

**GRADUATE SCHOOL
ENROLLMENT MANAGEMENT PLAN
2003-2006
(THE 2ND 3-YEAR PLAN)**

**SUBMITTED
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RESEARCH AND GRADUATE STUDIES ENROLLMENT MANAGEMENT PLAN EXECUTIVE SUMMARY

The Graduate School ‘Enrollment Management Plan’ is a work in progress. However, it provides directions and goals for effectively managing graduate enrollment at Western Carolina University. For many graduate schools at public institutions, managing enrollment is a new experience. However, in our case, the WCU Graduate School has embraced the enrollment mission of the institution as a framework to achieve its goals. Since 1998, graduate enrollment has increased by 52 percent. This growth has been a result of effective enrollment planning by the Graduate School, quality programs, and the commitment of all involved including graduate program coordinators, Graduate School staff, the Director of WCU Programs in Asheville, undergraduate deans, the Dean of Continuing Education and staff, Department Heads and the graduate faculty.

Since 1998, the role of the Graduate school in the enrollment planning process has been to use its limited resources to work with programs to develop and implement their respective plans to recruit, retain, and graduate a more diverse student body. In that regard, the management of enrollment at the graduate level at WCU has been a partnership effort.

This plan addresses the issue of access, diversity, academic excellence, and managed growth. Therefore, the following strategic goals and marketing plan from the present through the academic year 2005-2006 are presented:

GOAL 1: ACCESS, DIVERSITY, ACADEMIC EXCELLENCE AND MANAGED GROWTH:

To recruit, retain and graduate a more diverse student body that will have the knowledge, competencies and skills to serve as professional leaders in their chosen fields.

GOAL 2: ENROLLMENT MANAGEMENT:

To achieve an optimum enrollment in all graduate programs by fall 2006.

MARKETING PLAN

GOAL 3: AN INTEGRATED MARKETING PLAN:

To implement an integrated marketing program to assist each graduate program with their plans to achieve an optimum enrollment and to serve the community and the region.

Enrollment Management Plan assumptions are:

- The State of North Carolina's economy will at best experience a modest growth within the next three years.
- The state budget limitations will impact the Graduate School's ability to recruit both traditional and non-traditional students.
- Competition for academically prepared and diverse students will be a challenge.
- We assume that career changes will encourage more non-traditional students to enroll in graduate programs.
- Demographic changes in North Carolina will have an effect on the graduate student body as more African-American, Hispanic and Native American students pursue graduate studies.
- More adult learners will be employed while pursuing graduate studies, prompting the need to expand distance education and professional master's programs.
- We assume that the number of international student enrollments will increase as WCU programs gain national and international reputations¹

Finally, the commitment of the graduate programs and their respective coordinators and directors to this process, are evident by the strategies each has developed to accomplish GOAL #2. These strategies range from a one-time project to long-range initiatives to achieve the goal of optimum enrollment in their respective programs.

¹ For details, see Graduate School Strategic Plan 2004-2006

GRADUATE SCHOOL ENROLLMENT PLAN 2003 – 2006

I. THE UNIVERSITY

According to Leslie Sims,² “enrollment management is a new feature among public institutions because the primary emphasis has been on undergraduate enrollment.” Western Carolina University is no exception. Until recently, most of our emphasis has been on undergraduate enrollment, while graduate enrollment efforts have received very little attention.

During the period 1998-2004, graduate enrollment increased by 51.3 percent and now accounts for about 19.5 percent of the total student enrollment at Western Carolina University. This growth has been a result of enrollment planning, quality programs, and the commitment of all involved, including graduate program coordinators, graduate school staff and the Director of WCU Programs in Asheville, undergraduate deans, Dean of Continuing Education, department heads, and the graduate faculty.

A. MISSION

Teaching and learning constitute the central mission of Western Carolina University. The university seeks to create a community of scholarship in which the activities of its members are consistent with the highest standards of knowledge and practice in their disciplines.

The commitment of the community to service, research, and creative activities complements the central mission and extends the benefits of its scholarship to society. As a major public resource for Western North Carolina, the university assists individuals and agencies in the region through the expertise of its faculty, its staff and its students.

B. THE UNIVERSITY ENROLLMENT GOAL

The Graduate School embraces the enrollment goals of Western Carolina University as a philosophy and planning tool to achieve its mission as a growth institution. As a growth institution, the university expects undergraduate and graduate enrollment to increase by 20% by 2010.

The Graduate School administration and graduate programs have identified goals and strategies that are integral to the University mission as a growth institution. It is worth noting that this plan represents the second three year plan developed by both the Graduate School and graduate programs.

² Leslie B. Sims, “Graduate Enrollment Planning,” Midwestern Association of Graduate Schools, <http://associations.smsu.edu/mags/2000mags/sims.htm>

II. THE GRADUATE SCHOOL

The role of the Graduate School in the enrollment planning process has been to use its limited resources to work with programs to develop and implement their respective plans to recruit, retain and graduate a more diverse student body which represents the best and brightest of our future leaders in their chosen professions. In that regard, the enrollment management planning process has been a partnership effort. This process begins with the initial contact with prospective students to the time of enrollment and finally graduation. Even after graduation, we continue to stay in contact with students (as alumni).

A. MISSION

The Graduate School recognizes its important role in the enrollment management mission of Western Carolina University and in addressing the needs of the region. The Graduate School is committed to strategic enrollment management as a university philosophy and planning tool to achieve the mission of a growth institution. Thus, the Graduate School has been responsible for developing and initiating the guiding principles for graduate enrollment planning at WCU.

Finally, our mission as a Graduate School is to identify the enrollment goals and strategies that are consistent with the mission of the institution, and to provide the appropriate support to implement the actions and initiatives to achieve these goals.

B. GRADUATE SCHOOL ENROLLMENT PLAN

The Graduate School enrollment plan addresses the issues of access, diversity, and academic excellence. Moreover, this plan must be implemented with commitment to achieve an optimum enrollment in all graduate programs by 2006, while addressing the capacity challenges which all of our graduate programs will face in the future. Furthermore, the economic realities of our times must be considered to ensure that the Graduate School and all graduate programs benefit from the revenues generated from the growth of the university.

In the fall of 2004, the Graduate Dean will recommend to the Graduate Council the establishment of a Graduate School Enrollment Planning Committee. This committee will be comprised of all graduate program directors/coordinators. The committee will be chaired by the Associate Dean of the Graduate School. The role and responsibilities of the GSEPC will be as follows:

- To monitor all Graduate School recruitment and retention activities.
This involves:
 - Working with graduate programs to implement their enrollment/recruitment plans;
 - Developing and implementing the marketing plan;
 - Working with the newly established Marketing Division with the Office of the Vice Chancellor for External Relations

- To provide annual reports to the Graduate Council, the Graduate Dean, Vice Chancellor for Academic Affairs and the Chancellor about the Graduate School Enrollment Management Plan.

C. ASSUMPTIONS ABOUT THE GRADUATE SCHOOL ENROLLMENT

In order for the Graduate School Enrollment Management process to be effective, we make the following assumptions about the future economic and demographic trends in the state and region. This plan is subject to some revision as economic political and demographic variables change.

(i) Economic Assumptions

- North Carolina's economy will at best experience a modest growth in the next three years.
- Retail, information, and service sectors of the state will grow, fueling a demand for graduate education in these areas.
- Small and medium-sized entrepreneurial businesses will continue to be the major employers in the regions known as Advantage West, Southeast and the Research Triangle.
- There will be an increased demand for applied and problem solving/problem-oriented research in the state and region.
- Total appropriated dollars from enrollment growth will continue to increase; however, the dollar per student enrolled (controlled for inflation) will likely decline.

(ii) Demographic Assumptions

- Career changes will encourage more non-traditional students to enroll in graduate programs.
- A higher percentage of discouraged workers will enroll in graduate programs. They will require financial support from the University.
- Demographic changes in North Carolina will have an effect on the student body as more African-American, Hispanic, and Native American students pursue graduate studies.
- More adult learners will be employed while pursuing graduate education.
- The percentage of students from Tennessee, Georgia and South Carolina who will enroll in WCU graduate programs will increase in the next three years as programs gain national reputation.
- The number of international students enrolled will increase as programs gain national rankings.

D. TRENDS IN GRADUATE EDUCATION: ASSUMPTIONS

- Professional master degree programs will become more common
- Internationalization of graduate school curriculums will be necessary because of an increasing need for global awareness
- The need for trained personnel in economic development will increase

III. ACCESS TO GRADUATE EDUCATION

For over 50 years, graduate programs at WCU have provided quality graduate education to the citizens of western North Carolina, the state, nation and the world. Access to a graduate education has been a civic and social responsibility of the Graduate School. Table I provides some insight into the last six years of the Graduate School's progress towards meeting this obligation to the university and the citizens of the state.

TABLE I

WCU GRADUATE SCHOOL
DEGREES AWARDED, ENROLLMENT, AND APPLICATIONS
FALL 1998 – FALL 2003

Year	DEGREES AWARDED		ENROLLMENT		APPLICATIONS	
	Number	Percent Change	Number	Percent Change	Number	Percent Change
1998	245	-3.2%	974	2.0%	1,381	-2.5%
1999	297	21.2%	1,075	10.4%	1,343	-2.8%
2000	284	-4.4%	1,088	1.2%	1,192	-11.2%
2001	333	17.3%	1,198	10.1%	1,408	18.1%
2002	335	0.6%	1,368	14.2%	1,495	6.2%
2003	347	3.6%	1,474	7.7%	1,648	10.2%

Source: 2003 Factbook; Enrollment Management IS Coordinator

TABLE 2

PROFILE OF GRADUATE ENROLLMENT*
UNC INSTITUTIONS

UNC INSTITUTIONS	Fall1998	Fall1999	Fall 2000	Fall 2001	Fall 2002
Appalachian	952	917	1,115	1,202	1,326
East Carolina	3,166	3,069	3,732	3,952	4,352
Elizabeth City	-	-	13	28	17
Fayetteville	775	829	781	919	980
NC A&T	987	860	898	988	1,133
NC Central	1,568	1,499	1,419	1,521	1,757
NC School of Arts	56	67	76	81	79
NC State	5,831	5,673	6,629	6,868	6,858
UNC-Asheville	40	39	47	36	40
UNC-Chapel Hill	8,593	8,689	9,284	9,650	10,267
UNC-Charlotte	2,587	2,688	2,853	3,173	3,552
UNC-Greensboro	2,651	2,712	3,016	3,316	3,561

UNC-Pembroke	349	256	369	427	481
UNC-Wilmington	602	690	757	836	966
WCU	974	1001	1088	1198	1368
Winston-Salem	-	-	13	30	99

Source: UNC-GA ProgAssess/Inst Prof.AT 003.K/7-15-99

*First Professional included (law, dentistry, veterinary medicine, medicine, and pharmacy).

TABLE 3

GRADUATE DEGREES AWARDED
UNC INSTITUTIONS

INSTITUTIONS	1998	1999	2000	2001	2002
Appalachian	495	445	538	433	486
East Carolina	885	1,002	1,021	1,014	990
Elizabeth City					9
Fayetteville	114	101	109	135	96
NC A&T	255	268	239	198	229
NC Central	331	357	385	393	372
NC School of Arts					
NC State	1486	1550	1555	1565	1554
UNC-Asheville					
UNC-Chapel Hill	2,439	2,488	2,738	2,672	2,617
UNC-Charlotte	605	644	706	589	673
UNC-Greensboro	761	778	802	881	806
UNC-Pembroke	44	55	82	67	46
UNC-Wilmington	163	210	216	240	238
Western Carolina University	245	297	284	333	335
Winston-Salem	NA	NA	NA	NA	NA

Source: (Various) Office of University Planning and the Office of the President

SECTION IV

ENROLLMENT MANAGEMENT: GOALS, INDICATORS OF SUCCESS, OBJECTIVES, STRATEGIES AND ASSESSMENTS

GOALS, INDICATORS OF SUCCESS, OBJECTIVES STRATEGIES AND ASSESSMENTS

Strategic Theme I: Access, Diversity, Growth and Academic Excellence

GOAL I: To recruit, retain, and graduate a more diverse student body that will graduate with the knowledge, competencies, and skills to serve as professionals in their chosen professional fields.

INDICATORS OF SUCCESS (Measurement of the degrees of success over the next three years)

- To realize a total graduate enrollment at least 25 percent of the overall university enrollment each year.
- Total enrollment of minority groups should be 10 percent of the total graduate enrollment each year.
- To achieve a retention rate of 95 percent of masters and 99 percent of terminal degree students.
- To graduate 90 percent of the masters and 95 percent of all terminal degree students.
- To raise the mean GRE for all master's degree applicants to 1050 by 2006.
- To raise the mean GMAT for the MBA, Master of Accountancy, MPM and ME applicants to 500 by 2006.
- Review the graduate school enrollment management plan annually.

OBJECTIVES

Objective 1.1 Recruit the most qualified graduate students

Strategies:

- The Graduate School will work with Departments/Programs to enhance the quality of programs
- Enhance and promote the reputation of outstanding graduate programs through an integrated marketing program
- Continuing collaboration efforts between the Graduate School, Colleges and departments to establish programs in disciplines where there are unique opportunities to serve the region
- Make graduate assistantships more competitive with peer institutions
- Make recruiting and retention an essential priority for all graduate programs

ASSESSMENTS

- An annual evaluation of GRE and GMAT scores for graduate student applications, admissions and enrollments

- A yearly analysis of the yield from application for each graduate program

Strategic Theme II: Enrollment Management

GOAL 2: To achieve an optimum enrollment in all graduate programs by fall 2006.

INDICATORS OF SUCCESS (Measurements of the degree of success over the next three years)

- An enrollment of graduate students to exceed 1625 by fall 2004

OBJECTIVE

Objective 2.1 Have a recruitment and enrollment plan for each graduate program which is consistent with Graduate School enrollment goals.

Strategies:

- Graduate programs will compete for the most highly qualified students in their disciplines.
- The Graduate School will identify and help secure the resources needed by programs to implement their recruitment plans.

ASSESSMENTS:

- The Graduate School will review the resource needs of program coordinators relative to university wide priorities.
- Results of reviews will be shared with the Provost and Vice President for Academic Affairs, deans, and department heads and the Graduate Council.

SECTION V

ENROLLMENT MANAGEMENT

MARKETING PLAN

V. MARKETING PLAN

Strategic Theme: An Integrated Marketing Plan

GOAL 1: To implement an integrated marketing program to assist each graduate program to achieve an optimum enrollment to serve the community and the region.

INDICATORS OF SUCCESS (Measurement of degree of success over the next three years)

- Five percent increase in number of radio advertisements by Fall 2004
- Two percent increase in ads placed in selected publications representing demographic differences by Fall 2004
- Two percent increase in ads and news insertions in target market media
- Update brochures and other graduate program publications by Fall 2004
- Two percent increase in the coverage of reputable graduate programs in college newsletters in the region
- Increase each graduate program web site hits by 500,000 each year beginning Fall 2004

OBJECTIVES

Objective 1.1 To support the graduate program coordinators and directors in the utilization of university marketing specialists to implement the marketing program.

Strategies:

- Survey program coordinators/directors needs annually
- Determine what marketing activities are necessary to achieve optimum enrollment

ASSESSMENT

- Number of graduate programs with a marketing plan

Objective 1.2 To expand the reach of external communication (ads, news releases in print media, radio, television, direct mail, e-mail, word of mouth, web site, etc.) by Fall 2004

Strategies:

- More ads and news insertions will be placed in target markets media in the region
- Advertisements of reputable programs will be made in selected publications nationally
- Feature at least ten stories per semester on reputable programs in regional and national publications

- At least two graduate programs will be featured in college newsletters each semester
- Publicity promotions will include mailing of posters and brochures to colleges, universities, businesses, schools, etc.
- Graduate School staff and departmental representatives should make extensive use of e-mails for follow-up programs and to communicate activities of graduate programs to prospective students
- Plans will be made to expand and update all graduate program websites to achieve 500,000 hits per semester

ASSESSMENTS

- Increase in applications
- Increased enrollment
- Optimum enrollment for each graduate program by 2006

Objective 1.3 Expansion of the use of graduate programs, the Graduate School, internal communications (newsletters, e-mail, website, etc.) to recruit more WCU students.

Strategies:

- Efforts will be made to improve the image of graduate programs communication tools
- Use graduate program posters, brochures, etc. for recruiting
- Encourage the Graduate School and programs to make use of e-mail and recruitment communications
- The Graduate School and programs should increase the use of websites to communicate and recruit students

ASSESSMENTS

- Increased number of website hits
- Increased flow of e-mails from prospective students

SECTION VI

**SPREADSHEET ANALYSIS OF
GRADUATE SCHOOL GOALS
AND
GRADUATE PROGRAM STRATEGIES**

SECTION VI

SPREADSHEET ANALYSES OF GRADUATE SCHOOL GOALS AND GRADUATE PROGRAM STRATEGIES

The spreadsheet analyses that follow are strategies developed by the respective WCU graduate programs to accomplish Goal 2 of this Enrollment Management Plan. These strategies range from a one-time project to long-range projects. A full description of some of these projects is outlined in Appendix B.

This spreadsheet can be used by the Dean of the Graduate School, the undergraduate deans, and the Provost and Vice Chancellor for Academic Affairs to propose how resources can be allocated. Therefore, an integration of the Graduate School goals and the program strategies should be considered by all the parties.

GOAL 2: To achieve an optimum enrollment (in all graduate programs) by Fall 2006

MATHEMATICS AND COMPUTER SCIENCE ENROLLMENT MANAGEMENT PLAN 2003-2006			
Strategies 2003-04	2004-05	2005-06	
1. Continue emphasis on recruitment by organizing Graduate Open House to acquire a pool of potential graduate studies	Continue	Continue	Continue
2. Advertise and recruit for broadcast courses to off-campus locations	Update	Update	Update
3. Establish an external Advisory Board consisting of professionals or leaders from industry, government and academia to aid in recruitment, retention and placement of graduate students	Update	Update	Update
4. Keep track of our Alumni and involve them in graduate recruitment	Update	Update	Update
5. Continue to seek increased level of funding for assistantships to become competitive with comparable schools in the region	Update	Update	Update
6. Continue to study/refine our curriculum to enhance its impact on potential graduate students and their career goals.	Update	Update	Update
7. Publicize our 5-year (Four-Plus-One) M.S. degree program among our juniors as part of our local recruitment efforts.	Continue	Continue	Continue

Educational Leadership and Foundations Master of School Administration Enrollment Management Plan 2003-2006		
Strategies	2003-04	2004-05
1. Work with LEAS to publicize programs	Attend WRESA Support Council and work with department advisory council. Do annual mailing to LEA leaders and personally visit superintendents	Ongoing
2. Advertise at the school level and through direct personal contacts	Mail ads directly to schools and take recruitment materials on routine school visits. Make personal contact with minority candidates and recruit non-declared degree seeking students in classes. Continue marketing program in eastern areas with more minority applicant pools while using current students to identify potential candidates	Ongoing
3. Continue outreach activities to non traditional candidates	Enhance the MSA web page, participate in WCU graduate open houses, and investigate loss of MSA students in Macon, Clay and Cherokee counties to Lincoln Memorial University. Provide WebCT training to more MSA faculty to address adult learning needs. Regularly update recruiting materials and use MSA student exit interview data for program development.	Ongoing

<p style="text-align: center;">Department of Education Edd in Educational Leadership Enrollment Management Plan 2003 - 2006</p>			
Strategies	2003-04	2004-05	2005-06
<p>1. Inform educators in the region about the program</p>	<p>Send letters asking for nominations of potential candidates</p> <p>Send out applications</p> <p>Return calls to answer questions</p> <p>Visit school systems and arrange interviews</p>	<p>Develop new literature reflecting changes in the program</p>	<p>Continue to develop program and reach potential candidates</p>

Department of B-K, Elementary and Middle Grades Education Master of Arts in Education, Master of Arts in Teaching Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. B-K Education	Needs and Interest Assessment to determine need for B-K Masters Program in the region Continue development of Program – begin recruitment after approval Update and utilize department website	Ongoing Continue	Ongoing Ongoing
2. Elementary Education	Attend open houses for information and recruitment Make personal contacts through emails, phone calls and mailings Update and utilize department website	Ongoing Maintain contacts Continue	Ongoing Ongoing Ongoing
3. Middle Grades Education	Communicate the MAT option to second degree candidates interested in teaching Meet and talk with regional school systems about the MAED options for middle grades Make personal contacts through emails, phone calls and mailings Update and utilize department website	Continue Continue Maintain contacts Continue	Ongoing Ongoing Ongoing Ongoing

Department of Health and Human Performance M.A.T. in Physical Education, M.A.Ed in Comprehensive Education, and M.A.Ed in Two-year College Teaching Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Update electronic recruiting resources	Maintain attractive website Contract a webmaster, update current versions of necessary software and add a counter to record site visits	Ongoing	Ongoing
2. Advance reputation of WCU in a rapidly advancing field of Health and Human Services	Improve competitiveness of the physical education graduate program Increased stipends for graduate students, increased number of in-state and out-of-state tuition waivers.	Ongoing	Ongoing
3. Better Focus target marketing strategies	Advertise the graduate program more widely Gain financial support to produce brochures, posters, etc. and to create a display case for the graduate program, financial support for faculty recruiters from HHP to attend state and regional professional programs.	Ongoing	Ongoing

Department of Human Services M.S. in Communication Disorders Enrollment Management Plan 2003 -2006			
Strategies	2003-04	2004-05	2005-06
1. Brochure	Update program brochure Send brochure to undergraduates enrolled as UG CD majors in regional institutions	Update as needed Continue	Ongoing Continue
2. Organizations	Continue representation in CAP and ASHA directories Have a booth to interview students at the ASHA conference Send representative to the annual CAP conference	Continue Continue Continue	Continue Continue Continue

<p style="text-align: center;">Department of Nursing M. S. in Nursing Enrollment Management Plan 2003 - 2006</p>			
Strategies	2003-04	2004-05	2005-06
1. Open House	<p>Attend the Graduate School's fall and spring formal recruitment Open House</p> <p>Participate in Open Houses for the health related graduate programs when scheduled at the local hospitals: Pardee, Mission, and others.</p>	Ongoing	Ongoing
2. Align target marketing efforts	<p>Develop recruitment brochures/mailings, target mass mailings to RN/BSN nurses in the 16 western Carolina counties and national nursing functions.</p> <p>Place newspaper ads in regional papers, target local newspapers with stories about the MSN program and the students.</p>	Ongoing	Ongoing
3. Increased faculty involvement	<p>Faculty and MSN students will attend and participate in state nursing functions, e.g. NCNA Advanced Practice Annual Conference.</p> <p>Faculty will participate and present at regional nursing functions to increase program visibility</p>	Ongoing	Ongoing

Department of Business Master of Project Management Enrollment Management Plan 2003 - 2006		
Strategies	2003-04	2004-05 2005-06
1. Expand human capital to program	Continue with three full time faculty and one professor of part-time, phased retirement status to cover all academic duties.	Due to expected increases in program enrollment we will add one faculty member to MPM program. Ongoing
2. Expand degree opportunities	Ongoing	Create and implement a PhD program in Project Management. Only George Washington University offers a similar on-line degree. This would allow us WCU to take advantage of a valuable market and become ever more visible nationwide.
3. Widen Marketing efforts to strategic target audience	Maintain full academic accreditation by PMI, continuous upgrades to website, advertising in relevant journals. Continuous attendance and participation in professional conferences, target industry clusters and continue networking through student newsletter.	Ongoing

Department of Business Master of Business Administration Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Open House	Participate in general graduate open houses	Continue	Continue
	Conduct two open houses targeted just for the MBA and MAC programs	Continue	Continue
2. Contacts	Utilize and develop international contacts	Continue	Continue
	Work with business leaders in the Asheville area to develop leads for potential students	Continue	Continue
	Set up weekly appointments at the WCU offices on the UNCA campus to meet with prospective students	Continue	Continue

Department of Business Master of Accountancy Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Open House	Participate in general graduate open houses Conduct two open houses targeted just for the MBA and MAC programs	Continue Continue	Continue Continue
2. Contacts	Utilize and develop international contacts Work with business leaders in the Asheville area to develop leads for potential students Set up weekly appointments at the WCU offices on the UNCA campus to meet with prospective students	Continue Continue Continue	Continue Continue Continue

Department of History Master of Arts in History Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Increase marketing efforts	<p>Update the graduate brochure and website, send recruitment letters advising in particular the new track in European history to history faculty in a number of local colleges and universities</p> <p>Inserting a free H-net announcement about the new track</p>	<p>Put add in the Southern Historical bulletin. Create a drop-down brochure that becomes a poster for hanging.</p> <p>Send individual faculty members to make personal calls at history departments in WNC, upstate South Carolina and North Georgia. Contact former master's students who teach at community colleges, colleges or universities.</p>	<p>Continue efforts and evaluate successes and failures.</p> <p>Continue efforts and evaluate success and failures</p>
2. Develop ties with international organizations	<p>Develop ties with the Georgian Society in Jamaica, beginning with one-hour summer class for Jamaican teachers</p>	<p>Send public history intern to Jamaica to work with Georgian Society and strengthen program ties with agency.</p>	<p>Continue efforts and evaluate successes and failures</p>
3. Solidify current programs	<p>Continue to work with the Sequoyah chair on solidifying the Cherokee studies track</p>	<p>Ongoing</p>	<p>Ongoing</p>

Department of Art Master of Fine Arts Strategic and Recruitment Plan		
Strategies	2003-04	2004-05 2005-06
1. Strengthen marketing efforts	Develop recruitment and promotional materials to market highly specialized program to the regional and national arts audience. Materials included are comprehensive brochure, CD production and stand-alone website.	Ongoing Ongoing
2. Upgrade technical capabilities	MFA director will acquire a production quality laptop computer and professional quality audio/visual equipment. These materials will be used to attract high quality students to a highly specialized program as well as with creating post-production material for public information.	Ongoing Ongoing
3. Attract high-quality students to WCU	Acquire 5 Graduate Assistantships per cohort year and securing out-of-state tuition waivers for high quality students.	Ongoing Ongoing

Department of Education MAEd Reading Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Undergraduates and teachers	Communicate requirements for licensure and the NCLB act.	Continue communication	Ongoing
2. School Systems	Meet with regional school systems to talk about the Program	Continue and assess	Ongoing
3. Contacts	Make personal contacts through emails, phone calls and mailings	Continue contacting	Ongoing

Department of Health Sciences Master of Health Science Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Recruit and hire a full-time graduate faculty member who will teach, advise students, supervise theses and projects, and develop & implement new on-line specialty courses	Recruit full-time faculty member	Offer new health Informatics course for students currently in degree program	Ongoing
2. Recruit and hire at least two qualified regional health professionals to teach part-time in the program to insure the courses are offered with frequency and regularity.	Offer two new courses in Marketing, Decision Sciences, and continue to implement distance education specialty courses Offer "hybrid core" courses for students currently enrolled in program	Continue course offerings	Ongoing
3. Increase enrollment and shorten time to degree completion	Curriculum additions	Plan a new MHS Specialty concentration	Develop one new MHS Specialty course

Department of Political Science Master of Public Affairs Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Improving relationships	<p>Make an increased continued effort to strengthen relationships with already amiable city and county governments.</p> <p>Strengthen relationships with regional Police and Sheriff's departments and reach out to non-profit agencies as well.</p>	Ongoing	Ongoing
2. Increased internal/external recruitment	<p>Work ever closer with the Political Science and Criminal Justice departments on campus to encourage WCU undergraduate students to enter the program.</p> <p>Send representatives from the program to speak to undergraduate classes as well as classes at other universities and career fairs.</p>	Ongoing	Ongoing
3. Broadening curriculum	<p>Program has recently added an Administrative Law course and is working on other additions to be made as needed.</p> <p>Forming plan to move from three to five instructors in core curriculum. Also including talented adjunct professors from professional agencies.</p>	Ongoing	Ongoing

Engineering Technology Department M.S. Technology Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Curriculum Improvement	Program Review Implement New Curriculum Changes Evaluate Program Name Change	Evaluate New Options For Expanding Undergraduate Programs Implement Change If Warranted	Provide Options For Construction Mgt And Telecom
2. Develop Partnerships	Identify Firms And Professional Organizations To Establish Partnerships	Develop Working Partnership Plan And On-Site Visits Seek Funding For GA's	Assess Effectiveness
3. Expand Recruitment Area And Offerings	Identify Target Audience Develop Joint Effort Through Center For Applied Technologies Identify Alternative Delivery Methods Evaluate Distant Delivery Options Identify Regional, National And International Colleges To Target Develop New Brochure And Poster Develop New Web Page	Implement Plan For Expanded Recruitment On-Site Visits Develop Alternative Offering Plan Assess Feasibility Visit Regional Distribute Brochures And Posters To Targets Monitor Hits	Assess Effectiveness Establish Delivery System Implement Delivery Ongoing Ongoing Evaluate Effectiveness

<p style="text-align: center;">Chemistry Department M.S. Chemistry Enrollment Management Plan 20003 - 2006</p>		
Strategies	2003-04	2004-05 2005-06
1. Initiate new concentrations	Implement Environmental Chemistry concentration	Ongoing
	Begin Four Plus One concentration	Refine as necessary Ongoing
	Planning; obtain complete approval for Biotechnology concentration	Begin concentration Ongoing
2. Proposals	Submit proposals to generate indirect costs to support graduate stipends	3-4 proposals 5-6 proposals
3. Recruitment	Recruit at local undergraduate chemistry conferences (SERMACS)	Ongoing
	Coordinate conferences (SERMACS)	Ongoing
	Coordinate recruiting with graduate school efforts	Ongoing
	Faculty presentations at undergraduate institutions	3-4 presentations 3-4 presentations
4. Electronic initiatives to increase enrollment	Improve web page; send targeted email to faculty at local institutions and WCU undergraduates	Ongoing
5. Explore external sources of funding for graduate stipends	Write proposal for NSF-REU site in Chemistry	Implement
	Planning	Implement Ongoing

Department of Biology MS in Biology, MAT, MAEd Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
<p>1. Upgrade most effective marketing tools</p>	<p>Most of our students are attracted via our web page. We will make an effort to maintain the information found there current and explicative of new faculty and research opportunities.</p> <p>We would also like to produce an upgraded brochure to outline offered degrees and highlights of program.</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>2. Reaching out to potential students</p>	<p>We will continue to rely on personal contact with program coordinator to attract students.</p> <p>We also would like to focus on benefits available to students, such as graduate assistantships and tuition waivers by increasing them and accessibility to them.</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>3. Increasing accessibility to program</p>	<p>We will attempt to offer more courses at night to give flexibility to our working student population.</p>	<p>Ongoing</p>	<p>Ongoing</p>

Department of Health and Human Services MAEd in Comprehensive Education Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Maintain attractive web site	Web master Current versions of necessary software Addition of hit-counter to record site visits	Ongoing Update software as necessary Continue to record and report number of site visits	Ongoing Update Continue
2. Improve competitiveness of the physical education graduate program	Increase stipends for graduate students Grant increased number of in-state and out-of-state tuition waivers.	Continue to record number of students applying to the program	Compare resources
3. Advertise the graduate program more widely	Produce brochures, posters, etc. Create a display case for the graduate program Send faculty recruiters from HHP to state and regional professional conferences.	Ongoing Use display at conferences Continue and report	Ongoing Ongoing Ongoing

Music Department Master of Music Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Develop and distribute new flyer or brochure	Request funding Develop flyer	Send out electronic brochures Mailings to universities with music departments in NC, SC, GA, and TN	Maintain contacts
2. Advertise graduate programs and assistantships	Request funding Advertise in North Carolina Music Educators Association journal	Advertise graduate programs in academic journals Ongoing	Ongoing Ongoing
3. Artist in Residence	Maintain concerts to attract instrumentalists to the program	Continue	Continue
4. Asheville Lyric Opera	Begin successful liaison with ALO	Grant out of state tuition waivers for graduate assistants/ALO interns	Ongoing
5. MENC meeting	Maintain recruitment booth	Continue	Continue

Department of Health and Human Services MAEd in Two-Year College Teaching Enrollment Management Plan 2003 - 2006			
Strategies	2003-04	2004-05	2005-06
1. Maintain attractive web site	<p>Web master</p> <p>Current versions of necessary software</p> <p>Addition of hit-counter to record site visits</p>	<p>Ongoing</p> <p>Update software as necessary</p> <p>Continue to record and report number of site visits</p>	<p>Ongoing</p> <p>Update</p> <p>Continue</p>
2. Improve competitiveness of the physical education graduate program	<p>Increase stipends for graduate students</p> <p>Grant increased number of in-state and out-of-state tuition waivers.</p>	<p>Continue to record number of students applying to the program</p>	<p>Compare resources</p>
3. Advertise the graduate program more widely	<p>Produce brochures, posters, etc.</p> <p>Create a display case for the graduate program</p> <p>Send faculty recruiters from HHP to state and regional professional conferences.</p>	<p>Ongoing</p> <p>Use display at conferences</p> <p>Continue and report</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

APPENDIX A
STRATEGIC ENROLLMENT INITIATIVES

APPENDIX A: STRATEGIC ENROLLMENT INITIATIVES

RECRUITMENT, ENROLLMENT/MARKETING					
GOAL 1: To recruit, retain and graduate					
GOAL 2: To achieve an optimum enrollment in all graduate programs by fall 2006.					
GOAL 3: To implement an integrated marketing program to assist each graduate program with their plans to achieve an optimum enrollment and to serve the community and the region.					
PROJECT	TIME-LINE	RESPONSIBLE PARTY	COST	FUNDING SOURCE	QUANTITATIVE OUTCOMES
Direct Mailing External Constituencies	On-going	Graduate School	\$8,000	Growth Funds	Increase Graduate Enrollment to 1625 by Fall 2004
Follow-up Direct Mailing Project	All Year	Dr. Gordon Mercer	\$10,000	Growth Funds	150 New Students
Radio Ad	July – August 2004	<ul style="list-style-type: none"> • Leila Tvedt, Associate Vice Chancellor for Public Relations • Jim Rowell, Promotions and Marketing 	\$18,000	Growth Funds	Increase Graduate Enrollment
Billboards	June – August 2004	<ul style="list-style-type: none"> • Leila Tvedt, Associate Vice Chancellor for Public Relations • Jim Rowell, Promotions and Marketing 	\$8,000	Growth Funds	Increase Graduate Enrollment

PROJECT	TIMELINE	RESPONSIBLE PARTY	COST	FUNDING SOURCE	QUANTITATIVE OUTCOMES
Newspaper Ad	May – August 2004	<ul style="list-style-type: none"> • Leila Tvedt, Associate Vice Chancellor for Public Relations • Jim Rowell, Promotions and Marketing 	\$4,000	Growth Funds	Increase Graduate Enrollment
“Saturdays @ WCU”/Open Houses	All Year	Dr. Gordon Mercer	\$2,000	Growth Money	400 Prospective Students
“Recruit a Friend Program”	All Year	Dr. Gordon Mercer/Patsy Miller	\$25,000	Growth Money	100 Students per year
CD-ROM Project	Spring 2005	Karen Nicholson	\$5,000	Growth Money	Increase enrollment

APPENDIX B

**DESCRIPTIONS OF THE
STRATEGIC ENROLLMENT
INITIATIVES**

DESCRIPTIONS OF THE STRATEGIC ENROLLMENT INITIATIVES

Project/Program Title: Full-time Graduate School Recruiter and Retention Specialist

Contact Information: Dr. A.M. Turay, Dean, Research and Graduate Studies

Description: If funded, the Graduate School will hire a full-time (SPA) recruiter in the fall of 2004 to enhance its recruitment and retention efforts of graduate programs. This person will be responsible for coordinating programs that would involve students, faculty and alumni in recruiting activities, promoting the reputation of outstanding programs through an integrated marketing plan; collaborating with the Director of the Asheville Programs; coordinating and providing support to graduate program coordinators to increase diversity, etc.

Project/Program Title: Direct Mailing and Follow-up Direct Mailing
Graduate School Recruiting Project

Contact Information: Dr. Gordon Mercer, Associate Dean, Research and Graduate Studies

Description: The purpose of this initiative which began during the 2003-2004 year is to continue to follow up by letters and flyers to those who have expressed an interest in graduate programs at Western Carolina University but have not completed an application. Research by the Graduate and Professional School Enrollment Management Corporation has indicated that follow-up to interested students as well as targeting high potential groups for direct mailing has more impact on final enrollment outcomes than any other factor. Direct mailings have gone to all students expressing an interest at Graduate Professional and Career Days. Also direct mailings have gone to teachers, educational administrators, governmental officials, Western Carolina University seniors with high grade point averages, as well as alumni. Over 25,000 direct mailings have gone out to follow up with interested students as well as activate interest among groups with an interest in graduate study. This program has worked well but was not fully funded, due to budget constraints for this academic year. In order to work this program requires updated materials and wage money for student help to send the letters. This year's program has been

highly effective since applications and admissions for summer and fall enrollment have been up 20 percent. It is not suggested there have not been many other factors involved in the success of graduate enrollment growth but this program leverages and builds upon other initiatives already underway and also initiates contact with high priority groups in the adult learning community. Potential students are most likely to enroll at universities with the best follow-up programs. This project proposes over 30,000 direct mailings for the 2004-2005 academic year. These mailings will extend through the summer of 2005.

Project/Program Title: CD-ROM project and other recruiting materials

Contact Information: Karen Nicholson, Administrative Secretary, and
Dr. Gordon Mercer, Associate Dean

Description: The CD-ROM and other recruiting materials will provide information for prospective students. For example, the CD-ROM will provide prospective students a virtual tour guide of the campus, while recruiting material, such as brochures, viewbooks, etc. will be used for mailout campaign and for distribution when we visit college campuses. Moreover, some of these materials will also be used for our international recruiting efforts.

Project/Program Title: "Saturdays @WCU/Open Houses!"

Contact Information: Recruiting and Retention Specialist (TBA)
Dr. Gordon Mercer, Associate Dean
Mrs. Patsy Miller, Director, WCU Programs in Asheville

Description: These programs are designed to provide prospective students all information about WCU graduate programs. The goals of these programs are two-fold: To increase the number of attendees and to have them apply to the graduate school.

Project/Program Title: Brochure and other marketing material dissemination

Contact Information: Dr. Gordon Mercer, Associate Dean
Recruiting Specialist (TBA)
Mrs. Patsy Miller, Director, WCU Programs in Asheville

- Description: These materials are disseminated at graduate recruitment visitations on college campuses, Open Houses, professional meetings, and to prospective students upon request by e-mail, in person or unsolicited.
- Project/Program Title: Recruit a Friend Project
- Contact Information: Dr. Gordon Mercer, Associate Dean and Mrs. Patsy Miller, Director, WCU Programs in Asheville
- Description: This project is based on research that most people learn of graduate programs through a friend and most graduate students currently enrolled in programs indicate this is the factor that influenced their final decision to enroll in most cases. In this project current students would be encouraged to recruit a friend. As an incentive, if a friend applies, enrolls and is registered for a graduate course or courses \$50.00 credit toward a book or books for graduate courses would be allocated to the student. The broader purpose of this program is to provide flyers and materials to students, so they are able to help recruit a friend to graduate study at Western Carolina University. This program will be explained to students and if students select to participate, graduate program flyers will be provided to them.