



# Shepherd University

## GSCE 2015-2016 Strategic Plan Assessment

## STRATEGIC PLAN BENMARKS AND ASSESSMENT

OBJECTIVE 1: INSPIRE STUDENT LEARNING & ADVANCING EXCELLENCE IN GRADUATE EDUCATION			
	Stakeholders	Benchmarks for Success	Timeline/Assessment
<p><b>Ensure Excellence in Graduate &amp; Continuing Education Programs</b></p> <p>1. Review Policies (admissions, curricula)</p> <p>2. Rigor (determine if our curricula, outcomes and standards are similar to those of HEPC and COPLAC peer groups).</p> <p>3. Research (faculty/student) [emphasize and reward]</p> <p>4. Accessibility (course rotation, availability of classes)</p> <p>5. Engagement (Are our students involved in our/their communities?)</p>	<p>GSCE Dean</p> <p>Program Coordinators</p> <p>Academic Affairs</p> <p>Enrollment</p> <p>Student Affairs</p>	<p>Increased enrollment (1.5 % growth annually)</p> <p>Increased retention (75% to 80% over 5 years)</p> <p>Sustained graduation rates (data is not consistent from year-to-year).</p> <p>Publicity/recognition (more press releases and information in local/regional publications)</p>	<p><u>2012-2013</u></p> <p>1. Policies reviewed and revised; continue.</p> <p>2. Monitored through accrediting bodies and CTL assessment reports; continue.</p> <p>3. Progress made; develop research day; highlight achievements.</p> <p>4. Posted for all programs.</p> <p>5. Participation at events &amp; on committees and advisory councils is up.</p> <p><u>2013-2014</u></p> <p>Followed the same practices.</p> <p><u>2014-2015</u></p> <p>Followed the same practices, with more public visibility of graduate student involvement on campus, in research activities, attendance at professional conferences and other events. New assistantships in the sciences and advancement.</p> <p><u>2015-2016</u></p> <p>Continued same practices from 2015-2016, with a social event each semester for graduate students.</p>
<p><b>Provide Incentives and Ensure Accountability</b></p> <p>Best Practices</p> <p>Partnering/Cost Sharing</p> <p>Degree Completion</p> <p>Policies</p> <p>Assessment</p>	<p>GSCE Dean</p> <p>Program Coordinators</p> <p>Academic Affairs</p> <p>CTL</p>	<p>Students and Faculty Satisfaction (use national survey tool for students; internal survey for faculty).</p>	<p><u>2012-2013</u></p> <p>Budgets revised; work with CTL in re: to NSSE survey.</p> <p><u>2013-2014</u></p> <p>New surveys in place for graduation. More emphasis on assessment in the MBA is necessary, as are market studies.</p> <p><u>2014-2015</u></p>

	Student Affairs		<p>The number of degrees awarded was at an all-time high (71). Need to have demonstrable data for satisfaction.</p> <p><u>2015-2016</u></p> <p>Drop in degree production mirrored the same decrease in enrollment. Need to have demonstrable data for satisfaction with the program. Work to implement the NSSE for graduate students?</p>
<p><b>Develop Student Academic Support Programs</b></p> <p>•<i>Activity 1:</i> Work with units on campus to develop academic support for graduate students requiring remedial work or additional academic assistance.</p> <p>•<i>Activity 2:</i> Assume a leadership role in activities directed specifically toward improving the writing of graduate students. A Task Force will be formed and charged with providing a brief on best practices for improving writing</p>	<p>GSCE Dean</p> <p>Program Coordinators</p> <p>Academic Affairs</p> <p>CTL</p> <p>Student Affairs</p>	<p>Lower rates of students on probation. (determine national %)</p> <p>Rigor in student assignments for HLC pathways. See national best practices.</p> <p>Retention goals met. (See 1.1)</p>	<p><u>2012-2013</u></p> <p>1. Progress made; institution system needs to be in place; continue.</p> <p>2. Rubrics developed for comps. Assessment needed for written assignments.</p> <p><u>2013-2014</u></p> <p>Academic support policies are in place for graduate students. How can we work to provide more support for adult learners returning to school? For international students?</p> <p><u>2014-2015</u></p> <p>Academic support services are in place for the MC, which represents approx. 50% of all graduate students. Individual cases of academic support tend to be handled on an individual basis vs. systematically. If we are to grow with more international students (MBA program), we will need to have more consistent support services in place.</p> <p><u>2015-2016</u></p> <p>With the influx of more international students and potentially applicants from the Navitas program, IELP courses were approved. There will need to be similar initiatives in the area of writing support and use of APA style.</p>

<b>OBJECTIVE 2: ENHANCING THE GRADUATE STUDENT EXPERIENCE</b>			
	<b>Stakeholders</b>	<b>Benchmarks for Success</b>	<b>Timeline/Assessment</b>
<p><b>Promote and provide a student-centered experience that will uphold a personalized approach to education and campus services</b></p> <p>•<i>Activity 1:</i> Incorporate graduate student information and policies into the overall student handbook.</p> <p>•<i>Activity 2:</i> Ensure that campus activities like the Wellness Center, and that campus offices provide access to graduate student who are working adults.</p>	<p>GSCE Dean</p> <p>Graduate Council</p> <p>Student Affairs</p> <p>Auxiliary Services</p> <p>Finance</p>	<p>Increased enrollment and retention. (See 1.1)</p> <p>Student satisfaction. Assessment Tool: national survey</p>	<p><u>2012-2013</u> Activities 1 &amp; 2 completed. Work with advisory council to examine other services needed.</p> <p><u>2013-2014</u> As graduate culture continues to develop, use the NSSE survey. Work to provide information for staff in other units.</p> <p><u>2014-2015</u> Service on the main campus and staff knowledge continues to be an issue on the main campus, as does communication and divination of duties between the main campus and Martinsburg. How can we better educate our staff and faculty in terms of using best practices for operational processes?</p> <p><u>2015-2016</u> This is an ongoing issue due to the turnover of staff in student support offices such as business, financial aid and admissions.</p>
<p><b>Continued Development of Funding and Policies for Graduate Assistantships and Stipends</b></p>	<p>GSCE Dean</p> <p>Financial Aid</p> <p>Enrollment</p> <p>Academic Affairs</p> <p>Academic units</p>	<p>Increased scholarship and employment opportunities for graduate students.</p> <p>Track through the Office of Career Services.</p>	<p><u>2012-2013</u> Over 100% budget of financial assistance given out. Operational funds used for assistantships. Work to include increased assistantship \$ in the budget process.</p> <p><u>2013-2014</u> Due to increased enrollment, the waiver budget was increased. Other units are coming forward to request assistantships .</p> <p><u>2014-2015</u> Requests continued to grow in 2014-2015, with the</p>

			<p>need for funding more assistantships that can help the undergraduate population, such as in academic advisement and perhaps financial aid. The assistantship process is a win-win situation, in that graduate students gain valuable experience, while support units on campus gain valuable administrative and/or academic assistance.</p> <p><u>2015-2016</u> More than 100% of the FA budget was dispersed, with some operational funds used to support students. Assistantships were also funded for the TRiO program and for the academic advisement center.</p>
<b>Form Dean's Student Advisory Group</b>	GSCCE Dean Program Coordinators	<p>Increased incorporation of graduate students into the culture of SU.</p> <p>Student satisfaction.</p>	<p><u>Completed</u> and ongoing.</p> <p><u>2014-2015:</u> Work for more active participation of student members and regular meetings. Fall seems to go well; however, it is very difficult to put together a meeting time in the spring.</p> <p><u>2015-2016</u> The meeting patterned followed the same results as the previous year. We will work to advertise the dates much sooner.</p>
<b>Develop Graduate Student Organizations and representation on bodies such as SGA and BOG.</b>	GSCCE Dean Program Coordinators Faculty	See 2.3	<p><u>2012-2013</u> In progress-working with Student affairs to amend by-laws for student life council.</p> <p><u>2013-2014</u> Goal Met Ongoing for 2014-2015: BoG representation.</p> <p><u>2014-2015</u> Graduate students continue to be represented more consistently throughout the campus, including on the graduate council, budget advisory council, student life council, and important committees such as the Presidential search committee. Are of we a size that we need to have a separate Graduate Student Association (GSA).</p>

			<p><u>2015-2016</u> Ongoing discussions continue regarding the place of graduate students on campus. Members of the council feel that the current model of advisory groups seems to be working well.</p>
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<b>OBJECTIVE 3: FUNDING THE GRADUATE ENTERPRISE</b>			
	<b>Stakeholders</b>	<b>Benchmarks for Success</b>	<b>Timeline</b>
<b>Oversee Campus Financial Support for Graduate Students</b>	GSCE Dean Financial Aid Enrollment	Increased enrollment and retention. (See 1.1.)	<p><u>2012-2013</u> Goals Met. Develop ongoing benchmarks.</p> <p><u>2013-2014</u> Ditto.</p> <p><u>2014-2015</u> Fall census saw record enrollment (184), while the spring 2015 census was approximately 6 below the previous year. There were a large number of graduates in August and December.</p> <p><u>2015-2016</u> Goal not met. Drop in enrollment of 8.86%</p>
<b>Develop Corporate Partnership for Funding Graduate Students</b>	GSCE Dean Advancement Financial Aid	Increased scholarship and employment opportunities for graduate students. (Advisory Councils)	<p><u>2012-2013</u> In progress. Work with advisory council and strategic alliance partners to develop funding.</p> <p><u>2013-2014</u> Advisory councils were less active. How do we turn participation into contributions and sponsors?</p> <p><u>2014-2015</u> Same issues. A new VP of Advancement is on board and perhaps we might be able to work on securing funding and sponsorships for graduate student and/or faculty awards or potential endowed scholarships.</p> <p><u>2015-2016</u> Anecdotal data seems to indicate that most students are finding employment in the field. We need to have better follow-up from alumni affairs, and the inclusion of graduate students in advancement priorities.</p>
<b>Develop Tuition Remission Pool</b>	GSCE Dean Financial Aid College Counsel Academic Affairs	Opportunities for spouses of staff and PT faculty.	<u>2015-2016</u> Ongoing. Work with the President, VPAA and executive staff on this initiative. (Reason Great Places to Work for Survey.)

			<p>GOAL for 2014-2015: Develop some type of remuneration for staff and dependents in re: to graduate tuition. This project is still ongoing.</p> <p><u>2015-2016</u>  With the administration of Dr. Hendrix, movement has begun to provide a number of initiatives to support employee satisfaction. Dr. Beard with work with her and executive staff to bring forward proposals regarding tuition remission for spouses at the graduate level.</p>
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<b>OBJECTIVE 4: BUILDING COMMUNITY</b>			
	<b>Stakeholders</b>	<b>Benchmarks for Success</b>	<b>Timeline</b>
<b>Support Student Research, Scholarship, and Creative Activities</b> Graduate Fellows Travel Awards Graduate Research exchange	GSCE Dean Graduate Council Program Coordinators Advisory Councils	Increased engagement of graduate students through research endeavors  Recognition of programs.  Corporate support.	<u>2012-2013</u> Travel money awarded in 12-13 (CSDA).  <u>2013-2014</u> Increase in student awards.  Ongoing for 2014-2015 Endowed fund for fellows? Corporate Partners.  <u>2014-2015</u> Programs were more recognized in the community from their special events and participation in community endeavors like River Riders. This visibility has not developed into financial support from community partners.  <u>2015-2016</u> Little movement in this area in terms of corporate support, other than sponsors for the MBA Issue Forum.
<b>Support Faculty Research, Scholarship, and Creative Activities</b> Graduate teaching loads and qualifications P & T for graduate faculty Graduate Faculty Award for Research & Scholarship	GSCE Dean Advancement Financial Aid	Increased scholarship and employment opportunities for graduate students. (advisory councils)	<u>2012-2013</u> -Qualifications and application redefined in faculty handbook. Also language surrounding P & T. -Faculty award renamed.  <u>2013-2104</u> Faculty are re-qualified with the new application process. -Continue to work with VPAA in re: to faculty workload; especially with the DNP. Ongoing: Develop other awards?  <u>2014-2015</u> Graduate courses for the most part continue to be taught in-load; however, with the full loads and current budget climate, it will be difficult to implement new graduate programs or even concentrations within existing degree programs without the investment of new faculty lines.

			<p>A new Affiliate Graduate Faculty award was developed this year, along with more nominees for the case study award. In general, there was significantly higher participation in application for the awards and attendance at the Graduate Studies banquet.</p> <p><u>2015-2016</u> Dr. Hendrix spoke to Dr. Beard regarding future corporate sponsorship of Graduate Research Day and of the graduate student and faculty awards.</p>
<p><b>Celebrate Student and Faculty Fellowship/Award Recipients</b></p> <p>Graduate Banquet</p> <p>Graduate Research Showcase</p>	<p>GSCE Dean</p> <p>Graduate Council</p> <p>Graduate Faculty Program</p> <p>Coordinators</p>	<p>Promotion of graduate research and culture.</p>	<p><u>2012-2013</u> -Graduate Banquet-record attendance.</p> <p><u>2013-2014</u> Increased attendance (84) and awards (\$300)</p> <p>GOAL for 2014-2105: Develop showcase for spring in relation to student awards. Hold here or in Martinsburg? Committee Chair?</p> <p><u>2014-2015</u> WV Graduate Research Day held. Events related to student/faculty awards and the banquet are noted above. The goal for the next year is to develop a Shepherd-only graduate research day and an electronic research journal.</p> <p><u>2015-2016</u> The first internal (only) graduate research day was held. We will work to promote more awareness of and participation in the event.</p>