

Section One:

GRADUATE TASK FORCE RECOMMENDATIONS

Year 1: 2016-2017 Year 2: 2017-2018 Year 3: 2018-2019

Expand Graduate Student Support

Graduate Assistantships

- **TF1 Year 1:** Provide more opportunities for focused, quality assistantships that enhance the graduate educational experience at Longwood. (CGPS, Provost)
- **TF2 Year 1:** Fund graduate assistantships at the \$40,000 level of 2008-09 (VPAF, Provost).
- **TF3 Year 2:** Increase graduate assistantships by \$50,000 annually, through year 10. (VPAF, Provost).
- **TF4 Year 3:** Consider program of study-specific graduate assistant positions (CGPS, Provost)
- **TF5 Year 10:** The University funding for graduate assistantships, now at \$490,000, shall increase by the cost of living annually thereafter. (VPAF).

Graduate Student Advisory Council (Student governance)

- **TF6 Year 1:** Separate Graduate Student Advisory Council from SGA so the two groups have parity. (Student Affairs/CGPS, Provost)

Financial Aid

- **TF7 Year 1:** To the extent practicable, advocate for increased funding for graduate student financial aid with the State Council of Higher Education and the Virginia General Assembly (President, Community Relations office).
- **TF8 Year 1:** Determine the proportion of the financial aid that is generated by graduate tuition (VPAF; Dean, CGPS)
- **TF9 Year 3:** Allocate financial aid to graduate students proportional to the amount generated by graduate tuition. (VPAF).
- **TF10 Year 1:** Offer workshops to graduate students on financial aid costs planning, financial literacy, specifically focusing on managing student debt (Office of Financial Aid, CGPS).

Career Services

- **TF11 Year 1:** Determine where the best location for graduate student career services would be: Alumni Relations or Graduate Studies. Provide online and face-to-face learning opportunities for graduate students as they look for jobs. (CGPS)
- **TF12 Year 3:** Create career support services targeting graduate students. Include a variety of options including online services for distance students. (Career Services, CGPS)

Housing

- **TF13 Year 1:** Organize a space where housing opportunities are posted and create parking/policies that focus on the needs of graduate students. (CGPS, Residential and Commuter Life Office-RCL)
- **TF14 Year 1:** Survey graduate students regarding interest in/need for on-campus and Longwood managed off-campus housing; discuss results with Student Affairs; request space; and set aside space that would be available to graduate students in after Year 2 (CGPS, GSAC, Student Affairs, RCL)
- **TF15 Year 3:** Develop the plans for off-campus housing options for graduate students including family-friendly housing. (RCL, VPAF)

Other

- **TF16 Year 1:** Conduct a formal survey of off-campus graduate students to determine their needs and share results with Graduate Council and GSAC. (CGPS; GSAC; Council)
- **TF17 Year 1:** Develop/enhance the plan for an online presence and social media focused on graduate students. (Marketing; CGPS)
- **TF18 Year 1:** Conduct a review for the feasibility of offering health insurance options to graduate students. (Student Health and Wellness; CGPS)
- **TF19 Year 1:** Create a physical space on campus that is designed to attract and meet the needs of graduate students. (Facilities; Master Plan; CGPS; Student Affairs)
- **TF20 Year 3:** A person in student affairs will be designated to represent and support graduate students' concerns, issues, or needs (Student Affairs; GSAC; CGPS)

Graduate Programs: Building and Sustaining

New Programs

- **TF21 Year 1:** Conduct a needs analysis as well as fiscal- and market- based assessments to determine the types, feasibility and viability of new graduate

programs that would best fit with the mission of Longwood and the needs of the population and would be fiscally sustainable. (CGPS)

- **TF22 Year 1:** Determine interest among departments, university-wide, for developing graduate programs in their disciplines. (Graduate Council, CGPS)
- **TF23 Year 3:** Develop and implement new graduate programs identified from needs analysis, assessments, and based on department interest and capacity. (CGPS; Provost; Deans; Departments)
- **TF24 Year 5:** Using fiscal and market based assessments, analyze the feasibility of creating doctoral programming including determining necessary funding/infrastructure for possible development of a doctoral program in one major area. (CGPS; VPAF)

Sustaining and Marketing Existing Programs

- **TF25 Year 1:** Develop, fund and implement a model to assess and monitor viability of current graduate programs (enrollment, resources, costs, market potential, comparative analysis with other universities, etc). (CGPS; Graduate Council; VPAF; Provost)
- **TF26 Year 1:** Design and develop marketing plan for existing graduate programs. (CGPS; Strategic Operations)
- **TF27 Year 3:** Continue the use of developed models and assessments to ensure the protection and growth of graduate education at Longwood University and provide data to programs to use in their course content development/program changes (Graduate Council; CGPS)
- **TF28 Year 3:** Market graduate programs internationally once funding and internal support is in place. (International Affairs; CGPS; Strategic Operations)

Faculty-Student Ratio

- **TF29 Year 1:** Develop and fund a committee to assess the faculty student-ratio on Longwood University's campus at the graduate level, to study the faculty-student ratio at peer institutions that offer similar programs, and to review accreditation requirements to determine optimal, graduate faculty-student ratio (Provost; VPAF; CGPS; Council)
- **TF30 Year 2:** Develop a faculty-student ratio guideline that can be used for programs interested in developing a graduate program on campus that is based upon SCHEV guidelines and peer institution comparison (CGPS; VPAF; Council; Provost)
- **TF31 Year 3:** Monitor faculty-student ratio in graduate programs across campus to ensure that high quality graduate education is achievable (CGPS)

Adequate Graduate Faculty

- **TF32 Year 1:** Conduct a systematic study of faculty lines university-wide to determine areas of weakness/need that should be corrected. (VPAA; VPAF)
- **TF33 Year 1:** Conduct a systematic study of faculty lines in all graduate program areas (existing and potential) to assess current lines, number of students served, deficiencies in number of lines, conflicts with need for undergraduate lines, number of lines required for accreditation, quality, maintenance and growth (if applicable) (VPAA; VPAF; CGPS; committee)
- **TF34 Year 3:** Hire faculty to correct for deficiencies in programs that are found to be in the most critical situations university-wide, work with departments to establish a fixed number of graduate faculty lines (classes per semester) that are allocated to graduate instruction, (VPAA; VPAA; CGPS; Deans)
- **TF35 Year 5:** Hire faculty university-wide to ensure that all programs (UG and G) are adequately staffed not only for current enrollments but also for future graduate growth (anticipated additions of graduate programs and growth of existing programs). (VPAA; VPAF)

Differentiated Tuition

- **TF36 Year 1:** Develop a model for differentiated tuition that includes all costs associated with graduate programs as well as operational costs incurred university-wide to support graduate programs. This model will include the number of faculty needed to meet accreditation and program requirements (see faculty-student ratio) and all administrative expenses such as program coordinator compensation, marketing, travel, etc. The model will reflect information from SCHEV guidelines and peer institution comparisons. The model will also include clear guidelines for distribution and use of revenue generated from differentiation, an enrollment and growth plan, and parameters to identify programs whose enrollment would support and sustain a differentiated tuition model. (VPAF; Provost; CGPS; Deans; program coordinators)
- **TF37 Year 2:** Apply the differentiated tuition model to one graduate program. This may include expansion of resources for faculty and or administration of the program. (VPAF; Provost; CGPS; Deans; program coordinators)
- **TF38 Year 2:** Incorporate the differentiated tuition model into a protocol for identifying the feasibility of creating and/or maintaining a graduate program. (VPAF; Provost; CGPS; Deans; program coordinators)
- **TF38 Year 3:** Evaluate the differentiated tuition model and revise as needed (VPAF; Assistant Dean, CGPS; University Planning Council)

- **TF39 Year 5:** The model for differentiated tuition for graduate programs, as revised after a three year evaluation, will be applied to graduate programs that meet the identified parameters for the model. (VPAF; CGPS)

Structure and Governance

This section requires review of current FPPM policies and university procedures and comparison to other institutions to address the following topics: release time, split level courses, teaching load, culminating assessment compensation, program coordinator, faculty definition, structure/role of the Graduate College.

- **TF40 Year 1 Overall recommendation:** Graduate council conducts a thorough review of the FPPM to ensure language appropriately and accurately reflects best practice in graduate college policies and procedures.

Faculty Compensation/Resources

- **TF41 Year 1:** Review the FPPM policy regarding release time and faculty load for faculty teaching graduate courses and corresponding procedures. Propose revisions if necessary. (Deans; CGPS; Council; Department Chairs; Provost; Senate)
- **TF42 Year 1:** Develop clear policy in regard to 400/500 level split courses, their use in graduate programming, their calculation in faculty load, and corresponding procedures. (Deans; CGPS; Council; Department Chairs; Provost; Senate)
- **TF43 Year 1:** Current policy regarding thesis compensation in the FPPM should be amended to cover all forms of culminating experiences (e.g. thesis, portfolios) and to compensate readers of these documents as well. (Deans; CGPS; Council; Department Chairs; Provost; Senate)
- **TF44 Year 1:** Develop a clear and consistent policy regarding graduate faculty travel and research support. (Deans)
- **TF45 Year 3:** Consistently follow FPPM policy to manage faculty load. (Deans; Department Chairs)

Graduate Program Coordinators

- **TF46 Year 1:** The title of Graduate Program Coordinator should be changed to Graduate Program Director to describe more accurately the workload associated with this position and to maintain parity with peer institutions designation of this role. (Deans; CGPS; Council; Department Chairs; Provost; Senate)
- **TF47 Year 1:** Propose language for the FPPM outlining the duties of graduate coordinators (directors) as distinct from undergraduate program coordinators. (Deans; CGPS; Council; Department Chairs; Provost; Senate)
- **TF48 Year 1:** Develop clear guidelines for the compensation for graduate coordinators across programs and ensure consistent application of guidelines. (VPAA; Deans; CGPS)

- **TF49 Year 1:** Review and revise policy on the appointment and reporting structure for graduate coordinators to develop a team process that includes the Department Chair and the Dean of CGPS. (Deans; CGPS; Council; Department Chairs; Provost; Senate)
- **TF50 Year 3:** FPPM policy regarding appointment and compensation of graduate program coordinators should be consistently implemented across all graduate programs. (Deans)

CGPS: College Specific Recommendations

- **TF51 Year 1:** Establish an electronic (online) admissions process. (CGPS; program coordinators)
- **TF52 Year 1:** Graduate course fees shall be administered by the College of Graduate and Professional Studies. (VPAF; CGPS; program coordinators; department chairs)
- **TF53 Year 1:** A VPAF led committee inclusive of all stakeholders will develop guidelines for use of course fees university-wide. (VPAF)
- **TF54 Year 1:** The process for review/approval of graduate faculty status should be revised to enable the Dean of the Graduate College to ensure SACSCOC accreditation requirements are met (does *not* affect promotion and tenure process or reporting). (Deans, CGPS; Virginia Kinman; Provost)
- **TF55 Year 1:** Hire full-time Director of Graduate Recruitment and Admissions. (CGPS; program coordinators; Provost; VPAF)
- **TF56 Year 1:** Designate and host regular graduate coordinator meetings to keep everyone informed across programs. (CGPS; program coordinators; deans)
- **TF57 Year 1:** Review comparable institutions and current funding structure to develop a fiscal plan that will enable the College of Graduate and Professional Studies to provide resources to established programs, assist departments in implementing these programs, and develop new programs. (VPAF; VPAA)
- **TF58 Year 1-2:** Graduate Council, in collaboration with the CGPS Dean, shall develop a proposal for governance of graduate education at Longwood, building on the reports of the CGS consultants, the Graduate Studies Task Force, and models of other comparable graduate colleges. This proposal will focus on the role of the College of Graduate and Professional Studies in providing oversight and leadership for the enhancement of graduate studies at Longwood. (Graduate Council; Provost; CGPS)
- **TF59 Year 3:** Implement the Graduate Council report on governance and structure. (Graduate Council; CGPS)
- **TF60 Year 5:** Review the Graduate Council report on governance and structure. (Graduate Council; CGPS)
- **TF61 Year 3:** Evaluate the need for, and hire if appropriate, a full-time Director of Marketing for graduate college. (CGPS; Provost; VPAF)

Graduate Council/Policy/Governance

- **TF62 Year 1:** Propose to Faculty Senate the establishment of voting privileges for the Graduate Council Chair (**Graduate Council**)
- **TF63 Year 1:** Graduate Curriculum Committee reports directly to Faculty Senate, in parity with EPC. (**Graduate Council; Faculty Senate**)
- **TF64 Year 1:** Graduate Council should engage in an assessment of graduate faculty representation and inclusion of graduate issues on university level committees, determine which committees could benefit from a graduate representative in their membership, and increase graduate faculty representation and inclusion of graduate issues. (**Graduate Council**)
- **TF65 Year 3:** Maintain graduate faculty representation on committees designated as important to graduate education across the university (**Graduate Council**)

Friend and Fund Raising

Fund Raising

- **TF66 Year 1:** Request creation of a Foundation account with separate venues for contributing to Graduate Fellowships and/or Graduate Research and Travel. (**CGPS**)
- **TF67 Year 1:** Solicit funding for graduate student research and travel from graduate alumni and friends (**Dean, CGPS; Advancement Office**)
- **TF68 Year 1:** Graduate Council should develop a relationship with the Office of Sponsored Programs and Research and the Office of Student Research (**Graduate Council; Sponsored Programs; Student Research**).
- **TF69 Year 3:** Solicit funding for Graduate Fellowships from graduate alumni and friend (**Dean, CGPS, Advancement Office**)

Alumni

- **TF70 Year 1:** Develop and market a plan to focus on graduate alumni for mentoring and fundraising. (**Alumni Relations, CGPS; Advisory Council**)
 - Create graduate-specific reunion activities
 - Create engagement opportunities with graduate alumni (e.g., social events in cities where they are participating in graduate fairs, conferences)

CGPS Advisory Council

- **TF71 Year 1:** Form an advisory council of alumni, donors, and other community leaders to aid in fund-raising and recruitment/promotion of graduate education at Longwood. (**CGPS; C. Hodges; Provost; Deans**)
 - The Advisory Council will offer mentoring and advice to graduate faculty, students, and programs as well as engaging in fundraising activities.

- Identify persons with a history of donations for appointment to the CGPS Advisory Council.
- The CGPS Advisory Council will develop procedures to engage in fund/friend raising on behalf of graduate programs

GRADUATE TASK FORCE VISION

- Longwood will be a place where all graduate students feel a sense of belonging and support with a variety of options for graduate study. All graduate student groups, whether on-campus or off-campus, full time or part time, will know they are an integral part of the greater Longwood University community.
- A strong, viable, well compensated, identifiable graduate faculty will exist at Longwood.
- The Graduate College should be working within the framework of university governance with a comparable budget and responsibility for graduate faculty and students in parity with the other Colleges at Longwood.
- The Graduate College should be a fully functioning entity with a comparable budget that acts as the administrative reporting structure for faculty and students within a workable framework. Graduate Curriculum and graduate faculty and student governance should have parity with other governance bodies on campus.