

INTEGRATED GRADUATE ENROLLMENT MANAGEMENT PLAN 2019-2021

Color Code: **28** Completed (green), **25** In Progress (yellow), **1** Not Initiated (red)

Goal 1: Enhance graduate student success and award completion

Objective 1: Expand support for graduate students that contributes to award completion

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Implement a comprehensive graduate student orientation that is accessible to on-campus, off-campus, and on-line students	High	Director of Graduate Studies, Associate Director of Graduate Student Recruitment and Retention , Graduate Dean, Director of Admissions, Extended Education Dean	X	X		Researched best practices. Identified and consulted with partners. Online Orientation revised and loaded in D2L. Spring '20 : Project completed and launched.
Establish a graduate student center that creates a focal point for graduate students and facilitates access to key graduate services and professional development resources	High	Director of Graduate Studies, Associate Director of Graduate Student Recruitment and Retention, Graduate Dean , Directors of CESR, CETL, and RASP, Extended Education Dean	X			Sent graduate students basic search info for GrantForward; provided GAs faculty contacts that have had external funding and may have potential opportunities for research in their field; provided online workshops for grant-related professional development. Spring '20 : Web page launched and it includes an online graduate student orientation, checklist, and resources.
Adopt a technology enhanced approach to the completion of routine graduate procedures and forms	Moderate	Director of Graduate Studies , IT, Graduate Coordinators, Extended Education Dean		X		Met with IT. Consulted colleagues at St. Cloud to determine their processes. Degree clearance process is the highest priority. Met with IT Architect and designed workflow and related documents. Spring '20 : Piloted several new forms with selected departments.
Survey domestic and international graduate students on their satisfaction with graduate services, procedures, and experiences	Moderate	Director of Graduate Studies , Global Education Dean, International Student Services Director, Institutional Research, Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, Centennial Student Union leadership	X			Obtained surveys from other institutions. Identified potential campus partners. Collaborated with Student Government graduate senators and they assisted with the project.
Review and recommend an appropriate minimum number of credits for full-time and part-time graduate student status	Moderate	Office of Financial Aid, Director of Graduate Studies, Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean		X		Discussions and consultations with campus stakeholders commenced in fall 2019. Campus feedback was collected and a recommended number of credits determined.

Objective 2: Develop policies and procedures that support faculty for their contributions to graduate students and programs

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Develop and implement a policy and compensation formula for faculty engaged in graduate capstone supervision and that recognizes the differences in master's level and doctoral level supervision	High	Provost, Graduate Dean , College Deans, Faculty Association, VP for Finance, Graduate Coordinators	X	X	X	Discussions and consultations with campus stakeholders commenced in fall 2019. Implementation is dependent upon the availability of resources.
Develop and implement a university-wide method of allocating reassigned time to graduate coordinators	High	Provost , Graduate Dean, College Deans, Faculty Association, VP for Finance, Graduate Coordinators	X	X	X	Discussions and consultations with campus stakeholders commenced in fall 2019. Implementation is dependent upon the availability of resources.
Evaluate current practices to identify ways to improve faculty access to quality instructional technology and adequate support for the technology	Moderate	Chief Information Officer , Graduate Coordinators, IT staff	X			Spring '20: Major developments related to instructional technology and faculty support for technology enhanced learning environments occurred during spring and summer 2020.

Goal 2: Strategically identify areas of potential enrollment growth and maintenance, with the overall goal of increasing graduate enrollment and providing quality graduate programming

Objective 1: Develop a data informed campus process for identifying the optimal mix of graduate programs

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Survey IPEDS peer institutions on successful strategies for promoting graduate enrollment growth	Moderate	Director of Graduate Studies , Associate Director of Graduate Recruitment and Retention, Institutional Research, Graduate Coordinators, Graduate Dean, Extended Education Dean	X			Completed conversations with the majority of the graduate deans at our IPEDS comparable institutions.
Survey faculty, students, alumni, and external partners on the perceived obstacles to increased graduate enrollment	Moderate	Graduate Dean, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention , Graduate Curriculum and Academic Policy Sub Meet, VP Advancement, Extended Education Dean	X			Obtained surveys from other institutions. Identified potential campus partners. Surveyed MSU, M faculty on perceived obstacles to increased graduate enrollment. Partnered with Student Government graduate senators to gain insights. Graduate Studies Office invites student feedback in every issue of the graduate student e-newsletter.
Create an integrated process for maintaining an inventory of current graduate programs, enrollments, and awards	High	Director of Graduate Studies , Institutional Research, Graduate Coordinators, Graduate Dean	X			Consulted with MinnState officials about a more user-friendly Program Inventory. Discussed with IR the possibility of creating a simple report that can be run on demand.
Develop a process for determining the level of investment in graduate programs that accounts for the uniqueness across program types within the institution, across the system, and throughout the state	Moderate	Director of Graduate Studies, Institutional Research, Graduate Coordinators, Graduate Dean , Extended Education Dean		X		Additional investments made in marketing, social media, program web pages, and program communication plans. Spring '20 : Formed an ad hoc doctoral program workgroup to review program needs. Met with graduate coordinators and administrators to coordinate increased investments in targeted graduate programs.
Develop a process for identifying current graduate programs with interest in and capacity for enrollment growth based on workforce needs, market demands, available resources, and institutional priorities	High	Graduate Program Coordinators, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention, Graduate Dean , Institutional Research	X			Discussions and consultations with campus stakeholders commenced in fall 2019 and continued through spring '20 . Draft protocol under development. Identified a cluster of graduate programs for investment and growth in consultation with college deans and program coordinators.
Develop a process for identifying future graduate programs based on workforce needs, market demands, available resources, and institutional priorities	High	Graduate Program Coordinators, Director of Graduate Studies, Graduate Dean , Associate Director of Graduate Recruitment and Retention, Institutional Research, Provost, VP for Finance, Extended Education Dean		X		Discussions and consultations with campus stakeholders commenced in fall 2019. The Online Solutions model is being adapted to this need. Spring '20 : Draft protocol developed and under consideration by key stakeholders.

Objective 2: Enhance support for graduate programs

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Continue to refine and improve the new electronic graduate application and admission process	High	Director of Admissions, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention , IT Solutions, Graduate Coordinators	X	X	X	GradCAS application system adopted. It is a <i>continuous improvement</i> project but the transition to GradCAS is complete and the results are positive.
Develop a strategic marketing plan for graduate education that reflects the diversity of graduate programs	High	Director of Integrated Marketing, Director of Graduate Studies , IT Solutions, Graduate Coordinators, Graduate Dean, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention, Extended Education Dean	X	X	X	Meetings held with program coordinators as well as college and University marketing committees and workgroups. Increased funding committed to graduate marketing and promotion efforts. Spring '20: Ad hoc group surveyed graduate coordinators, and identified key priorities. Graduate Studies Office launched multiple marketing initiatives.
Hire a content creator to support development and implementation of the marketing plan, including the optimal use of websites, social media, CRM, and print media	High	Director of Integrated Marketing, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention, IT Solutions, Graduate Coordinators, Graduate Dean , Extended Education Dean	X			Content contractor developed CRM messages for graduate programs. GA assigned to manage the Graduate Education social media presence. Formed joint Integrated Marketing-Graduate Studies team to optimize Graduate Studies website and media. Continued to make significant progress. New web pages designed for all graduate programs, social media presence expanded, and deployed series of CRM messages for prospective students and applicants. Spring '20: Launched new web pages for each graduate program. Completed communication plans for all programs.
Employ a financial model that provides investment to support graduate program development, transformation, and growth that is aligned with industry needs	High	Graduate Dean , Director of Graduate Studies, Director of Student Financial Services	X			Held preliminary meetings with key stakeholders to identify multiple financial models for supporting graduate education. Spring '20: Tuition study group proposed new graduate tuition rates.

Objective 3: Recruit and retain a diverse graduate student population

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Develop and implement a strategic recruitment and retention plan that focuses on underrepresented racial minorities, gender equitable practices, and includes international students	Moderate	VP for Enrollment Management, Director of Admissions, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention , Graduate Dean, Chief Diversity Officer, Global Education Dean, Centennial Student Union leadership	X	X		Met with Diversity & Inclusion to discuss advising UG students interested in graduate school. Participated with DI in recent on-campus recruitment events. Partnered with DI to attend on-campus recruiting events. Partnered with Kearney Center to purchase names/addresses and create international student information pieces. Spring '20 : Collaborated with DI VP and diverse faculty to support outreach to prospective graduate students in Puerto Rico. Initiated development of a pathway program to PSM in Engineering Management from partner institution in Malaysia.
Adopt retention strategies that serve and support underrepresented racial minorities, promote gender equity, and includes international student populations	High	VP for Enrollment Management, Director of Admissions, Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention , Graduate Dean, Chief Diversity Officer, Global Education Dean, Centennial Student Union leadership, Extended Education Dean	X	X		Collaborated with the Kearney Center on CRM messaging for prospective international students, applicants, and admitted applicants. Developed a promotional piece for prospective international graduate applicants. Spring '20 : Instituted emergency grant program to support international and domestic graduate students.
Reduce institutional barriers, including financial obstacles, to the recruitment and retention of underrepresented racial minorities, differing gender identities, and includes international students	High	VP for Enrollment Management, Director of Admissions, Director of Graduate Studies, Graduate Dean, VP for Finance, Associate Director of Graduate Recruitment and Retention, Chief Diversity Officer , Global Education Dean, Centennial Student Union leadership, Extended Education Dean	X	X		Progress made based on priorities in the Diversity and Inclusion Strategic Plan. Spring '20 : Suspended several graduate policies for summer 2020 to reduce student expenses. Increased the dollar amount for registration holds.

Goal 3: Enhance the quality of the graduate assistant (GA) experience, improve the process and procedures related to GA

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Develop and improve processes for the recruitment, selection, and appointment and seek feedback from campus stakeholders	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, Director of International Student Services, and Director of Student Financial Services	X			Collaborated with IT and campus stakeholders on development of a comprehensive appointment and notification process. Online GA appointment process was endorsed by stakeholders and piloted in spring '20 .
Create a GA handbook	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, Director of International Student Services, and Director of Student Financial Services		X		Obtained sample handbooks and members of the summer GEMGAP work group reviewed them.
Identify a mechanism for posting GA positions	Moderate	Director of Graduate Studies , GCAP, Human Resources	X			Discussions completed and posting process is in place. Discussions with stakeholders on an enforcement policy are in process.
Develop and implement an online GA appointment process	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, IT Solutions		X		Collaborated with IT and campus stakeholders on development of a comprehensive appointment and notification process. Online GA appointment process was endorsed by stakeholders and piloted in spring '20 .
Develop training materials and provide both online and in-person options for GAs	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, IT Solutions		X		Collaborating with CETL and Academic Technology Services to coordinate and implement online and on campus TA training.

awards, and explore financial models for supporting GA positions

Objective 1: Establish, document, and disseminate processes for the recruitment, selection, and appointment of GAs

Objective 2: Establish, document, and disseminate a process for training, orientation, supervision, and support of GAs

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Develop processes for the training, orientation, supervision, and support for GAs in consultation with campus stakeholders	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, Director of International Student Services, and Director of Student Financial Services	X			Collected information on how this is accomplished at other institutions. Next step is to confer with campus stakeholders to determine how to incorporate the best practices into our institution. This will be addressed after the online appointment process is operational in fall 2020.
Create, execute, and maintain an online GA training program	High	Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention , IT Solutions, Graduate Dean		X		Collaborating with CETL and Academic Technology Services to coordinate and implement online and on campus TA training.
Standardize the GA hiring procedures across campus units and establish a basic level of orientation for all GAs	Moderate	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, Director of International	X			This will be completed by the summer of 2020.

		Student Services, and Director of Student Financial Services, IT Solutions				
Develop training materials and create both online and in-person training opportunities for employees responsible for hiring GAs	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, Director of International Student Services, and Director of Student Financial Services, IT Solutions		X		Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.

Objective 3: Establish, document, and disseminate a process for GA performance evaluation and for the collection of GA feedback

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Collect and review GA performance evaluation exemplars, using examples from both internal and external sources	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean	X			Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.
Develop process for GA performance evaluation and the collection of GA feedback in consultation with campus stakeholders	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean	X			Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.
Create a template for the evaluation of GA performance that is adaptable and appropriate for use across GA types and campus units	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean	X			Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.
Disseminate an evaluation document and ensure the confidentiality of GA respondents	High	Director of Graduate Studies , Graduate Studies Staff, Graduate Coordinators		X	X	Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.

Objective 4: Create and maintain an electronic handbook for effective communication and execution of GA procedures

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Identify key content areas and best practices based on a review of peer GA handbooks	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean	X			Collected information on how this is accomplished at other institutions. The key content areas and best practices have been identified.
Create and disseminate an electronic GA handbook based on the completion of actions contained in Objective 3	High	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean		X		Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.
Align GA and hiring unit training materials with GA handbook	High	Director of Graduate Studies, Associate Director of Graduate Recruitment and Retention		X		Collected information on how this is accomplished at other institutions. Next step is to convene campus stakeholders to determine how to incorporate the best practices into our institution.

Review, update, and improve the handbook annually	Moderate	Director of Graduate Studies , Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Graduate Dean, graduate students			X	Will occur in 2021.
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Objective 5: Ensure GAs are compensated competitively

Actions	Priority	Leaders & Partners	Timeline (AY)			Comments
			2019	2020	2021	
Review stipends and tuition waivers on a scheduled basis	Moderate	Director of Graduate Studies, Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet , Budget Sub Meet, VP for Finance, Graduate Dean		X		Stipends will be reviewed every 3 years by the Budget and GCAP committees.
Review and consider adopting a policy that permits the application of unused AY tuition waiver to summer courses and summer GA stipends	High	Director of Graduate Studies, Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Budget Sub Meet, VP for Finance, Graduate Dean		X		Addressed in the revised Graduate Assistant Policy.
Determine the tuition revenue generated by graduate teaching assistants	High	Director of Graduate Studies, Graduate Dean, Assistant VP for Budget & Business Services	X			Request made.

Objective 6: Use graduate assistantships to recruit highly qualified graduate students

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Expand existing sources of scholarship and merit-based support for highly qualified graduate students and GA awards	Moderate	VP for Advancement , VP for Strategic Partnerships, Graduate Dean	X	X	X	Implementation is dependent upon the availability of donors and external sponsors.
Identify and develop strategic partnerships to support graduate students and GA awards	High	VP for Advancement, VP for Strategic Partnerships , Graduate Dean	X	X	X	MoU signed with City of Shakopee to explore establishment of a research park where industry-supported faculty and student research occurs. Other partnerships under development. Spring '20 : Preliminary facility design meeting held with City of Shakopee.
Explore alternative funding models to support the expansion of GA awards available	High	Director of Graduate Studies, Graduate Coordinators, Graduate Curriculum and Academic Policy Sub Meet, Budget Sub Meet, VP for Finance, Graduate Dean	X			Preliminary discussions held on the use of NAI funds to expand support for GA awards.
Review and reconsider how federal work-study GA awards are allocated	High	Director of Graduate Studies, Graduate Coordinators, Graduate Dean , Director of Student Financial Services	X			All admitted graduate students are encouraged to complete the FAFSA. State and federally funded GA positions will be awarded in a more strategic fashion going forward.

Goal 4: Advance the culture of, and establish the optimal organizational structure for, research, scholarship, and creative achievement of faculty and graduate students

Objective 1: Support the research, scholarship, and creative achievements of faculty and graduate students

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Increase financial support for graduate student travel to present their work	High	Director of Graduate Studies, AVP for Research , Director of RASP, VP for Advancement, Graduate Coordinators	X			Additional funds dedicated to graduate student travel beginning in FY20. Encouraging faculty to include these costs for students in externally funded projects.
Initiate an annual campus event for graduate student research (Graduate Research Symposium) in cooperation with the URS	High	URC Director, AVP for Research , Graduate Coordinators, Faculty Research Sub Meet	X	X	X	URC advisory council and the Faculty Research committee committed to holding a joint undergraduate and graduate student research symposium. Spring '20 : Joint virtual graduate and undergraduate research symposium occurred.
Establish funds to support the research costs associated with graduate student research	High	Director of Graduate Studies, AVP for Research , Director of RASP, VP for Advancement	X			Faculty Research committee launched a graduate student research grant program. Round 1 conferred 16 awards in fall 2019. Spring '20 : Round 2 conferred 13 awards.
Elevate recognition of and support for faculty research endeavors, including additional financial support for campus events and travel that showcase faculty achievements	High	Department Chairs, College Deans, AVP for Research , Integrated Marketing, University Library, Media Relations	X			The 2019 Celebration of Excellence included all past Distinguished Faculty Scholar recipients and all previous Douglas R. Moore Research Lecture award recipients. Increased Moore stipend to \$6,000. Spring '20 : Moore lecture held virtually and had over 100 participants.
Initiate and elevate existing campus events that recognize the accomplishments of graduate students	Moderate	Grad Dean, Director of Grad Studies , Associate Director of Grad. Recruit. and Retention, Graduate Coordinators	X	X	X	Grant/Contract reception held annually and includes students who have participated with faculty/staff in research and externally funded endeavors. RASP web pages feature graduate student accomplishments and related stories on a rotating schedule.
Provide support to departments and faculty to develop online graduate programs and courses	High	Leaders and partners would be CETL, Graduate Dean , Department Chairs, and Academic Deans, Extended Education Dean	X	X	X	Online Solutions model provides support for program development. Concurrent instructor system grant provides support for course development. Graduate Dean provides increased support.

Objective 2: Expand the University's impact regionally, nationally, and internationally through faculty and student success in applied learning and research

Actions	Priority	Leaders & Partners	Timeline			Comments
			2019	2020	2021	
Invest additional resources (e.g., grant writers, grant consultation services, research design consultations) in activities that lead to external grants, contracts, and private giving to support the research conducted by faculty and students	High	AVP for Research , Director of RASP, VP for Advancement, Graduate Coordinators, VP for Finance, Research Sub Meet	X			Purchased new campus-wide subscription to <i>Essentials of Grant Proposal Development</i> . Continued Grant Writing Consultant position for faculty grant development support. Grant Workshop professional development series created and offered in collaboration with St. Cloud. Informational videos and additional resources added to the RASP website. Spring '20 : External grant and contract awards nearly doubled over previous fiscal year, providing increased support for faculty research and over \$3.7 million in direct support for student success.
Pursue research opportunities with community and other university partners	Moderate	Faculty members, AVP for Research, Graduate Coordinators, VP for Strategic Partnerships , System Office, Mankato Growth		X		MoU signed with City of Shakopee to explore establishment of a research park where industry-supported faculty and student research occurs. Other partnerships with implications for graduate education are under development.
Implement an incentive program to promote faculty participation in grant applications	High	AVP for Research, Director of RASP , College Deans, Provost		X		Grant writing incentive program developed. Funding identified and application materials and evaluation metrics created. Spring '20 : Launched program and 1 st round of awards conferred in summer 2020.
Include graduate assistant positions whenever appropriate in grant and contract applications	Moderate	Principal Investigators, Director of RASP , Director of Student Financial Services, College Deans, AVP for Research		X		Encourage inclusion of student GA appointments in grant and contracts when appropriate. Spring '20 : Continued this effort.