10 days	Fri 1/18/19	Thu 1/31/19																	
70	★	Reports of 2019 YTD construction activity.	10 days	Thu 1/17/19	Wed 1/30/19																	
71	☛																					
72	★	2017 Renovations defect liability period	262 days	Sun 10/1/17	Mon 10/1/18																	
73	★	ISU New Building	375 days	Thu 3/1/18	Wed 8/7/19																	
74	★	Fit-out	220 days	Sun 4/1/18	Thu 1/31/19																	
75	★	Construction	9.7 mons	Thu 4/19/18	Tue 1/15/19																	

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Split		Inactive Task		Duration-only		Finish-only		Progress	
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Summary		Inactive Summary		Manual Summary		External Milestone			

2018

2019-20
SDSU Georgia
Cohort
July, 2018



SAN DIEGO STATE
UNIVERSITY

Georgia

RECRUITMENT STRATEGY FOR THE FIFTH COHORT (2019-20)

For the fifth cohort, SDSU-G plans to complete the bulk of its outreach and promotions during the fall semester; and to close early applications at the end of January; complete conditional admissions by end of February; and simultaneously (i.e., in parallel) conduct interviews of the 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 fourth cohort. One addition will be involving the partner universities in this process. The 2019-2020 recruitment efforts will focus on 9-10-11-12th graders. Partner universities will be actively engaged in the outreach by accompanying SDSU-Georgia to school visits and other recruiting events. Starting the 2019-2020 admission year SDSU-Georgia will only offer 120 quotas for four degree programs instead of six: Chemistry/Biochemistry, Computer Engineering and Electrical Engineering at TSU; Civil Engineering, Computer Engineering and Electrical Engineering at GTU; and Civil Engineering and Electrical Engineering at ISU. However, recruiting efforts will also focus on STEM programs that partner universities will offer. Full report on the progress of program transition work has been presented in Sustainability Report submitted on June 30, 2018.

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Appendix A. RECRUITMENT STRATEGY FOR THE FOURTH COHORT (2018-19), submitted September 11, 2017

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I. 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, Apply SDSU; and conducted face-to-face interviews with prospective students.

For the fourth cohort, SDSU-G implemented the same strategy as for the third cohort recruitment, with an exception of adding diverse events with the involvement of the parents of the applicants. Current fourth cohort applicant count is 230 potential Georgian students.

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

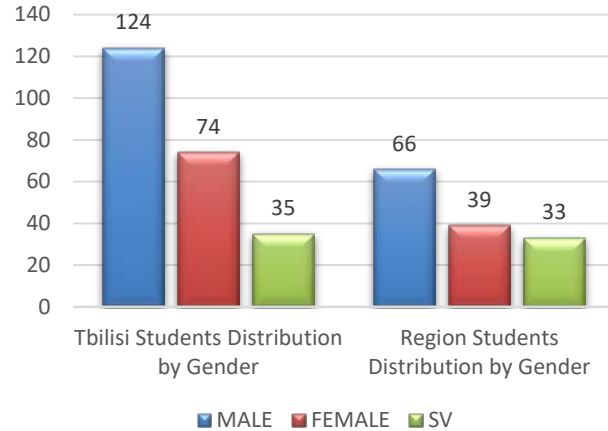
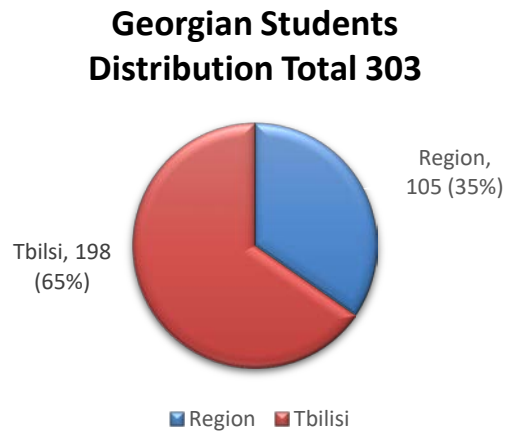
2. Outcome of Fourth Cohort Recruitment Efforts: Enrollment Highlights

Table I provides the highlights of the first three cohorts of SDSU-G and current data for the fourth cohort recruitment. Total initial recruited Georgian student count for the first three cohorts was at 379; and that of international students - 37. For the fourth cohort, 303 applications have been submitted by Georgian students, and 122 – for the international students. Though a number of the international applicants are from Iran, as of June 30, 2018 SDSU OFAC License No. IA-2015-324563-I expired and has not been extended, so SDSU is no longer able to recruit or enroll Iranian students into our undergraduate degree programs. The gender distribution for all three cohorts is currently at approximately one-third female.

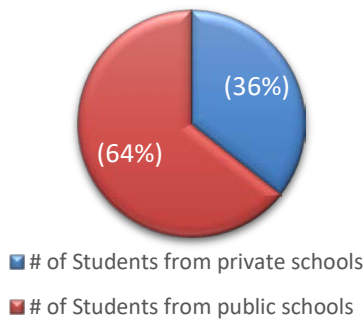
Table I. Highlights of the four cohort recruitment.

Year	2015-16	2016-17	2017-18	2018-19
Total	84	126	206	425
Georgian	81	115	183	303
International	3	11	23	122
Male	65	70	145	290
Female	19	56	58	135
STATISTICS FOR GEORGIAN CITIZENS				
# of Students (Tbilisi)	57	82	127	198
# of Students (Regions)	24	33	56	105
# of Students (Public)	61	75	130	195
# of Students (Private)	20	36	53	108
# of Students (SV)	27	20	39	68
Total # of Public Schools	28	54	82	103
Total # of Private Schools	17	27	28	74
CHEM	17	37	37	74
CS	N/A	37	50	106
CE	47	34	31	51
EE	18	18	24	25
CIVE	N/A	N/A	22	26
CONE	N/A	N/A	19	21
TSU	55	121	111	231
GTU	6	0	63	51
ISU	21	5	9	21

Table I also provides interesting statistics for the Georgian students: 68% of the Georgian students and applicants across all four cohorts are from Tbilisi, 68% of all Georgian students are from public schools. In the fourth cohort, there are applicants from 103 public and 74 private schools. Figure I is the graphical presentation of the 4th Cohort student enrollment.



Students distribution by private and public schools



School distribution Total 177

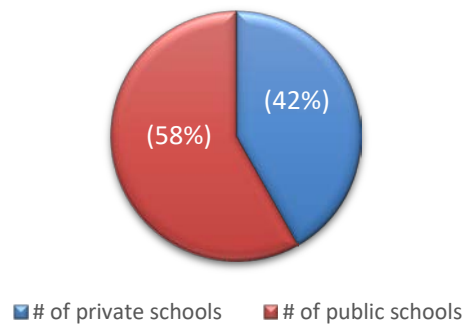
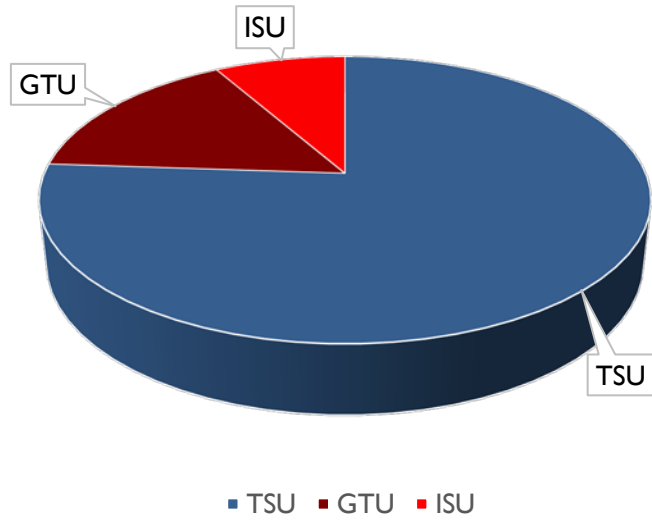


Figure I. 4th Cohort Enrollment Data

Figure 2 shows current distribution of the 4th cohort NAEC applicants by partner universities and programs. As in the previous three cohorts, most of the applicants choose SDSU-Georgia programs with TSU (76% this year as opposed to 60% for previous cohorts). Popularity of GTU programs has decreased (16% as opposed to 37% for previous cohort) due to the fact that we are not offering GTU pathway this year. Popularity of ISU programs has increased from 3% for previous three cohorts to current 8%. Computer Science program continues to be the most popular of the six degree programs offered. This year the quota offered on TSU Computer Science program is 70 and the number of applicants is 72 (31%). This is the first time applications exceeded the quota determined for a specific program. Chemistry/Biochemistry continues being the second most popular program with 56 (24%) NAEC first place registrations this year. Civil and Construction Engineering programs have an unchanged demand since the previous year when it was first offered. Currently 10% of all NAEC applicants selected Civil Engineering program (22 applicants), and 6% - Construction Engineering program (13 applicants).

4th cohort NAEC applicant distribution by PU's



4th Cohort NAEC applicants distribution by program

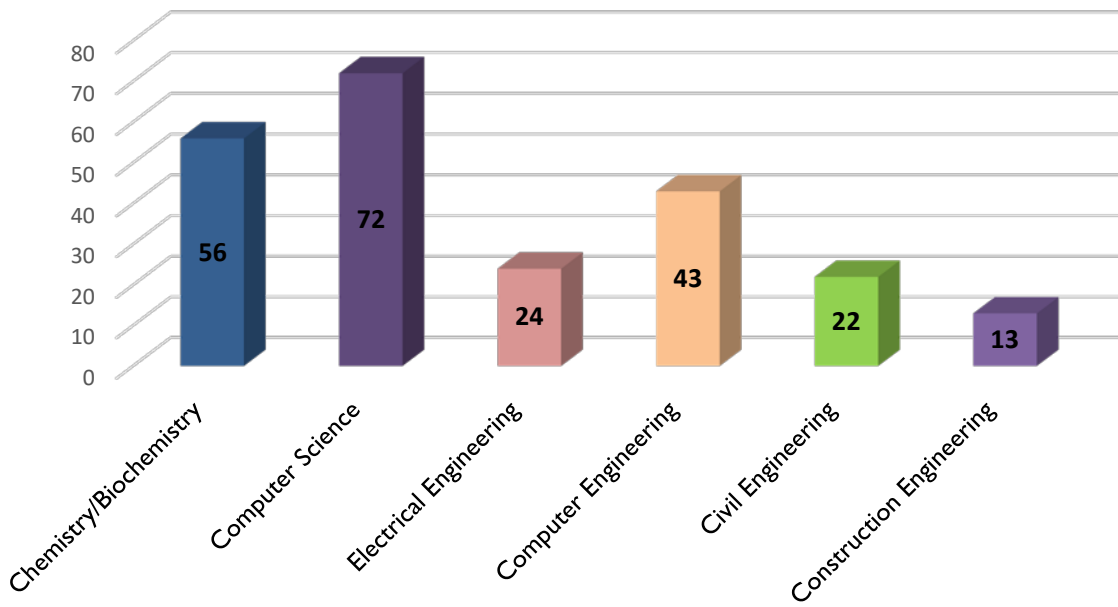


Figure 2. 4th Cohort NAEC applicant distribution by PU and program.

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

For the fourth (2018-19 AY) cohort recruitment, it was decided to use the third cohort recruitment strategy unchanged.

Accordingly, the fourth Cohort recruitment process started on September 1st. During Fall 2018, over 50 bigger schools in the greater Tbilisi area and 150+ schools in the Regions were visited. In addition, ten STEM academies were organized: three in Tbilisi, two in Kutaisi, and five in the other regions (Akhaltsikhe, Telavi, Batumi, Zugdidi, Pankisi). The total attendance at the STEM academies was over 750 (11th and 12th graders). There were also two meetings held for the parents of potential applicants with an attendance of around 110 parents in total.

The quotas offered by SDSU-G for its six STEM programs are shown in Table 2. As shown, the total slots made available this year were 465.

Table 2. Quotas offered for SDSU-G programs for 2018-19 academic year.

Program	Quota	%
Computer Science	70	15%
Electrical Engineering	110	23.7%
Computer Engineering	115	24.7%
Construction Engineering	50	10.8%
Chemistry/Biochemistry	70	15%
Civil Engineering	50	10.8%
Totals	465	100

The online early registration application, ApplySDSU, was made available on September 18, 2017. Potential applicants had until January 8, 2018 to finalize their application process which included six stages:

- 1) The applicants were first asked to fill out the ApplySDSU application on the SDSUG website until January 8th. 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). The SV students were asked to self-identify and choose their category from a list of twelve SV categories defined by the MES;
- 2) 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;
- 3) After evaluating prospective students’ academic results, SDSU Enrollment Services (home campus) issued conditional admission letters to the applicants;
- 4) 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 8th until NAEC closing deadline.
- 5) Applicants were asked to submit a financial data form documenting family finances (family income, own or rent home, own a car, bank loans, etc.). Financial form were then analyzed and each of the 12 categories were scored (max. score is 38, indicating that the family is below poverty line);

6) On the last stage, the applicant was offered scholarship based on their financial information and the interview / academic results.

All the preliminary scholarship decisions were made before the NAEC registration deadline on March 31, 2018. Table 3 below shows the chronological highlights of the recruitment activities. Prior to closing of the NAEC registration on 31 March, SDSU-G completed 264 interviews and identified a qualified student pool of 243. Out of which, 230 students accepted the offered financial aid packages and ranked SDSU-G programs as #1 in their NAEC registrations. The NAEC report as of July 16, 2018 showing the university ranking distribution for the 4th cohort is shown in Figure 3.



NAEC Report (7/ 16/ 2018)

NEW Report updated

				TSU	QUOTA	1	2	3	4	5	6	7	8	9	10	
TSU	10120	Electical Engineering		30	16	14	15	6	7	2	2	4	2	1		69
TSU	10121	Computer Engineering		40	31	52	9	5	4	7	3	2	3	5		121
TSU	10122	Computer Science		70	72	8	7	10	4	6	5	4	6	3		125
TSU	10123	Chemistry/Biochemistry		60	56	2	3	2	3	1	4	2	4	2		79
total				200	175	76	34	23	18	16	14	12	15	11		394
				GTU		1	2	3	4	5	6	7	8	9	10	
GTU	31301	Civil Engineering		50	22	7	0	1	4	1	2	0	2	0		39
GTU	31302	Construction Engineering		50	13	11	0	1	2	0	1	2	0	0		30
GTU	31303	Electical Engineering		15	0	3	10	1	1	1	4	1	2	0		23
GTU	3104	Computer Engineering		10	1	2	16	5	3	4	1	2	1	2		37
GTU	3105	Chemistry/Biochemistry		10	0	3	6	1	1	0	2	1	1	0		42
total				135	36	59	27	9	10	8	9	6	5	2		171
				ISU		1	2	3	4	5	6	7	8	9	10	
ISU		Electical Engineering		65	8	10	4	5	3	4	0	0	2	0		36
ISU		Computer Science		65	11	24	14	8	3	3	5	0	1	0		69
total				130	19	34	18	13	6	7	5	0	3	0		105
total				465	230	169	79	45	34	31	28	18	23	13		670

Figure 3. NAEC rankings for the Fourth Cohort (as of July 16, 2018)

Table 3. Summary of the outcome of the Fourth Cohort recruitment activities.

SDSU-GEORGIA EARLY APPLICATION FINANCIAL AID SUMMARY			
	Third Cohort	Fourth Cohort	
# of early applicants (Georgian)	238	303	
Incomplete Applications/Interviews	34	21	
Number of Interviews	204	264	
Rejected (not qualified)	11	21	
QUALIFIED STUDENT POOL - for Financial Aid offers	193	243	
Regions	35%	38%	
Girls	31%	36%	
SV < 70000	3%	3%	
IB	2%	3%	
Accepted	176	243	
Rejected	17	0	
Family Co-pay	25%	25%	
NAEC Registration stats			
#1 ranking	157	230	*information updated June 30
Post-NAEC score announcement attrition	18	23	Assumed 10%
Post-NAEC Exam recruitment (SMS students)	31	31	Assumed the same as last year
FOURTH COHORT GEORGIAN ENROLLMENT FORECAST	187	238	
FOURTH COHORT INTERNATIONAL ENROLLMENT FORECAST	20	10*	
GRAND TOTAL	207	248	

Compared to last year’s early enrollment figures, we had a significant increase in “accepted offers” this year (from 173 to 230) from Georgian students, and the quality of the interviewed students was found to be quite high.

After the announcement of the NAEC raw scores, it is expected that some 10% of the prospective students will drop out due to lower than expected NAEC scores or opting to go to overseas universities, or other reasons. After the announcement of the NAEC raw scores, we plan to send SMS to top-scorers on NAEC exam, as this was successfully completed last year. We expect to attract approximately 31 new recruits (same as the number gained last two years during the same period) from this process.

As for international students, as noted in Table 6, the absence of an OFAC license and the reduced emphasis on international recruitment, the expected enrollment of international student is 5-10. Even though the number of applications on Apply CSU has significantly increased (over 100 international applicants from 15+ countries), the actual enrollment is expected to be less than ten (10). The increase in applications is, in large part, due to the fact that SDSU decided to defer the application fee of \$55 for international students. Second reason for the increase is that, the 11th grade students that participated in the educational fairs from previous years (mostly from the Gulf States), did apply this year.

Overall, we forecast to enroll a grand total of 220-250 students for our fourth cohort: 210-240 Georgian citizens, and approximately 10 international students. Currently, one hundred and twenty two (122) students completed the Apply CSU on-line application.

Table 4 shows that our feeder school concept is successful and out of current applicants 80 (26%) are from the Feeder schools.

Table 4. Feeder School Enrollments (all cohorts).

	High School	2015-2016 (1st cohort)	2016-2017 (2nd cohort)	2017-2018 (3rd cohort)	2018-2019 (4th cohort)
1	American Academy - GZAAT	0	2	1	4
2	Buckwood International Scho	1	2	0	4
3	Logos	0	1	0	3
4	Demirel College	1	4	8	0
5	Servantes GESS	1	1	9	4
6	Newton School	1	1	1	2
7	European School / American	2	2	1	2
8	New School (IB)	1	1	0	2
9	QSI (MOU)	1	1	0	0
10	School of Tomorrow (MOU)	1	0	1	1
11	Vekua #42	10	8	11	18
12	Robert Schumann European	1	2	0	2
13	Komorov #199	8	8	13	21
14	Kutaisi Math & Physics School	5	4	5	4
15	#1 First Experimental	4	3	1	4
16	#1 Gymnasium	2	1	1	1
17	Georgian American High	0	0	2	8
	TOTAL	40	41	54	80

Table 5 shows the financial aid distribution for the fifth cohort. The family co-pay did not change from last year (approximately 25%).

Table 5. Financial aid distribution for the Fifth Cohort.

SCHOLARSHIP DISTRIBUTION		
1	23%	1
2	33%	1
3	40%	1
4	47%	2
5	50%	8
6	53%	4
7	56%	1
8	60%	8
9	64%	1
10	65%	3
11	67%	16
12	70%	7
13	71%	1
14	73%	19
15	75%	15
16	76%	1
17	77%	1
18	80%	49
19	84%	2
20	85%	2
21	87%	84
22	100%	3
Average Family Co-funding		25%

4. Lessons Learned from Recruiting the Fourth (2017-18) Cohort

Overall, fourth cohort recruitment effort was successful and yielded good results. As a solution to the problem of parents’ engagement in our recruiting efforts voiced in last year’s Recruitment Strategy, this year we implemented separate events for the parents of the prospective applicants. These efforts have proved effective in terms of communicating the benefits of SDSU-G and opportunities of financial aid to the parents.

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 reasonable assurances for continued flow of funds to keep operating and cover its operating expenses.

Some of the applicants from extremely socially vulnerable families will have trouble funding the amount remaining even after receiving a maximum (87%) scholarship, which amounts to 6500 USD/year and leaves 1000 USD/year to be funded by the government scholarship (2250 GEL) or by the family. Depending on the USD/GEL exchange rate it may prove hard for some of the SV families to cover the difference (even as small an amount as 100 USD/year).

Another issue related to the need-based financial assistance is the resistance to pay from the qualified applicants with high academic results who do not qualify for more than 50% scholarship because they cannot demonstrate the financial need.

As it was the case during the previous years, rumors that SDSU-Georgia programs are closing continue. These rumors were backed up with the start of the transition committee work this year, as the transitioning of SDSU-Georgia programs to partner universities were intentionally misrepresented by some parties as an indication of SDSU programs exiting Georgia and not being able to provide double-diploma programs starting this year. Spread of these rumors usually coincide with the NAEC appeal period when students make their final decisions on university rankings.

NAEC exam thresholds still continue being an issue for some of the applicants. Particularly related to the difficulty of the elective fourth subjects: Math, Physics, Chemistry, and Biology. Prospective students who successfully completed interviews, and SDSU-G conditional admission requirements, based on their high school transcripts, still fail the NAEC exam thresholds established by SDSU-G (SDSU-G's NAEC Thresholds are shown in Table 6). However, based on the GTU Pathway experience this year, **SDSU-G cannot change its thresholds.**

Table 6. NAEC subject minimum requirements and SDSU-G thresholds.

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

Another difficulty related to the dependence on NAEC exam results is the unclear deadlines of NAEC publishing the results, appeals week and system closing. Since SDSU-Georgia starts English and Math Placement tests and language/TOEFL prep courses in mid-August to prepare new freshmen for the Fall semester, we are highly dependent on the NAEC closing date which hampers with our ability to plan the placement test and remedial course dates ahead of time.

5. Objectives for 2019-2020 recruitment

Degree offerings for 2019-20 academic year include: BS Chemistry/Biochemistry, BS Computer Engineering, BS Electrical Engineering, and BS Civil Engineering. It is proposed that SDSU-G offer 120 quotas for four degree programs: Chem, CompE and EE at TSU; CivE, CompE, and EE at GTU; and CivE and EE at ISU. The objectives for the 2019-20 recruitment have been determined as follows:

1. Recruitment of 120 Georgian students: Potential distribution of majors among the partner universities is shown in Figure 4. According to this, SDSU-G will target recruiting 35 students for Chemistry / Biochemistry major; 35 students for Computer Engineering major; 25 students for Electrical Engineering major; and 25 students for the Civil Engineering major.
2. Engagement of Partner Universities in recruitment efforts through participation in STEM academies, parent events, school visits and program presentations. Specific activities planned to engage the partner universities are presented in Part 6 of this report.
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).



TOTAL NAEC QUOTA FOR 2019-20: 120

Partner University & Program name	Available spot # for 2019- 20 enrollment
TSU	70
Chemistry/Biochemistry	35
Computer Engineering	30
Electrical Engineering	5
ISU	30
Civil Engineering	15
Electrical Engineering	15
GTU	20
Civil Engineering	10
Computer Engineering	5
Electrical Engineering	5

Figure 4. Potential distribution of SDSU-G Programs in the 5th cohort.

For the 2019-20 academic year, SDSU-G will not offer any quotas for Computer Science and Construction Engineering programs. These two programs will enter the transition phase during the 2019-20 academic year. In addition, Computer Engineering program (first-track in English language) will not be offered at ISU during Fall 2019. This program (the stand-alone English Language CompE B.S. program offered at ISU which will be the identical B.S. program of SDSU-G) will be considered “**fully transitioned**” to ISU.

During the 2019-20 academic year, SDSU-G will assist partner universities in recruiting students to the following programs:

TSU:

It is anticipated that in the Fall 2019, TSU will accept its first group of students into its ABET second-track (Georgian language) Computer Science and Electrical Engineering programs, with modified (ABET Foundation approved) curricula. It is expected that during Fall 2019, TSU will also go through an ABET accreditation of the same programs.

GTU:

It is expected that in 2019-20, GTU will admit students for its new EQE-approved ABET second-track Bachelor of Science in Civil Engineering and Bachelor of Science in Electrical Engineering programs. These new B.S. programs will have the new modified and ABET compatible curricula, with a new student quota of no more than 30-50 students each.

ISU:

In 2019-20, ISU's EQE-approved B.S. degree in Computer Engineering programs will admit students in both languages (Georgian and English).

Through the engagement of partner universities in fifth cohort recruiting efforts, partner university representatives will be trained in all aspects of SDSU-G project, including organizing STEM academies, activities for future students and their parents, and presentations at high schools. SDSU-G plans to involve its outreach consultant, CIE, to help with partner universities high school visits and recruitment of students or the STEM academies.

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

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

- Training partner university representatives in Recruiting, Administration, Finance, PR, QA and HR.
- CIE-provided training for partner universities on regional recruitment and specifics.
- School visits, with the engagement of partner university representatives.
- Education Resource Centers.
- Fairs, with the engagement of partner university representatives in promoting ABET accredited programs..
- STEM Academies, with participation of partner university representatives.
- CRM database.
- STEM Teachers.
- School Directors.

- Career Days, with the engagement of partner university representatives.
- SDSU Application Workshops.
- Parents Awareness Workshops / Presentations / Orientations, with participation of partner university representatives.

A strategy for implementation of the fifth cohort recruitment strategy, prepared by CIE as part of their Fifth Cohort Outreach and Recruitment proposal, is presented in Appendix B. A brief summary of the fifth cohort recruitment strategy is described below.

6.1. Fifth Cohort Recruitment

With the exception of engaging Partner Universities in the recruiting efforts this year, SDSU-G is planning to implement the exact same recruitment strategy and tools used for the fourth cohort recruitment. The quota for the four programs is proposed to be 120 students.

Like last year, starting first week of schools (September 18), we plan to complete 50+ 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 31st, 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 5.



Fifth Cohort Timeline

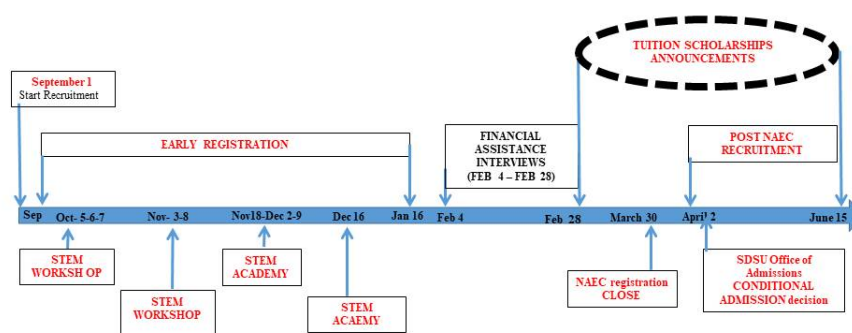


Figure 5. Timeline for recruitment of Fifth Cohort Georgian Students.

Several STEM Academies and Workshops are being planned. The number of STEM Academies in Tbilisi is planned to be 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. This year we plan to increase the capacity of SDSU-Georgia partner universities – TSU, GTU, and ISU to engage in effective independent STEM outreach campaigns through transfer of expertise with joint visits, outreach, and recruitment efforts and with further scope of transfer identified through Transition Committee work, initiated by SDSU-Georgia. In this recruitment cycle, Partner university representatives will be invited to attend and participate in the orientation workshops, presentations, STEM academies and other activities.

6.2. Fifth 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, student life, English Language Support Center and STEM Academy and Support Center for admitted students (HELP DESKS), CRM operations, “Parents awareness” workshops, and SDSU-Georgia website, print, broadcast and social media.

More details on these and other Recruiting Techniques and Tools can be found in the Appendix A (Last years’ Recruitment Strategy).

6.3. Detailed work plan, timetable and budget

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

Identification of personnel and responsibilities

Currently, people responsible for recruitment are:

Halil M. Guven - Dean

Gvantsa Kheladze – Senior Assistant to the Dean

Asmati Naskidashvili – Student Service Coordinator

Giorgi Aleksidze – Student Service Coordinator

Ana Tonikiani – Student Service Coordinator

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

Ana Nizharadze – Communication and Social Media Specialist

People responsible for Outreach:

CIE

7. Metrics and tracking methods for the recruitment effort

SDSU Georgia will report on the progress of recruitment strategy and ongoing activities of SDSU with corresponding representatives of MCA-Georgia and MCC– Georgia.

Similar to the communication strategy, the recruitment strategy is intended to be a living document that will be continually reviewed. The Dean will make recommendations for changes. The review and update will be done jointly by all the relevant staff.

2017

Appendix A

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 has completed the bulk of its outreach and promotions during the fall semester; early applications closed at the end of January; conditional admissions process was completed by the end of February; and simultaneously (i.e., in parallel) interviews of the prospective students were being conducted. Therefore, the scholarship / financial aid decisions will be made before the closing of the NAEC registration in August. For the fourth cohort recruitment, SDSU-Georgia has been using the same strategy. One addition was the incorporation of a new concept of outreaching to the parents by holding Parents' Awareness Workshops / Presentations / Orientations.

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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
Total	84	126	206
Georgians	81	115	183
International	3	11	23
Male	65	70	145
Female	19	56	58
STATISTICS FOR GEORGIAN CITIZENS			
# 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)	27	20	39
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 3rd Cohort student enrollment.

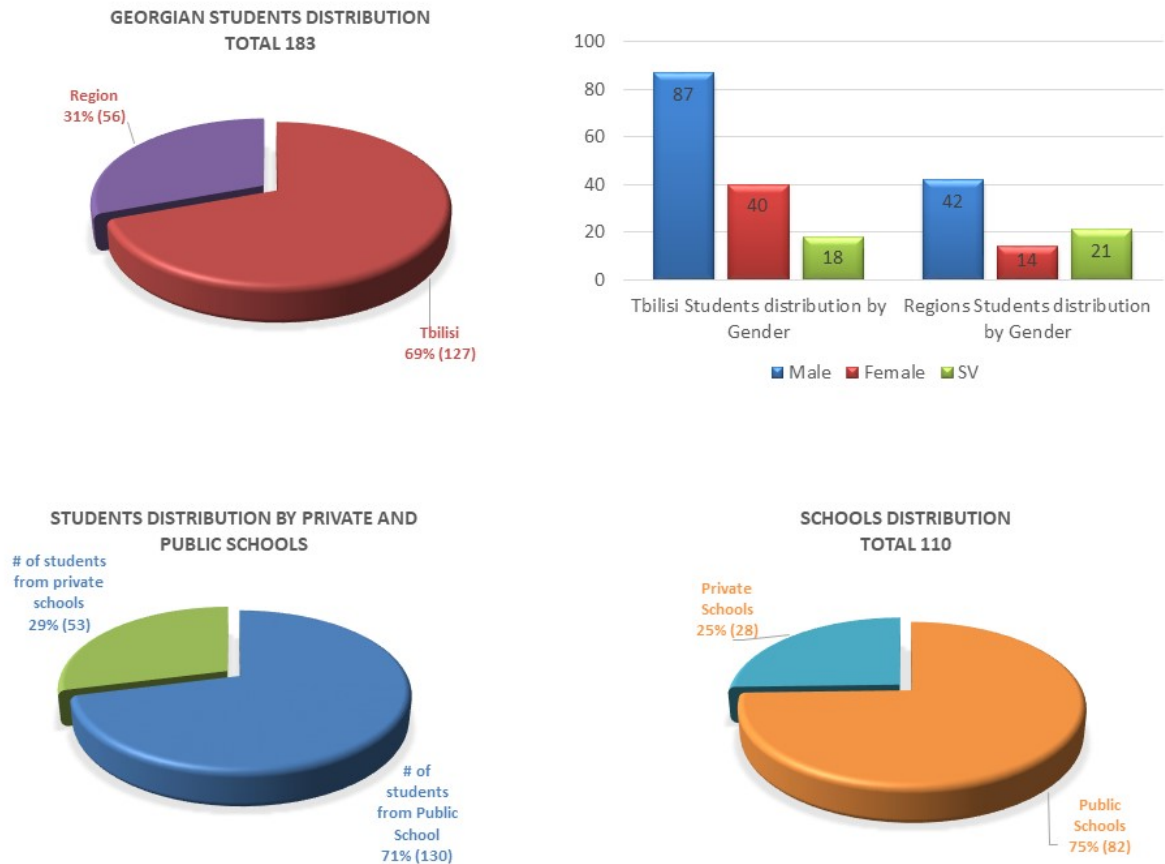
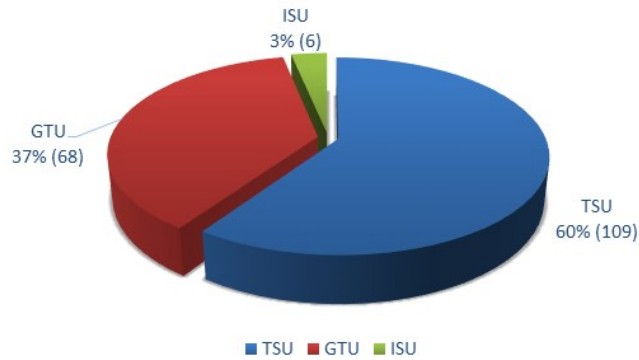


Figure 1. 3rd Cohort Enrollment data

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

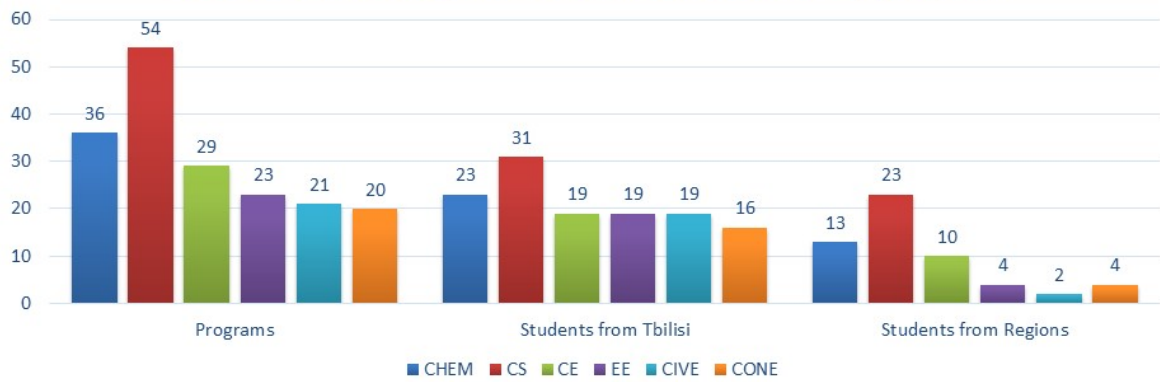


Figure 2. 3rd Cohort student distribution by partner universities and majors.

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 3rd cohort SDSU-G international students enrollments

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

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%
Totals	485	100

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

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

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

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

On March 21st (prior to NAEC closing of registration on March 31st), our third cohort forecast stood at 212. After announcement of 2017 NAEC scores (August 3rd), 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 (2nd versus 3rd cohorts)



of students from Feeder Schools

	High School	2016-2017 (2 nd cohort)	2017-2018 (3 rd 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
	TOTAL	40	54

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.



3rd 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
	Average family co-funding	26%

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
Totals	177,807	173,363	172,948	172,029	168,016

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
NUMBER OF QUALIFIED STUDENTS FOR UNIVERSITY PLACEMENT	33,150
Number of Students Enrolled (2017 NAEC)	28,000
# SDSU qualified NAEC MATH test takers (out of 7,500 total)	1,400
# SDSU qualified NAEC PHYSICS test takers (out of 800 total)	400

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 31st, 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.

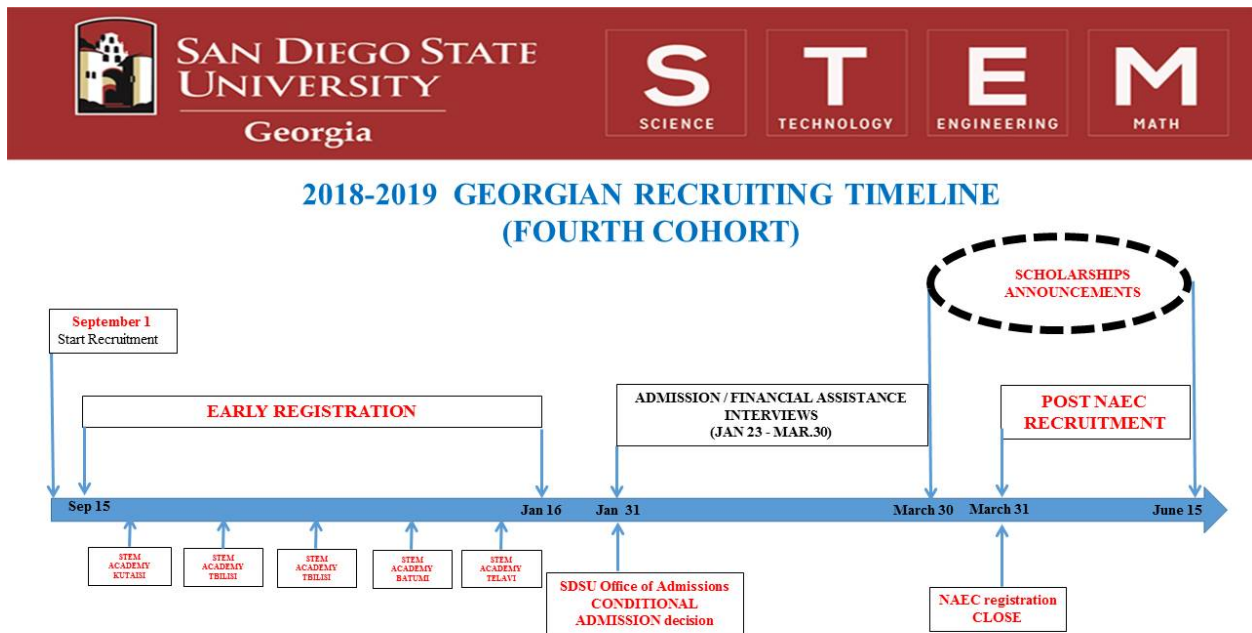


Figure 3. Timeline for recruitment of Fourth Cohort Georgian students.

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: 4th 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:

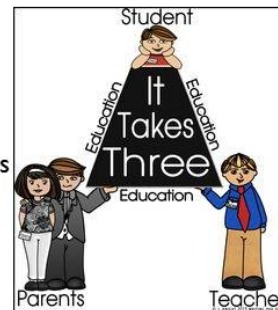
Increased student & parent awareness of and access to STEM programs of study and career opportunities (presentations, fairs, other).

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.

Appendix B

2018-2019

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Foundation
Center for International Education

Project Proposal

**SUPPORTING STEM STUDENT OUTREACH
AND RECRUITMENT FOR SDSU-GEORGIA
2019-2020
(FIFTH COHORT)**



Tbilisi, Georgia

The Foundation “Center for International Education” (CIE) an independent non-governmental educational organization, established in 2006 in Tbilisi, Georgia.

CIE Proposal (2019-2020) Summary

The proposal is designed to enhance and sustain CIE's support to SDSU Georgia in its fifth cohort admission, academic cycle of 2019-2020. The goals of the project have been advanced to include:

1. Increase general STEM awareness through additional programming with the focus on parents, teachers and students, extended outreach to Grades 9 through 12.
2. Building on the success and outcomes of the initial partnership cycles (2014-2018) lead effective and results oriented full scale nationwide operation of outreach and recruitment.
3. Increase the capacity of SDSU Georgia partners TSU, GTU and ISU to engage in effective independent STEM outreach campaigns through transfer of expertise through joint visits, outreach and recruitment efforts and with further scope of transfer identified in Transitional Committees established by SDSU Georgia.

Since October 2014, the Center for International Education has played a key role for SDSU Georgia in outreaching and recruiting prospective applicants around the country for SDSUG STEM programs. As a result of this partnership effort, SDSUG has effectively recruited students for its three consecutive cohorts.

Outreach and Recruitment Overview, 2014-2018

In the period from 2014-2018 CIE went extra mile in reaching out to thousands of prospective applicants, their parents, and targeted community members, through the operation of six offices based in the capital Tbilisi, and regional centers of Akhaltsikhe, Telavi, Batumi and Kutaisi.

In 2017-2018 cycle CIE's campaign comprised of diversified programming reached more than 300 public and private schools nationwide (more than 6,000 students in Grade 12) including specialized science schools in Tbilisi and around the country.

The information sessions succeeded in identifying potential academically driven students with strong background in STEM, as well as students with diverse backgrounds, coming from low-income families, IDPs, minority groups, female students and other socially vulnerable categories. First-time multi-city regional STEM Academies engaged students with SDSU Georgia at a deeper level resulting to enrollment of the most motivated students. First-time CIE introduced parent satellite information sessions at the STEM Academies and more comprehensive parent advising sessions, with over 70 parents in attendance in each session.

In addition to nationwide outreach and recruitment, CIE has pioneered a number of activities to outreach students across the administrative border in Abkhazia, which resulted in the first time enrollment of students from Georgia's occupied territory of Abkhazia.

The 2017-2018 Outreach and Recruitment highlights:

Information Sessions: More than 300 presentations for potential students in public and private schools, grades 12, nationwide
Regional STEM academies and support in administering Tbilisi-based Academies (10 Academies, 700 STEM-motivated students in Grade 12)
Public Education Fairs in Tbilisi and regions, outreach to more than 10,000 people
Presentations to Educational Resource Centers, school teachers of STEM subjects, private tutors, English teachers and school administrations, more than 2,000
Informational meetings with targeted community groups of IDPs, women’s organizations, minority community and others. The special efforts were made to outreach students across the administrative border in Abkhazia.
Individual consultations, individual meetings with potential applicants, over 200 students in consistent advising cohorts.
Parent Information Sessions in Tbilisi and satellite parent information sessions to STEM-Academies (more than 500).

Working nationwide and involving its core staff in Tbilisi and regional coordinators, through networking and interactions with the targeted groups, stakeholders and public in general, CIE has identified a number of accomplishments and barriers that are to be considered looking into potential of the fourth cohort recruitment for SDSU Georgia STEM degrees.

Status at the starting point/disadvantages	Mitigated/Advantage to departing point to the next cohort recruitment	Goals to Reach
Students and parents are less yet skeptical about STEM subjects; Yet in need of awareness on STEM degrees; Still low understanding of the STEM job market and carrier paths in STEM.	Greatly improved SDSUG brand recognition, significantly improved STEM awareness, increased social media campaign. Positive role of STEM academies and standing GoG interest in further developing STEM fields in Georgia.	Enhance STEM Awareness nationwide ; increase the outreach targets to extensively include Grade 9-12 students.
Misconception about the American University working through Georgian partners (TSU, ILIA, and GTU) of SDSU, lack of understanding on the “integrated” campus and program arrangements.	Increased number of students interested in SDSU Georgia STEM programs, with a more diversified partner selection. New building at Ilia State raised profile of ISU; New STEM degrees in GTU raised profile of GTU. SU traditionally enjoys largest pool	Transfer of Recruitment and Outreach techniques to partner universities through joint outreach and recruitment and Transition Committees and workgroups

	among SDSU Georgia applicants.	
Limited visibility of STEM role models, success of students in STEM	<p>Focus on first graduating cohort, class of 2019!</p> <p>Number and quality of TV appearances of SDSU G programs and students should further develop and continue;</p> <p>Exchanges of Georgian students to SDSU main campus and international student body at SDSU Georgia further to be highlighted.</p> <p>New STEM programs (Civil and construction engineering) to be in focus for new students.</p>	Sustain effective Recruitment numbers based on student success stories and first graduating cohort in 2019
Financial constraints, high cost of tuition and limited information on scholarship schemes.	Slightly/relatively increased family contributions towards studies. Print materials explaining financial assistance mechanisms; early admission cycle and benefits of conditional admissions in focus.	Continue building awareness in outreach and recruitment sessions with comprehensive explanation of scholarship and funding schemes Target parents for STEM investment and carrier advisement.
Lower preparation of students in Science subjects and English.	Positive role of STEM academies Conditional admission to secure student commitment before NAEC registration closed.	Expand the network of Academies to new locations to increase awareness, target lower grade students from early on for due preparation for STEM Education
Self-doubt regarding own capabilities to pursue STEM fields in an English-taught rigorous program.	English language studies through ELA will be continued and promoted among new applicants	Continue preparation of STEM students to meet SDSU Georgia English requirement

Outreach and Recruitment Action plan 2019-2020 Fifth Cohort Recruitment Cycle

Objectives: Increase STEM awareness; enhance SDSU Georgia’s capacity of student recruitment and enrollment in STEM programs; transition of expertise to Partner Universities, TSU, ISU and GTU.

CIE’s Outreach and Recruitment Plan for 2019-20 is designed to meet the key objectives of the project. CIE will continue to work closely with SDSU Georgia’s enrollment and admissions teams to account for the freshmen student demography, performance on NAEC exams and other criteria to set attainable objectives for the fifth cohort outreach and recruitment.

CIE Targets for Recruitment

CIE Offices/SDSU-G Support Centers	Coverage	Recruitment Targets
Tbilisi, The Greater Tbilisi	Capital, out of area operations in Shida Kartli, Kvemo-Kartli (East) and others based on targets	100
Batumi	Ajara/Guria Regions, West	30
Kutaisi	Imereti Region, West	30
Zugdidi	Samegrelo-Zevo Svaneti Region, West	30
Akhaltikhe	Samtskhe-Javakheti Region, South-East	30
Telavi	Kakheti Region, East	30
Total		250

CIE Targets for STEM Awareness and Outreach

Types of Activities	Coverage	Recruitment Targets
Presentations, Info Sessions, extended to grades 9 through 12.	Tbilisi and Regions	250 Sessions, Up to 10,000 students
STEM Academies, extended to grades 9-12.	10 Academies (6 regional)	1000 students
STEM Parent Info Sessions	Tbilisi and regions	500
STEM Teacher Info Sessions	Tbilisi and regions	300
US Education Fairs	Tbilisi	3000
Alumni Fairs	Regions	1000

Other events	Nationwide	5000
Total estimate	Nationwide	More than 20,000

The Outreach and Recruitment Action Plan:

Building on the effective operational experience in outreaching and recruiting three consecutive cohorts for SDSU Georgia, CIE has revised its strategy for deeper and wider engagement with the families (parents)-schools (teachers and parents, educational stakeholders) and society (at large, STEM awareness nationwide).

CIE will support SDSU Georgia’s goal of transition of expertise in outreach and recruitment to Partner Universities (TSU, GTU and ISU) through engagement with the partners throughout the entire outreach and recruitment process.

Timeline

	Activity	Description	Timeline
1	CIE’s regional representatives	Organize a full-day immersion workshop with CIE regional representatives and Tbilisi team to review the fourth cohort admission process, introduce to the fifth cohort admission cycle and plan STEM academies and workshops.	Early September, Before opening of the Academic Year; Partner Universities (PU): Identify point of contacts to attend the orientation workshops for engagement/training and transition in the Project Cycle.
2	Launching Awareness Campaign Schools/teachers/parents on target’ Individual consultations in the admission process	Launch an aggressive outreach campaign in public and private schools nationwide, extended outreach to grade 12, 250 presentations +, nationwide; More than 200 applicants	September 2018 May 2019 Partner Universities: Organize joint visits and presentations with PU reps; invite to attend consulting sessions; provide additional field training based on the need.

3	<p>Organize regional STEM Academies, support Tbilisi-based Academies</p> <p>Three tracks: New: Teacher Track</p>	<p>10 STEM Academies (Telavi, Akhlatsikhe, Khashuri, Kutaisi, Zugdidi, Poti, Batumi and Tbilisi)</p> <p>Student Track : Engage and enroll students in grades 9-12</p> <p>Parent Track: Engage parents in orientation sessions at STEM Academies</p> <p>Teacher Track: Engage STEM teachers in STEM teaching orientation sessions at STEM Academies</p>	<p>September 2018 December 2018</p> <p>Partner Universities: Engage/train PU reps in the organization and outreach process through STEM academies</p>
4	<p>Organize regional and participate in SDSU Georgia Parent orientation Workshops;</p>	<p>Apart from Academies continue to sustain parent interest and demand for personalized STEM carrier and investment orientation workshops in Tbilisi and regions</p>	<p>September 2018 March 2019</p> <p>Partner Universities Engage/train PU in parent outreach</p>
5	<p>Attract students by further raising Academic Profile of SDSU Georgia in its fifth year of operation.</p>	<p>Various representational events</p> <p>With the first graduating cohort expected in FY- 2019 it will be especially important to enhance SDSU Georgia and its graduating cohort profiles and visibility.</p> <p>Update presentations to portray student success in the rigorous academic programs; SDSU California exchange programs; internships and employment; feature student testimonials on the preparations of enrolling at SDSUG, such as: the level of preparation in subjects, criteria for students accepted, # of students accepted, # of students funded, #of scholarships, #of students graduated, type of clubs and college life at SDSU Georgia.</p>	<p>September 2018 May 2019</p>

6.	<p>Engage in Large Public Information Campaign</p> <p>A. U.S. Education Fair</p> <p>B. Alumni fairs in 4 cities US Embassy-led educational and cultural programming events, mini-resource fairs.</p>	<p>Ensure greater visibility and direct interaction with students and their accompanying parents at the fair, Utilize parent’s resources and event sign up forms to keep both target groups engaged.</p> <p>It’s important for SDSU Georgia to be represented next to the participating US institutions to promote US educational system.</p>	<p>A. October 20-22, 2018.</p> <p>B. February-March 2019</p> <p>Partner Universities Invite PU reps to represent SDSU Georgia/PU programs at the fairs</p>
7	<p>Transfer of knowhow and expertise to SDSU Georgia institutional partners</p>	<p>Work with Transitional Committees, organize trainings for partners: TSU, ISU and GTU.</p>	<p>Partner Universities Transitional Committee Meetings, monthly, 2018-2019</p> <p>Define strategies and further scope of training/transition</p>
8	<p>Support in access of students from across the administrative border, Abkhazia; Awareness among other diversity students (girls, IDPs, minority, socially vulnerable categories) and their parents.</p>	<p>CIE will continue to promote STEM careers among students from Abkhazia and other diversity groups through presentations at schools or community centers.</p>	<p>Throughout Admission cycle</p>

Definitions

Outreach in this proposal refers to initiatives designed to inform or invite students into SDSU-G STEM pathways. The primary aim of outreach is to inform or spark interest, however it is generally recognized that not all outreach initiative and activities will necessarily result in actual recruitment and enrollment numbers. Stemming from the cultural context of Georgia, outreach techniques involving a lot of word-of-mouth, face-to face communication continue to play an important role in recruiting students, suggesting that information visits and social recruitment will likely see positive returns in informing potential students especially from low-income families and underrepresented groups. Close cooperation with SDSU Georgia and its PR team is an essential precondition for a

successful outreach program.

Recruitment is viewed as going one step further than outreach; beyond sparking an interest or expanding the information on SDSU-Georgia, the goal for recruitment major to have students enroll in one of the STEM programs at SDSU. Recruitment is more effective when students can see the feasibility of completing a four year STEM degree. Effectiveness of the recruitment strategy requires a higher level of coordination and integration with SDSU-Georgia's PR and marketing team. The recruitment strategies are based on developing continuous, consistent and scalable relations with the STEM-specialized schools, private schools with the high achieving students in STEM areas, STEM teachers and tutors and other. Ultimately, the recruitment of diverse college students (IDPs, women, minority and other vulnerable communities) in SDSU STEM fields requires arduous efforts through a strong focus on such areas as bridging programs, campus visits, language preparation, etc.

Awareness

Awareness in the proposal refers to CIE's enhanced recruitment, outreach and visibility of STEM programs to educate general public and next generation of students who may not have ready access to information about STEM college pathways, who are not readily available to make investments in STEM education or may not see themselves immediately fit within the STEM profession. A lack of academic preparation, particular in math and physics with an extra layer of College-level English impedes most parents and students in their pursuit of STEM fields requiring more time for academic preparation and overcoming financial barriers. CIE's awareness campaign will encompass established networks and channels of communication with schools, parents, and teachers to highlight STEM programs, career options with STEM degrees and benefits of STEM education for social welfare.

Visibility in this proposal refers to CIE commitment to ensure its offices offer standardized brand recognition, agreed upon with SDSU-G, to include clearly marked signs of SDSU Support Centers; SDSU-G display of materials, logos and banners; and other essential tools inherent for brand recognition. Located in the center of Tbilisi and public universities in the regions, CIE will provide easy access to information to stakeholders and target audiences and at the same time increase Brand Recognition among large number of students and general audiences in the institutions and beyond, where CIE is represented.

Coverage in the proposal refers to the CIE provision of access to audiences in Tbilisi and all the regions and its capacity to conduct successful outreach/recruit activities for traditional non-traditional students through its central office in Tbilisi and four regional offices (Akhaltikhe, Telavi, Kutaisi and Batumi). Outreach and recruitment for regions where CIE does not have a local office will be covered from Tbilisi (referred to as Greater Tbilisi) or the nearest offices in the region, based on the need and demand.

CIE Proposal, part 2

English Language Academy (ELA), TOEFL Testing, STEM academies

CIE has established a record of providing TOEFL prep courses to students to help them achieve English Fluency and obtain high scores on standardized tests. CIE's TOEFL prep programs helped hundreds of students to meet the challenges of admission to US colleges and universities through a rigorous curriculum specifically designed to give students a critical advantage in taking the most commonly accepted exams at American institutions. CIE is the official representative of ETS providing TOEFL iBT, ETS global - providing Itp test to the students, ACT and Pearson for GMAT testing.

English Language Academy (ELA)

The goal of the project is to serve as an outreach and recruitment tool to SDSU Georgia to increase enrolments as per identified targets. English Language Academy is aimed at providing potential applicants with qualifying English skills through tailored modules and TOEFL test preparation methodology.

CIE together with SDSU offers English Language courses to potential students, who are already enrolled in the program in six cities; CIE organizes for them placement tests and offers administration of paper based TOEFL test 2-3 times a year.

In the new academic cycle, CIE will organize and operate three-month English Language classes/groups in 6 cities (Tbilisi, Batumi, Kutaisi, Telavi, akhaltsikhe and Zugdidi). With larger prospective student groups, CIE anticipates two or three groups in Tbilisi, while at least one group is envisioned in each of the other 5 cities.

In addition, CIE is looking into the opportunity of opening new groups in the cities outside of its scope of 6 cities, in which it will identify qualified teachers through partners, such as English language Association of Georgia (ETAG) to ensure capacity and readiness in case of demand.

Utilizing its network of schools, community organizations, youth NGOs and women's organizations, CIE will identify and recruit SV students for ELA/ TOEFL prep program, seeking admission to SDSU Georgia STEM programs in the fields of electrical engineering, computer engineering, and chemistry/biochemistry, civil and construction engineering. The courses are free of charge to these prospective students.

Location

CIE's main and regional offices in the six cities of Georgia host English Language Academy programs. The Centers are conveniently located at state university buildings in the respective cities that provide easy and convenient access for all applicants and their parents. CIE Tbilisi with its central location at the heart of the city functions as a base for the SDSU-Georgia

English Language Academy. ELA, in conjunction and collaboration with SDSU-Georgia, provides training to regional instructors to keep them up-to-date on the latest methods of instruction and also designed, developed and implemented a student and program assessment process.

Resources for ELA

ELA provides all necessary textbooks and electronic resources to students and ensures equipped classrooms for utilizing a rigorous learning process in a safe and comfortable environment. To enroll, students will be required to take a placement test to be assigned to the appropriate level according to their ability. Assignment/progression to the next appropriate level is based on the term graduation test results and instructor evaluations of student proficiency. A student may take from one to maximum of three terms per academic year upon recommendation/nomination by the instructor.

ELA Features:

Small class sizes maximum of 10 or less guaranteeing individualized attention from instructor. Curriculum emphasizing the four key language skills: speaking, listening, reading and writing. 6 hours per week (48 hours per term) of TOEFL preparation devoted to TOEFL strategies, skills and practice.

- Weekly English tests and individualized progress reports every four weeks.
- Access to computer facilities, textbooks, study materials and online library resources
- Certificate of Completion will be provided upon successful graduation from each term.
- Personalized counseling and academic assistance is a part of the teaching process
- Before beginning the classes all English language teachers will have training and come to the common decision about the reporting process and student's evaluation system.

Cooperation with SDSU-G English Language Development Center (ELDC) established by SDSU English Language Instructors.

SDSU Georgi's English Language Teachers established English Language Support Center (ELSC), that CIE will cooperate with in order to ensure effective and coordinated operation of English instruction and student preparation to enable them to meet SDSU Georgia's language qualification requirements. While CIE will work with potential applicants, ELDC will support enrolled students in advancement of their English language skills. The professors from the SDSU ELDC together with the CIEs Georgian teachers from the regions and Tbilisi will work on the strategy for English language skills development and improvement for prospective students in curricula development, training, textbook selection.

ELA has two major goals and three tracks of operation:

1. Prepare prospective applicants to meet the language requirement and
2. Utilize ELA English courses as a tool for recruitment interested students into SDSU Georgia STEM programs.

First Track: Preparing Prospective Students

From February of 2019, ELA will accept prospective students with strong STEM background and certain level of English preparation, who are conditionally enrolled in SDSU in the Fall-winter of 2019. The classes will be launched in 6 cities as identified earlier. The STEM pre screening will take place with the support of SDSU Georgia.

Each group has a capacity of 10-15 students in a three-month cycle. At least two cycles will ensure up to 120 students to be recruited.

Second Track: Intensive Winter Prep for Enrolled Students.

CIE will organize short TOEFL training course in September 2018 for the students who are already accepted and are part of the preparation courses for SDSU. The students will have the placement tests and will be trained according the level of the English language knowledge. They will be tested in TOEFL at the end of September.

Road map for this training has been developed by ELDC teachers for TOEFL skills improvement. The students will be divided into three groups (high, medium, low). Instructors will meet with them once in every two weeks for instructions and assignments. Students will be assessed for completed work and assignments.

In mid December the students will have the review sessions that are required to pass the TOEFL in winter. Those students, not able to pass TOEFL will continue intensive classes in January- February during the winter break. Textbooks and curricula for the first (prospective applicants) and second track (enrolled students) will be identified in consultation with ELDC instructors.

Third track: TOEFL Testing

The enrolled students will be tested in paper-based TOEFL in September, December (2018) and June (2019). CIE will organize and administer these tests upon SDSU's request. The final score results and test certificates will be transferred to the SDSU Administration.

The classes for the students accepted to the fourth cohort at SDSU Georgia will start in August 2018. Upon initial placement tests CIE ELA teachers will offer 10 sessions to those students who will be identified as needing English language improvement. After finishing the course all students will be required to take the paper-based TOEFL test (by September 30, 2018), CIE estimates upto 200 test-takers.

Enrolled students that would not progress in TOEFL test, will further continue training based on consultations with the ELDC director. In January 2019, the students will take another cycle of 10 sessions of TOEFL preparation and retake the test by the January 19. CIE estimates up to 100 test-takers.

The final test will be offered in May to those students who can't reach the final score in January.

Center for International Education Profile

Mission

The mission of the Center for International Education (CIE) is to support internationalization of Higher Education along with enhancing international student mobility from Georgia to leading universities in the USA/Europe. Overall, CIE aspires to increase awareness, understanding, commitment, and action in support of Higher Education Sector development for the public good in Georgia. Being in operation for more than a decade, CIE has developed into one of the premier student advising centers in Georgia, well-known for its competency in educational exchanges, student outreach and recruitment, capacity to reach out to traditional and non-traditional students and consultancy to higher educational institutions in Georgia and abroad.

Credibility

CIE's professional credibility is acknowledged both among Georgian, as well as US/EU educational communities. CIE acts as a liaison and point of contact for a number of western educational institutions. It is the only comprehensive EducationUSA Student Advising Center in Georgia, serving as an official representative of the "EducationUSA Supported by the U.S Department of State" network that promotes the U.S. Government agenda in higher education exchanges in Georgia. In 2017, CIE was recognized a "Center of Year Europe 2017" Award by StudyWisconsin Consortia (USA).

The extensive educational programming over the past years has enabled CIE to develop an excellent partnership with the Ministry of Education and Science of Georgia. The Center enjoys outstanding working relations with the Education stakeholders, government, academic community, educational institutions and NGOs.

Nationwide Coverage

CIE's central office is located in Tbilisi while four regional offices are distributed in eastern and western Georgia (Batumi, Kutaisi, Akhaltsikhe and Telavi). The Center's nationwide program coverage facilitates access to information and educational opportunities by diverse community groups, ethnic minority students, women applicants, internally displaced persons and other social groups. CIE has developed partner relations with IDP communities, youth, gender and social work NGOs in Tbilisi and the regions as a result of its outreach campaigns.

Institutional Capacity

CIE has a solid institutional capacity with the highly qualified staff in Tbilisi and the regions, who have been trained in the USA and Europe in the issues pertaining to project administration, study abroad opportunities, student advising, recruitment and other areas. CIE offices are well equipped, and they offer up-to-date materials, resources for test preparation, and reference materials about education abroad.

One of the advantages of CIE is that it is an authorized testing center for TOEFL iBT (including the only TOEFL testing center in Western Georgia, Batumi), TOEFL Global, GMAT and ACT. In addition, CIE organizes special training sessions for testing and provides assistance to applicants in the test registration process.