Minutes of the Graduate Faculty Meetings
April 24, 2013 and May 2, 2013

Attendance:
May 2, 2013: Akiro Shimada, Mary Sawyer, Helise Winters, Rosemary Millham, Laurel Garrick Duhaney, Lisa Barker, Cathy Whittaker, Tarie Lewis, Kathleen Lord, Chris Whitaker, Dan Kempton, Stella Turk, Bernadette Morris, Mary Christensen, Karen Bell, Gweneth Lloyd, Vika Shock

1. Announcements

2. By-Laws of the Graduate Council of SUNY New Paltz with Graduate Faculty By-Laws
Professor Rosemary Millham presented the summary of the spring 2013 revisions of the By-laws of the Graduate Council:

1. The graduate faculty sections were unclear and mixed with graduate council policy in the older document and therefore portions were rearranged to clearly state the graduate faculty portion of the by-laws from the responsibilities and membership of the Graduate Council.

2. The Graduate Council membership include the following changes:
   a) “Up to five professional faculty members serve ex officio with full voting rights”
   b) That membership is “renewable for a second term” (3-year minimum membership)
   c) That “professional faculty from distinct departments, where deemed necessary, will remain on Graduate Council”

3. A clear distinction for the graduate faculty section needed to be included. The previous document, for example, stated “The Presiding Officer of the Graduate Council” where it is expected to read “The Presiding Officer of the Graduate Faculty”.

4. The responsibilities of the graduate faculty include the following additions - “coordinate” and “promote” – to establish and maintain graduate education programs.

5. Several locations in the original document erroneously used “Graduate Council” instead of “Graduate Faculty”. These have been amended in Articles VI, VII, IX, X, XI and XII.

April 24, 2013—Approved (A vote was only counted once if a member attended more than one meeting.)
May 2, 2013—Approved (A vote was only counted once if a member attended more than one meeting.)

3. Graduate School Strategic Planning
Dean Laurel Garrick Duhaney began her presentation by introducing the members of the Graduate School Strategic Planning Committee and providing an overview of the plan:

   Laurel M. Garrick Duhaney, Chair
   David Basch, Strategic Planning Coach
   Karen Bell, Associate Dean, School of Education
   Daniel Freedman, Chair, Science & Engineering
   Aaron Knochel, Graduate coordinator, Art Education
   Chih Yang Tsai, Associate Dean, School of Business
The plan seeks to:

- Meet students’ educational needs
- Provide educated and skilled employees for the workforce
- Deliver superior programs, experiences, and services to graduate students
- Develop brand awareness of our graduate programs via focused recruitment and marketing
- Address admission and enrollment issues

Our graduate enrollment was reasonably steady until 2009 when we experienced a significant drop in part-time enrollments. Declining enrollments are not unique to New Paltz. Council of Graduate Schools surveyed 655 institutions that collectively awarded 81% of master’s degrees –

Survey results – New graduate enrollments have been falling since 2010, with education, at 8.8%, witnessing the biggest drop in new graduate enrollment

Some Factors Impacting Graduate Enrollments
- Fiscal factors
- Increase in for-profit institutions
- Some skepticism regarding the value of a college degree relative to its cost
- Slowness to adapt to shifts in students’ expectations, technological innovations, etc.

Dean Duhaney asked the steering committee members to introduce the plan’s strategic priorities:

**Strategic Priority #1: Organizational Factors by Dr. Stella Turk**
Goal: To investigate different organizational structures for the Graduate School.

Dr. Turk explained that the organizational structure of the Graduate School is not flexible enough to deal with the changing market, cannot facilitate creativity and timeliness of program development or implementation. In its current form, the Graduate School will continue to be deferential to the needs of academic units which have budgeting, recruiting and programming resources and as a result will continue to demonstrate enrollment reductions.

Proposed New Mission Statement:
*The Graduate School at SUNY New Paltz aims to meet the educational needs of graduate, pre-professional, professional and career-changing students seeking timely, innovative, and intellectually stimulating study while providing the breadth and depth of knowledge necessary in their chosen disciplines. Whether in the classroom, in the field, or online, our graduate, certificate and non-credit programs prepare students to be knowledgeable and skilled, ethical, and culturally sensitive individuals prepared to contribute meaningfully to their profession and their communities.*

**Strategic Priority #2: Program Development and Refinement by Dr. Karen Bell**
Goal: To selectively add and strategically retain or eliminate graduate programs
1. Where justified, offer new degree and certificate programs, revise existing graduate programs and discontinue low-demand programs.
2. Develop hybrid and online courses for existing and new degree and certificate offerings.

**Strategic Priority #3: Marketing and Recruitment by David Basch and Vika Shock**

Goals:
1. To utilize an integrated marketing approach
2. To develop a segmented and targeted recruitment/marketing plan for each school and program
3. To identify and develop program recruitment tools and have a separate plan for each

**Strategic Priority #4: Admission and Enrollment Management by Vika Shock**

Goals:
1. To develop an evidence-based enrollment management system
2. To integrate admission and enrollment targets into programmatic recruitment plans
3. To streamline the application process

**Strategic Priority #5: Student Engagement and Support by Dr. Aaron Knochel**

Goals:
1. To create a community in which students feel they belong, are supported, valued, and respected
2. To create support measures and structures for students at these stages: applicant, new student, current student, and alumni
3. To differentiate student support to meet the needs of graduate student populations in hybrid learning programs, online, summer on-campus, full-time, part-time, etc.

Respectfully submitted,

Vika F. Shock