

March 7, 2016

Recommendations for Year 1 (July 2016 – June 2017)

- CR-1 Include the Graduate Dean in all decisions related to the budget for the Graduate College.
- CR-2 Ensure that the Graduate College budget is funded sufficiently to support all logistical aspects of graduate programming including course fee distribution, travel and fees associated with off-site instruction, coordinator and other special compensation, and all other expenses related to graduate students.
- CR-3 End dependence of the Graduate College on Summer School receipts to fund graduate assistantships and include resources for assistantships in the Graduate College's Equipment & General Budget.
- CR-4 Increase the current level of support for graduate assistantships to ~\$700,000 (this figure includes money for stipends and tuition) in order to move closer to Longwood's peers in student support
- CR-5 Conduct a market analysis for program needs in the Longwood region (50-mile radius for on-campus programming, 100 miles for online programming).
- CR-6 Add a staff line for graduate recruitment/admissions and:
 - Create a marketing budget for recruitment materials;
 - Earmark a portion of the travel budget for recruitment fairs and visits; and
 - Revise the assistant dean's position description, removing recruitment and admissions and increasing time spent on public relations, marketing, communication, catalog updates, and assessment.
- CR-7 Transition the graduate application process to a totally online system and develop Customer Relationship Management (CRM) software to systemize recruitment and admissions process and:
 - Introduce an additional fee for applicants not using online application;

- Create secure folders that allow program coordinators/admissions committees to view applicant admissions materials electronically.
- CR-8 Develop a cost-benefit analysis template to evaluate existing and new programs; include this template in all forms for new curricula.
- CR-9 Complete a Faculty Workload Study to:
- Determine credit for research time when considering course loads, moving active researchers from a 4 – 4 to a 3 – 3 course load;
 - Standardize release time, stipends, duties/expectations for graduate program directors;
 - Investigate class-size variations among peer institutions (Delaware Study);
 - Explore use of adjuncts for professional courses and use of graduate students for undergraduate discussion sessions.
- CR-10 Establish an external Advisory Board for the Graduate College by:
- Inviting friends and businesses in the community to “share their wealth and wisdom with the Graduate College;”
 - Working with Institutional Advancement to write by-laws and commitment statements;
 - Collaborating with regional businesses and industries to conduct an environmental scan, identifying opportunities and threats in the graduate education market.
- CR-11 Collaborate with Marketing to ensure that University print, web, and social media materials include references to and pictures of graduate students, faculty, and programs.
- CR-12 Reorganize the Graduate Student Advisory Council to make it separate from and equal to the Undergraduate Student Association and:
- Work with Student Affairs to create by-laws for an organization separate from and equal to Undergraduate Student Association, with a separate budget that includes student fees paid by graduate students;

- Use Graduate Student Association resources from student fees to organize networking and professional development opportunities for graduate students;
- Work with the Graduate Dean to have monthly lunches or dinners that include students and coordinators from various graduate programs.

Recommendations for Years 2 – 3

- CR-13 Expand the English as Second Language (ESL) Program to facilitate international recruitment (and generate revenue).
- CR-14 Use a cost-benefit analysis template to institute differential tuition for the most expensive programs (MBA, CSD).
- CR-15 Work with the Advisory Board, Institutional Advancement, and local philanthropy to offer scholarships and assistantships to students in programs addressing community needs.
- CR-16 Add graduate certificates in areas of community interest such as:
- Legal studies
 - Autism
 - Hospitality Management/Event Planning
 - Public History
- CR-17 Create new 4 + 1 programs in areas of greatest interest and economic viability such as:
- Museum Studies/Public History/Social Studies Education
 - Integrated Parks Management Program
 - Athletic Training/Health Promotion
 - Accounting
- CR-18 Use the CRM system to analyze the nature of admissions inquiries and yield rate on applicants from various demographics and share the results with marketing and program coordinators.

- CR-19 Correlate faculty workload with teaching evaluations, research productivity, service projects and adjust if necessary.
- CR-20 Use faculty workload adjustments to increase enrollments in the CSD Program; Reading, Literacy & Learning (RLL) Program; School Librarianship Program.
- CR-21 Drop the retail track and add a cybersecurity track in the MBA program to increase enrollment.
- CR-22 Survey graduate students about assistantships (availability, assignments, stipends), professional development and networking opportunities, program/course offerings, preference for types of delivery, meeting locations and times.
- CR-23 Use graduate student surveys to evaluate existing models; share results with program coordinators, Graduate Council, Deans' Council, and President's Cabinet.
- CR-24 Undertake a market survey to determine interest in Master of Science in Nursing (MSN) or Master of Science in Health Administration (MHA), Master of Physician Assistant Studies (MPAS).

Recommendations for Years 4 – 5

- CR-25 Conduct self-studies on programs created in Year 1 to see if they need revision or even possible closure.
- CR-26 Establish a Master in Public Administration program.
- CR-27 Add a residential MBA program to attract full-time national and international students.

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- CR-28 Review the CRM data on origin, interests, yield rates on applicants and adjust recruitment efforts to target best markets and recruitment materials to reflect most popular sources of information.
- CR-29 Review faculty workload assignments and readjust according to productivity specified in established criteria for graduate faculty.
- CR-30 Create Doctorate of Education in Educational Leadership.
- CR-31 Add Allied Health programs that were most attractive in the Year 3 market survey and consider these possibilities:
 - a. Master of Science in Nursing (MSN)
 - b. Master of Physician Assistant Studies (MPAS)
 - c. Master of Science in Health Administration (MHA)