



# **Graduate School Strategic Plan 2014 - 2019**

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Graduate School

WASHINGTON STATE UNIVERSITY

## § Introduction:

The strategic plan of the Graduate School supports the mission and goals of Washington State University. The Graduate School's strategic plan is based on our mission of service, oversight, and advocacy for the graduate enterprise. Specific themes of the Graduate School's strategic plan align directly with the themes of Washington State University's new institutional strategic plan.

## § Vision Statement:

Washington State University will be recognized as one of the nation's leading land-grant universities. Toward this end, graduate education will excel and achieve the highest level of excellence in doctoral, masters, and certificate programs.

## § Mission Statement:

The overall mission of the Graduate School is to advance graduate education and to enhance the experience of our graduate students. We further this mission by providing service, oversight, and advocacy for all aspects of the graduate enterprise at Washington State University. The Graduate School's mission can be viewed as a triple tier structure that encompasses the broad sweep of graduate education and scholarship. At our basic level, the Graduate School provides a foundation of service to students, faculty, academic programs, colleges, and the overall institution. Service is our collective effort to assist all stakeholders on an ongoing basis. Next, we provide oversight for policies, standards for graduate education, and program and institutional assessment. Our oversight mission is directly related to administrative support for graduate education. Finally, we advocate for graduate education, research, diversity, and integrity on campus, in the state, nation, and globally. Through recruitment of students, leveraging of grant proposals, or working with our donors and sponsors, the Graduate School provides advocacy on a continuous basis. To advance the Graduate School mission we embrace the challenge to work collaboratively with colleges, degree granting programs, faculty, students, prospective students, alumni, donors, and the public at large.

## § Graduate School Structure:

Under the leadership of the Dean, Associate Deans, and Administrative Manager, the Graduate School responsibilities fall under these functional areas:

- **Communications:** Marketing Ads and Brochures, Fact Sheets, Graduate School Website, Friday Focus, Newsletters, Public Relations
- **Finance:** Budgets, Assistantships, Travel, Personnel, Purchasing, Time Reports, Payroll, Financial Commitments
- **IT:** Zzsis Maintenance and Development, CollegeNET Application and CRM, Factsheet Database, Listservs, Oracle Imaging, Graduate School Databases and Systems, Software Applications, and Equipment

- **Leadership:** Graduate School Leadership, Student Leadership Development, Special Programs and Agreements, Donor and Alumni Development, Graduate School Policy and Procedures
- **Program Review and Assessment:** Program Reviews, Program Assessment, Data Management, Program Profiles, Surveys
- **Student Services:** Admissions and Credentials, Operations, Enrollments, Programs, and Graduation Services
- **Student Affairs:** Residency, Graduate Studies Committee, Student Issues and Appeals, Interdisciplinary Academic Programs: Individual Interdisciplinary Doctoral Program, Molecular Plant Sciences, Material Science and Engineering
- **Student Recruitment:** McNair, RADS Program, Diverse Scholars Visits, Summer Scholars, Recruitment Efforts

## § Themes and Goals:

### **THEME I: Promote Excellence in Graduate Education**

- Goal 1: Assist programs in expanding quality graduate education
- Goal 2: Increase graduate student diversity in degree programs
- Goal 3: Enhance accountability of degree-granting units
- Goal 4: Increase the number of high achieving students in degree programs

### **THEME II: Enhance the Graduate Student Experience**

- Goal 1: Develop and promote graduate student mentorship
- Goal 2: Develop and promote new and existing graduate scholarships, assistantships and fellowships
- Goal 3: Develop and expand opportunities for graduate student leadership experiences
- Goal 4: Advocate for graduate students
- Goal 5: Reduce graduate student time to degree

### **THEME III: Promote and Fund the Graduate Enterprise**

- Goal 1: Oversee and improve financial support for graduate students
- Goal 2: Enhance graduate student outreach opportunities
- Goal 3: Cultivate alumni and supporters of graduate education
- Goal 4: Increase funding for graduate education

### **THEME IV: Ensure Graduate School effectiveness: Diversity, Integrity, and Transparency**

- Goal 1: Foster an inclusive, equitable, and diverse Graduate School workplace
- Goal 2: Cultivate a culture of organizational integrity, effectiveness, and transparency

## Initiatives and Strategies for Meeting and Assessing Goals:

### THEME I: Promote Excellence in Graduate Education

Goals	Initiatives and Strategies	Quantitative Metrics
<p>1. Assist programs in expanding quality graduate education</p>	<p>a. Maintain and improve retention strategies</p> <p>b. Streamline graduate systems, policies, procedures, and forms</p> <p>c. Conduct program reviews to ensure programs follow best practices in graduate education</p> <p>d. Foster graduate education on urban campuses</p> <p>e. Develop and maintain funding programs (i.e., ABD Waiver Program, scholarships, etc.) to accelerate time to degree.</p>	<ul style="list-style-type: none"> <li>• Number of degrees granted per year per program</li> <li>• Number of students enrolled in graduate degree programs</li> <li>• Number of students participating in ABD Waiver Program (and other programs and scholarships as available) per year</li> <li>• Number of faculty state-wide who mentor graduate students</li> <li>• Number of students enrolled in graduate courses on urban campuses</li> </ul>
<p>2. Increase graduate student diversity in degree programs</p>	<p>a. Work with outreach organizations such as McNair to recruit individuals in under-represented categories</p> <p>b. Improve effectiveness of recruitment strategies (RADS program, Diverse Scholars Visit, IRT, GRE Search, Recruitment fairs, etc.)</p> <p>c. Establish international partnerships such as dual degree programs with foreign universities</p>	<ul style="list-style-type: none"> <li>• Number of URM, non-URM, and International prospects by gender per year, per program</li> <li>• Number of URM, non-URM, and International applicants by gender per year per program</li> <li>• Number of URM, non-URM, and International admissions by gender per year per program</li> <li>• Number of International scholar applicants by gender per year per program</li> <li>• Number of admitted international scholars by gender per year per program</li> <li>• Number of RADS per year per program</li> <li>• Number of participants in annual Diverse Scholar's visit</li> </ul>
<p>3. Enhance accountability of degree granting units</p>	<p>a. Enhance and maintain program reviews</p> <p>b. Enhance and maintain student assessment best practices</p> <p>c. Assist programs in developing and revising by-laws</p> <p>d. Maintain and update Graduate School policies and procedures based on best practices</p> <p>e. Facilitate the Faculty Senate program approval and curriculum review process</p> <p>f. Investigate formal and informal student complaints</p>	<ul style="list-style-type: none"> <li>• Number of program reviews conducted per year</li> <li>• Reduction in the number of student appeals and complaints</li> <li>• Reduction in the number of exceptions to policy</li> </ul>

<p>4. Increase the number of high achieving students in degree programs</p>	<p>a. Maintain and improve recruitment processes</p> <p>b. Maintain and improve scholar programs (Fulbright, CSC, VEFF, etc.)</p> <p>c. Implement a marketing plan targeted at well-qualified applicants</p> <p>d. Effectively use the CollegeNET application and CRM to attract top applicants to apply and accept offers of admission</p>	<ul style="list-style-type: none"> <li>• Number of high-achieving (GPA, TOEFL) applicants and admits (yield rate) per year per program</li> <li>• Number of scholar applicants and admits (yield rate) per year per program</li> <li>• Number of high achieving (GPA, TOEFL) prospects and applicants (yield rate) per year per program</li> <li>• Number of NSF GRFP's</li> <li>• Reduce the number of provisional admits per year per program</li> </ul>
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**THEME II: Enhance the Graduate Student Experience**

Goals	Initiatives and Strategies	Quantitative Metrics
<p>1. Develop and promote graduate student mentorship</p>	<p>a. Develop and implement faculty mentorship program based on best practices</p> <p>b. Develop mentorship programs with outreach organizations</p>	<ul style="list-style-type: none"> <li>• Number of faculty participating in program per year</li> <li>• Reduction in numbers of student appeals</li> </ul>
<p>2. Develop and promote new and existing graduate scholarships, assistantships and fellowships</p>	<p>a. Develop new scholarship programs</p> <p>b. Leverage training grants for graduate students</p> <p>c. Work with alumni and donors to establish scholarships</p>	<ul style="list-style-type: none"> <li>• Number of graduate students funded on assistantships</li> <li>• Number of graduate students funded on fellowships</li> <li>• Number of graduate students funded on Graduate School scholarships</li> <li>• Number of students funded on external scholarships (Fulbright, CSC, etc)</li> </ul>
<p>3. Develop and expand opportunities for graduate student leadership experiences</p>	<p>a. Develop and enhance opportunities for graduate students to engage in professional skill development (i.e., workshops, courses, retreats, brown bag lunches, presentations, etc.)</p> <p>b. Develop and enhance the Summer Scholar's program</p>	<ul style="list-style-type: none"> <li>• Number of students participating in leadership opportunities</li> </ul>
<p>4. Advocate for graduate students</p>	<p>a. Work with faculty, programs, and other offices to solve problems, mediate conflicts, and preserve student rights</p> <p>b. Conduct regular climate surveys and share results with departments</p> <p>c. Coordinate with GPSA on student issues</p> <p>d. Communicate regularly with graduate students via Friday Focus and in other ways</p> <p>e. Represent graduate education on task forces, committees, and activities throughout WSU</p> <p>f. Ensure programs are conducting student assessment</p>	<ul style="list-style-type: none"> <li>• Numbers of student complaints resolved without appeal</li> <li>• Reduction in numbers of student appeals</li> <li>• Number of students using Short-term parental leave program</li> <li>• Number of students using Dean's Emergency Funds</li> </ul>

<p>5. Reduce graduate student time to degree</p>	<p>a. Implement funding programs that assist students at the PhD phase</p> <p>b. Align graduate policies and practices with most efficient practices to reduce time to degree</p>	<ul style="list-style-type: none"> <li>• Time-to-degree stats by program per year</li> <li>• Number of students on ABD waivers</li> <li>• Number of students on CDS</li> <li>• Reduced number of extensions to time to degree per program per year/WSU totals</li> </ul>
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**THEME III: Promote and Fund the Graduate Enterprise**

Goals	Initiatives and Strategies	Quantitative Metrics
<p>1. Oversee and improve financial support for graduate students</p>	<p>a. Provide matches to grants and special programs</p> <p>b. Establish collaborative financial arrangements with programs and colleges</p>	<ul style="list-style-type: none"> <li>• Number of waivers</li> <li>• Number and amounts of assistantships</li> <li>• Number and amounts of Graduate School scholarships</li> <li>• Number and amounts of Graduate School fellowships</li> </ul>
<p>2. Enhance graduate student outreach opportunities</p>	<p>a. Develop workshops and other programs to increase student success in obtaining external funding.</p>	<ul style="list-style-type: none"> <li>• Number of students participating in opportunities</li> </ul>
<p>3. Cultivate alumni and supporters of graduate education</p>	<p>a. Send out regular newsletters, reports and other information related to graduate education at WSU</p> <p>b. Nurture current donor relationships with individuals and organizations through participation, regular visits and correspondence</p>	<ul style="list-style-type: none"> <li>• Annual giving amounts to the Graduate School</li> <li>• Number of named awards and scholarships</li> </ul>
<p>4. Increase funding for graduate education</p>	<p>a. Leverage Graduate School resources internally and externally for graduate education</p> <p>b. Increase support for externally funded grant and fellowship applications related to graduate education</p> <p>c. Submit training grant applications related to graduate education</p>	<ul style="list-style-type: none"> <li>• Number of awards</li> <li>• Number of submitted proposals</li> <li>• Number of graduate students applying for fellowships</li> </ul>

**THEME IV: Ensure Graduate School effectiveness: Diversity, integrity, and transparency**

Goals	Initiatives and Strategies	Quantitative Metrics
<p>1. Foster an inclusive, equitable, and diverse Graduate School workplace</p>	<ul style="list-style-type: none"> <li>a. Monthly staff meetings</li> <li>b. Weekly leadership meetings</li> <li>c. Regular team meetings</li> <li>d. GS Listserv for staff</li> <li>e. Celebrations of achievements</li> <li>f. Motivational awards</li> <li>g. Staff training</li> <li>h. Engage staff in strategic planning and tracking of goals</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff training sessions</li> <li>• Number of staff promotions, reclassifications and/or career advancements</li> <li>• Increased average annual review scores for staff</li> </ul>
<p>2. Cultivate a culture of organizational integrity, effectiveness, and transparency</p>	<ul style="list-style-type: none"> <li>a. Steward resources responsibly</li> <li>b. Conduct annual reviews for all staff</li> <li>c. Share information via the GS listserv for staff</li> <li>d. Conduct monthly budget reporting</li> <li>e. Ensure separation of staff duties as applicable</li> <li>f. Implement financial procedures according to WSU policy</li> <li>g. Train staff for their positions</li> <li>h. Engage staff in strategic planning and tracking of goals</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff training sessions</li> <li>• Reduced number of audit findings</li> </ul>