THE GRADUATE SCHOOL MATRIX for FY07  
(RU and GU Funding Accounts) 

May 1, 2006

Graduate School Mission: The Graduate School seeks to support and advance quality graduate education at WSU by
• Articulating a vision of excellence for the graduate community,
• Providing oversight for all aspects of graduate education,
• Enhancing the intellectual community of diverse scholars among students and faculty, and
• Recommending students who have completed requirements for graduation to the Kansas Board of Regents.

Graduate School Overarching Goals: Commitment to
• Academic Excellence
• Graduate Education Presence
• Diversity

FY 07 Goals developed to
Honor/Encourage Student Excellence
Enhance Student Learning
   Support Students
   Retain Students
   Recruit Students
Encourage Faculty Intellectual Exploration
   Support Faculty
   Encourage Staff Excellence
   Recruit and Support Staff
   Retain Staff
Recruit Alumni and Community
### Students

**HONOR/ENCOURAGE STUDENT EXCELLENCE**

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<tr>
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</table>
| Encourage intellectual contributions by students | To recognize outstanding research and creative activity by graduate students  
- Provide a venue for students to present their research locally – conduct the 3rd annual Graduate Student Research & Scholarly Products (GRASP) Symposium  
- Conduct GRASP competition in two areas: outstanding research oral presentation, outstanding research poster presentation or creative performance. Award 1st, 2nd & 3rd place in each area.  
- Increase the funding for Outstanding Student awards and Outstanding Thesis and Dissertation awards  
- Increase RU funding allocated by Grad. School to support student travel to present research or scholarly works at state, regional and national conferences | Number of competition entries judged (by faculty) to be of a quality sufficient to enter the competition.  
Faculty reviewers evaluations of the submissions – high quality and worthy of receiving recognition?  
Are award dollars increasing every year?  
Amount increased? Served more students? Number denied because they already had one award during the calendar year? | Was number of quality entries sufficient to conduct the competition again?  
Continue the recognition at the Symposium?  
Increased efforts needed to raise more dollars?  
Current level of funding adequate? |
| Encourage quality teaching by graduate student assistants | To recognize outstanding instruction by a GTA  
- Develop a liaison w/ Academy for Teaching Effectiveness for possible student recognition  
- Investigate establishing a WSU “teaching award” for the GTAs funded by the Graduate School | Progress report on possible recognitions for graduate students through the Academy for Teaching Effectiveness and/or through the Graduate School | Continue working on this? |
## ENHANCE STUDENT LEARNING

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| Encourage quality teaching and learning | To maintain/enhance the quality of instruction provided by GTAs  
- Continue to strengthen the GTA fall training/orientation workshop by adding teacher training components  
- Continue a ½ day training session for GTAs who join WSU in spring semesters  
- Work with Center for Teaching and Research Excellence to offer follow-up sessions for GTAs  
- Review evaluations of GTAs conducted by the program area  
- Investigate possibility of awarding merit increases to 2nd year GTAs based on 1st year evaluation  
- Provide opportunities for accent reduction training (via class offered by the College of Education) | What % of hired GTAs attended? Do student evaluations of the workshop indicate what they learned?  
Survey this population at the end of the spring semester to estimate the value of the training session  
Number of follow-up sessions scheduled and attendance at the sessions  
Determine number of program areas who conduct evaluations of GTAs and what do the reviews indicate about the quality of the teaching?  
Is this feasible from the financial standpoint and the ability of depts. to evaluate 1st year’s teaching?  
Number of students taking the class | Based on evaluation, continue GTA workshop?  
Continue each spring?  
Based on evaluation, continue follow-up sessions?  
Do program areas need encouragement or help in conducting evaluations of GTAs?  
Implement or not?  
Continue to provide? |
| Provide quality preparation of graduate students in their programmatic areas | Work with program areas to develop appropriate program inventories in light of WSU’s mission and capabilities as well as in light of student interest and community needs  
Support dept. efforts to conduct external program reviews  
Work to inform program areas that ongoing program assessment is expected with assessment reports (and updated assessment plans) due annually on September 1.  
Structure program assessment so it leads to enhanced student learning  
Expand opportunities for graduate students to become quality researchers | Number of programs suspended or terminated?  
Number of new programs initiated?  
Number of external reviews conducted  
Number of plans submitted on time from the program areas that contained the information requested by the Graduate School  
Review annual program assessment reports to determine if program areas are using student learning outcome data  
Grad. School and ORA provided the annual grant writing workshop for students | Were these actions appropriate?  
Further action needed to obtain reports on time?  
Further need to provide information to graduate faculty and graduate coordinators?  
Further need for information sharing about quality program assessment?  
Number attending? Quality of workshop? # of students who eventually receive a grant? |
### SUPPORT STUDENTS

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<tr>
<td>Support quality preparation of students in the completion of their</td>
<td>To initiate and monitor Graduate School policies to promote quality preparation of students and ensure equity (thus reducing the number of appeals and exceptions)</td>
<td>Results of substantive review of selected policies? Results of equity analysis?</td>
<td>Modify policy?</td>
</tr>
<tr>
<td>academic program through appropriate policies and procedures</td>
<td>To hold regular training updates for graduate school and department staff as well as for graduate coordinators as to program regulations and guidelines</td>
<td>Number and success of training sessions. Has the number of complaints from students decreased? Results from Exit Survey?</td>
<td>Use information to inform and revise policy -- more training needed?</td>
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<td>To foster effective communication among graduate faculty and students as it relates to doctoral program completion</td>
<td>Meetings held with doctoral faculty to examine these issues and improve the procedures? Clarified and standardized doctoral program procedures (especially the role of the dissertation approval meeting and report form)?</td>
<td>Completed or not? Follow-up needed?</td>
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<td>To provide appropriate review of students’ progress to degree</td>
<td>Decrease in # of degree audits that require follow-up?</td>
<td>Completed or not? Follow-up needed?</td>
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<td>To oversee benefits available to graduate assistants, including out-of-state tuition waivers, in-state tuition remission for GTAs, and university sponsored health insurance program.</td>
<td>Have we solved the issue of inadequate funding for in-state waivers and health insurance premiums?</td>
<td>Completed or not? Follow-up needed?</td>
</tr>
<tr>
<td></td>
<td>To provide sufficient input to Banner implementation to ensure quality student services</td>
<td>Are admission and degree audit Banner systems being used to maximum level?</td>
<td>If yes, no follow-up needed.</td>
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<td>To use the Graduate Student Advisory Board to identify significant issues confronting graduate students at WSU</td>
<td>Were issues identified this way?</td>
<td>Addressed identified concerns?</td>
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<td>To improve the application processing time frame (in Banner)</td>
<td>Do we need a part-time person to help in this area (RU funded) or need a full-time person (GU funded)?</td>
<td>Question answered?</td>
</tr>
<tr>
<td>Increase % of students funded from current 30% to 35% in two years</td>
<td>To supplement graduate assistant stipends in doctoral programs and in selected (high quality, under-enrolled) master’s programs • Obtain additional funding from Mill Levy • Foundation • State of Kansas</td>
<td>Amount of additional funding raised and how allocated?</td>
<td>Continue current fund raising methods or seek others?</td>
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<td>(without reducing individual stipend levels)</td>
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*Note: The table includes goals, sub-goals/actions, evaluations, and decisions related to supporting students. The table is designed to help in planning and tracking the progress of initiatives aimed at improving the quality of preparation and support for students through appropriate policies and procedures.*
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<td>Retain a high quality, diverse graduate student body</td>
<td>To establish desired enrollment and graduation rates for graduate programs  - Specify desired enrollment and graduation rates in each dept.’s Program Assessment Plan  - Provide depts. w/ retention data (yearly)</td>
<td>Number of assessment plans containing enrollment and retention rates  Was information provided to departments?  Were departments involved? Results?</td>
<td>Follow-up actions needed?</td>
</tr>
<tr>
<td>To support the timely progress of students through programs (goal is to graduate students in a timely manner)  - Continue to investigate office procedures that support timely progress (degree audit)  - Develop early alert system according to degree audit deficiencies  - Evaluate whether time-to-degree data and ratio of completion to non-completion data (provided by the G.S.) is used by the program area to make program improvements  - Provide clear, accurate, and conveniently obtainable information in Graduate School publications, website, and personal contacts regarding degree completion requirements</td>
<td>Number of office procedure changes  Are students and advisors responding to the early alert letters?  Number of areas using the data? How used?  Pilot test a group of enrolled students as to the effectiveness of these methods in providing information</td>
<td>Continue, discontinue or modify?  Follow-up needed?  Actions needed (based on the evaluation)?</td>
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<td>To improve financial aid processes  - Publish (only on the web) financial aid opportunities booklet for graduate students  - Develop funding sources for diverse and underrepresented students  - Work with financial aid office to improve services to graduate students through implementation of Banner  - Work with VP of Student Affairs to increase dollar amounts awarded to graduate students</td>
<td>Number of hits to the site  Number of awards  New system incorporates the needs and differences in awarding financial aid to graduate students? Services improved?  Dollars committed to supporting graduate students increased?</td>
<td>Continue, discontinue or modify?  Is additional funding needed?  Modifications needed to the new system?  Further work necessary to obtain increased funding?</td>
<td></td>
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<td>To assess and improve student satisfaction  - Administer the student satisfaction instrument (Exit Survey) each semester to graduating students  - Use Exit Survey data to improve graduate education at WSU (student satisfaction)  - Share Exit Survey results with students, graduate coordinators, and deans</td>
<td>Number and data of survey tools completed and returned  Feedback loops incorporated data into decision-making at various levels (graduate school, college and program area)  Prepared report that summarized data by college and program areas</td>
<td>Continue to administer the exit survey?  What needs to change in the way we do business?  What needs to change in the way program areas operate?</td>
<td></td>
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<tr>
<td>To increase % of enrolled master’s students who complete their programs (in 6 years) from current 68% to 75%</td>
<td>Number of named program areas not meeting this % increase  All programs identified (as not meeting increase) included appropriate goal in assessment plan</td>
<td>Continue to identify areas?  Were goals attained and led to improve completion rates?</td>
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### RECRUIT STUDENTS

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| Recruit a high quality, diverse graduate student body | To increase marketing results  
- Develop and implement an enrollment management plan that supports and enhances departmental marketing plans and identifies WSU Graduate School differentiation and message  
- Target 1: Current WSU undergraduate students - Communication to qualified juniors and seniors - Presentations/Panel Discussions to select sororities, fraternities, student organizations - Participation in WSU graduate finale and events - Collaborate with faculty for in-class presentations - Collaborate with Undergraduate Research Forum when doing the GRASP symposium.  
- Target 2: International Students - Provide materials for International events - Identify potential collaborative efforts - Presentations/Discussion Panels to international student organizations  
- Target 3: Kansas and select regional 4-year (public and private) institutions - Create database of program-specific faculty - Create and maintain relationships with career services directors  
- Target 4: WSU graduates not enrolled in GS - Communication to qualified grads (2 yrs.)  
- Advertising, PR, and Branding - Website improvements to increase user-friendliness - Maintain collaborative relationship with university communications for inclusion in major advertising endeavors - Revise and maintain event materials (literature, display graphics, Power Point presentations)  
- Maintain mutually beneficial relationships with WSU Career Services and Alumni Relations personnel | Assess overall results as an aggregate of program evaluation measures  
- Number of inquiries, applicants, admits  
- Participant assessments (presentations, workshops, discussions)  
- Qualitative assessment of international student collaboration  
- Number of program-specific databases created  
- Number of programs communicating with feeder institutions  
- Internal assessment of website and event materials  
- Alumni participation in career services events | Annual revisions to marketing plan as indicated by evaluation measure results  
- What activities should be continued? Enhanced?  
- What efforts lead to increased enrollment?  
- Next steps in continual assessment and revision of materials  
- How is alumni participation most beneficial |
<p>| Improve WSU Graduate Education “presence” to prospective students | | | |</p>
<table>
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<tr>
<th>Recruit a high quality, diverse graduate student body</th>
<th>To increase ethnic minority and under represented group enrollment from current 7% to 10% in two years (over FY06 and FY 07)</th>
<th>Are efforts to attract McNair Scholars cost effective and productive?</th>
</tr>
</thead>
</table>
| Improve WSU Graduate Education “presence” to prospective students | - Provide application fee waivers and incentive awards for McNair Scholars  
- Increase number of McNair Scholar applications from regional 12 state area  
- Identify former WSU McNair students to participate in McNair recruitment efforts  
- Departmental & GS communication to McNair Scholars identified on Council of Graduate Schools listing.  
- Meet with graduating McNair students to assist in program selection and application process  
- Encourage McNair Scholar WSU faculty to recruit students into WSU GS  
- Support departmental plans to enroll a diverse student body  
- Seek funding for McNair assistantships/fellowships at doctoral level for (Mill Levy proposal)  
- Develop doctoral recruitment efforts through discipline-specific national orgs. hosting diversity conferences or that identify potential students from under-represented groups  
- Seek funding to support 10 under-represented students ($10,000 for each student)  
- Increase % of qualified admitted students who have diverse backgrounds  
- Presentations/Panel Discussions to minority student organizations including same-race/ethnicity professionals (w/grad degree)  
- Prepare feasibility study for a professional community-based diversity advisory board (w/mentoring component)  

- Identify non-McNair undergraduate students currently attending WSU (from underrepresented groups) and work to interest them in graduate ed.  
- Work with KU and KSU to submit an AGEP grant proposal to NSF | Number applicants and number of awards made  
Number of WSU McNair students who attend WSU  
How completed and was it successful?  
Applications received?  
Meetings held -- # of applications received  
Number of students continuing at WSU  
Applications received?  
Amount of funding secured  
Can these organizations help us?  
Funding found?  
Percent increased?  
What professionals are successful in engaging audience? (# of inquiries)  
Is there a significant commitment level by community leaders?  
Review cost/benefit analysis  
Number identified and number enrolled | Are other efforts to attract a diverse student body productive?  
Continue Organization Presentations/Panel Discussions?  
Proceed with Diversity Advisory Board? |
| Recruit a high quality, diverse graduate student body | To encourage admitted students to enroll  
- Establish communication campaign for admitted students | Keep record of who is contacted and whether it resulted in the student enrolling  
Keep record of reported reasons for non-enrollment | Is fine-tuning required?  
How can non-enrollment data be utilized to improve yields |
|---|---|---|---|
| Improve WSU Graduate Education “presence” to prospective students | To award GTA and GRA stipend levels that attract high quality graduate students  
- Develop a new plan to raise endowed funds for graduate fellowships (since previous plan did not work)  
- Consider raising the minimum stipend level set by the Graduate School  
- Investigate average stipend level by program area | Was new plan developed?  
Progress made?  
Increased stipend levels needed to make GTA positions more competitive? | Decide when to implement?  
Follow-up needed?  
More funding needed in certain program areas? |
| To encourage and financially support recruitment activities carried out by the departments (funded through application fees)  
- Collaboratively develop departmental marketing plans to steer strategic recruitment efforts (plan will include identification of objectives, program differentiation, target segments, marketing mix, and evaluation measures)  
- Support faculty participation in program-specific career fairs, diversity fairs, and other recruitment opportunities  
- Encourage faculty in-class discussion of graduate education  
- Provide recruiting funds to program areas based on evaluated applications (hold funds centrally and disperse upon requests from the depts.)  
- Establish departmental relationships with community members in respective professional fields who might return for a graduate degree (consider site-based programs)  
- Determine a “regular” distribution time to depts. for year-end data on # of inquiries, # of applications, # of admits (for each program) | Was marketing plan developed for each dept.?  
Assess results through stated evaluation measures  
Number supported and number of inquiries, applications, admissions generated from travel  
Number of faculty contacted and committed to effort  
Number of discussion held, # of applicants  
Number, type and cost of recruitment activities  
Number and quality of relationships (quality = increased number of enrollments) | Annual revisions to marketing plan as indicated by evaluation measure results  
Continue/discontinue various activities? |
### Recruit a high quality, diverse graduate student body

- Improve WSU Graduate Education “presence” to prospective students
  - To improve services to prospective graduate students
    - Reply to all inquiries in a timely manner and encourage campus/departmental visits for qualified domestic candidates
    - Establish strategic communication campaign for inquiries
    - Work to implement Banner student system to assure quality service to prospective students
    - Increase program specific admissions from Kansas and select regional 4-year (public and private) institutions

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<tr>
<th>Average response time</th>
<th>Number of qualified visits</th>
<th>Number of applicants from campus visits</th>
<th>Number of applicants from inquiry pool</th>
<th>Was campaign effective?</th>
<th>Needs shared with Banner committee</th>
<th>Program specific increases achieved and from what institutions</th>
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### Faculty

**ENCOURAGE FACULTY INTELLECTUAL EXPLORATION**

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<td>Encourage intellectual contributions by faculty</td>
<td>To increase faculty research and scholarly efforts</td>
<td>Number of new awards?</td>
<td>Need to increase the amount of funding available? Are GRAs supporting quality research projects?</td>
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<td>• Increase funding to support GRAs helping faculty with their research efforts</td>
<td>Do faculty members so honored have their students submit proposals the next year?</td>
<td>Continue or not?</td>
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<td></td>
<td>• Honor faculty members who mentored student award winners at the Graduate Research and Scholarly Projects Symposium</td>
<td>How many departments are producing the newsletter? Do students value having the information?</td>
<td>Continue or not?</td>
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<td>• Encourage the publication of discipline/department newsletters listing thesis and dissertation production (include title, student name, and faculty advisor)</td>
<td>What information was placed on the web?</td>
<td>Continue to encourage departments to list on the website?</td>
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<td>• Place the above listing of theses and dissertations on the Graduate School website</td>
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## SUPPORT FACULTY

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| Retain a high quality, diverse group of faculty | To provide support to grad. coords.  
- Prepare initial application folders and send to departments in a timely manner (includes calculating applicant GPAs)  
- Investigate effectiveness of current admission process  
- Collect data on the kinds and amount of support currently in place  
- Provide training to all new grad. coordinators  
- Provide training in a given semester to graduate faculty who have students graduating that semester | Collect data on time frame for a sample of folders  
Ask graduate coordinators if the process is efficient  
Share data with graduate coordinators and decide the next appropriate action  
Was training helpful?  
Decreased # of Plans of Study that required follow-up?  
Decreased # of oral defense committees with incorrect composition | Continue as is or revise the process?  
Fine tuning needed?  
Is additional support needed? If so, what kind?  
Continue to provide training or not? |
| Encourage quality teaching and learning | ▪ Provide funds and processes so departments can hire and train quality GTAs to assist professors teaching courses  
▪ Establish (through Center for Teaching and Research Excellence) a faculty award for “Outstanding Faculty Mentor”  
▪ Request that assessment plans speak to diversity issues (relevant to the program) that impact on student learning  
▪ Encourage faculty to attend the annual Tilford Diversity Conference held at WSU  
▪ Provide up-to-date, accessible data base on graduate faculty standing (so faculty know who has what standing when composing dissertations and theses committees) | Additional funds needed?  
Award established?  
Assessment results used to address diversity issues?  
Number of faculty attending and their responses to follow-up survey  
Was Banner implementation able to do this? | If updates approved by Council and faculty, develop plan to disseminate the new information?  
Follow-up needed?  
Continue request?  
Need to alter sessions to better serve faculty needs?  
Follow-up needed? |
# Staff

## ENCOURAGE STAFF EXCELLENCE

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| Continually support the development efforts of graduate school and department staff | • To provide leadership opportunities for graduate school staff both within the office and across campus. Ask staff to provide leadership for specific tasks  
• To have graduate school staff attend workshops within and outside the University related to their duties  
• To expand efforts to obtain input from the University community regarding their perceptions of office effectiveness within the graduate school  
• Repeat the 4-session (Lunch and Learn) series held during spring 2003. Invite grad. coordinators to attend in addition to dept. staff. | Number of times requested and completed  
Number of staff actively involved  
Number of staff participating  
Number of new skills shared with others in the office  
Develop survey for graduate coordinators to rate effectiveness  
Was the session successful?  
Who attended? | Continue, discontinue or modify?  
Continue, discontinue or modify?  
Survey ready to distribute?  
Continue, discontinue or modify? |
## Retain and Support Staff

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| Retain and support a high quality, diverse group of office staff | To provide on-going job training specific to responsibilities  
- Provide initial orientation sessions for new staff  
- Provide regular in-service training on job responsibilities  
- Provide training as indicated by regular evaluations  
- Conduct staff evaluations as scheduled for classified personnel  
- Conduct an office retreat at the beginning of each semester to evaluate the previous year and implement improvements in the current year | Orientations completed for all new staff members  
Number of in-services scheduled  
Number of training sessions needed  
Number of staff evaluations are conducted as scheduled  
Number of ideas generated? Ideas implemented? Did the ideas work? | Continue, discontinue or modify? |
| To provide opportunities for expanded/revised job responsibilities |  
- Each time a vacancy occurs, allow lateral movement of current staff, if they so desire  
- Each time a vacancy occurs, evaluate current operation of the office to do any restructuring of responsibilities, if needed | Number of staff who make a lateral move  
Number of restructuring events | Continue or revise? |
| To make the office a productive, caring work environment that encourages staff to remain at WSU  
- Sponsor staff lunches and celebrations  
- Celebrate birthdays  
- Compliment work well done  
- Complete remodeling project to provide added space for each staff member | Staff continue to participate in these events  
Are staff members positive about their work space changes? | Continue, discontinue or modify? |
## RECRUIT STAFF

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| Recruit a high quality, diverse group of office staff | Graduate School is committed to equality of opportunity in employment. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which provides equal employment opportunity and upward mobility for all qualified persons.  
  - Conduct staff searches according to University guidelines  
  - Have current staff members involved candidates interviews  
  - Be willing to search externally if highly qualified internal candidates are not available  
  - Seek applicants from underrepresented groups | Quality of recent new hires based on already established evaluation system for classified personnel? | Person is performing adequately or needs further training? |
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<td>Improve WSU Graduate Education “presence” to the Wichita community at large</td>
<td>To communicate mission, vision and values of graduate school to alumni and community • Investigate the inclusion of Graduate School information into department newsletters that are sent to alumni • Dean or faculty members speak to community groups • Improve the Grad. School website as a community resources • Improve our presence on TV, in newspaper and radio, and in area high schools • Promote graduate education through University Communications office • Highlight faculty achievements • Encourage faculty and students to participate in community meetings, functions, boards, etc.</td>
<td>Will this be worthwhile? Will departments be willing to do this? Cost? Number of groups addressed and their response to the presentation</td>
<td>Produce this document or not?  Continue or not?</td>
</tr>
<tr>
<td>Improve WSU Graduate Education “presence” to the professional community within the disciplines represented at WSU</td>
<td>To involve alumni and community members in the work of the Graduate School • Encourage collaborative projects (reciprocal relationship) with partners in the local community – businesses, agencies, government entities, etc. • Ask alumni and community members to help recruit students from under represented groups • Ask alumni and community members to serve as contacts between their professional field and the corresponding academic program at WSU • Work to position the Grad. School to be ready to establish a Graduate School Community Advisory Board</td>
<td>How many actually help with specific Graduate School projects? Was their input/involvement helpful?  Was the Board established?</td>
<td>Continue, discontinue or modify?  How to use the Board effectively?</td>
</tr>
<tr>
<td>Improve WSU Graduate Education “presence” to the professional community within the disciplines represented at WSU</td>
<td>To provide financial support for graduate students and faculty to attend, present and recruit at state, regional and national conferences</td>
<td>Amount of support provided and number of students and faculty contacted at the conference</td>
<td>Determine which conferences to continue to support</td>
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