

Cascaded Plan for Support Units – Waypoint 1 July 1, 2016 – June 30, 2019

College of Graduate Studies:

The College of Graduate Studies is an integral part of the University of Idaho as the institution strives to meet its land grant mission and achieve the goals under the strategic plan. Graduate education at the University of Idaho is what makes us distinct among our state peers and positions the institution as an economic and knowledge driver of the state. As graduate education is what sets the university apart from the balance of the institutions in the state, the College of Graduate Studies is in a unique role as leading the institutions efforts at graduate education excellence. It is recognized that COGS cannot exist in a vacuum but our efforts must be in concert with other academic units in reaching the university's four goals. The College of Graduate Studies provides leadership and structure for graduate students and programs. The mission of the college is to promote, support, and advance a dynamic and diverse community of graduate student scholars and work with faculty and staff from across the university to envision, develop, and maintain the highest quality graduate programs. COGS will accomplish our mission by focusing on five core themes:

1. Student success
2. Faculty and student support
3. Teaching assistant development
4. Graduate Program improvement and development
5. Efficiency in COGS policies, practices, and processes

The College of Graduate Studies is committed to providing exemplary service and mentorship to graduate students from recruitment through graduation. Following on the mission is the college vision which is to provide strategic leadership for all graduate programs across the university as the institutions strive for Carnegie R1 distinction. The College of Graduate Studies will support students as they grow as scholars and support programs as they provide opportunities to produce quality research, scholarship, and creative activities which will impact the state, region, nation, and world.

Through the tireless effort of our graduate faculty and students the College of Graduate Studies delivers programs where graduate students are inspired to think differently (innovative thinking), engage with their communities (impact of research), and be involved in transformative education as they teach as TA's or move to professions where they will be teaching others irrespective of the field or area of employment.

The College of Graduate Studies shares the institutions values of excellence by encouraging the development of new knowledge which comes from courses, research, and experiences structured for graduate students'. We recognize excellence internally and actively pursue national and

international recognition for graduate students and graduate faculty. The College of Graduate Studies is dedicated to a respectful climate by encouraging dialogue between cultures, ideas, viewpoints, and perspectives in a developmental manner which recognizes differences and embraces them in an effort to create bonds of understanding and innovative ideas. Integrity is central to the College of Graduate Studies and we hold to the highest standards in research, teaching, and service in our communities and in our internal practices. The College of Graduate Studies will inspire perseverance in our student population as we recognize graduate education can be difficult and challenging and communicate there is tremendous reward in the completion of degree programs and certificates. We will push for policies and practices which embrace a high level of expectation but are attainable and worthy. The College of Graduate Studies supports sustainability across all aspects of the student experience. Our desire is for our graduates to understand their role as change agents and challenge them to think differently and toward the future.

Graduate programs are a key and necessary component in meeting the strategic goals of the institution. The College of Graduate Studies supports the strategic goals of the university through efforts at recruitment, retention, program development, student support, and awards and recognitions. The College of Graduate Studies is uniquely positioned to be a leader in opening discussions around interdisciplinarity and collaboration across academic units. Over the next nine years the College of Graduate Studies will strive to assist academic units in meeting their targets as related to the strategic plan and strive to exceed targets set for itself. Over nine years the College of Graduate Studies will contribute to the following university goals; goal one – Innovate, goal two - Engage, goal three – Transform, and goal four – cultivate. The College of Graduate Studies will contribute to these goals by meeting indicators established in the three university waypoints.

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics (page 6 of university strategic plan):

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees) COGS Theme 1. Student success 2. Faculty and student support 3. Graduate improvement and development	Y	Support students and faculty with efficient and effective recruitment and admissions strategies. Support students from initial contact to graduation. Support faculty as they move student through their curriculum.	<ul style="list-style-type: none"> • Reduced time to degree • Increase the number of terminal degree students in the pipeline • COGS recognizes that in order to meet the goal of 425 terminal degrees and meet the expected standards of a R1 institution we need to actively recruit students into our existing graduate programs and work with colleges to develop (where appropriate and needed) new graduate programs with an eye to developing those in humanities and social sciences.
Engage (especially Go-on rates)	N		<ul style="list-style-type: none"> • Graduate students create scholarly products that are visible to various publics and stakeholders around the state. Visibility of our graduate students' products, and the impact they have on the state, will inspire the public to understand that the University of Idaho is the institution of choice for high quality undergraduate and graduate education.

<p>Transform (especially Enrollment and Retention)</p> <p>COGS Theme</p> <ol style="list-style-type: none"> 1. Faculty and student support 2. Efficiency in COGS policies, practices, and processes 	<p>Y</p>		<ul style="list-style-type: none"> • Increase the number of graduate applicants to over 3000. • Grow the graduate enrollment to 18% of the total university enrollment. • Fund all TA's with in-state fee support. • Provide health insurance for all TA's. • Create with the assistance of departments, appropriate stipends comparable to R1 institutions (by discipline).
<p>Cultivate (especially Work Environment and Inclusivity)</p> <p>COGS Themes</p> <ol style="list-style-type: none"> 1. Teaching assistant development 2. Efficiency in COGS policies, practices, and processes. 	<p>Y</p>		<ul style="list-style-type: none"> • Support faculty and post-doctoral scholars through professional development activities • Teaching Assistants are supported by COGS. TA's have a tremendous role in the lives of incoming students as they primarily instruct in lower division general education courses. They should be considered in assessing the diversity of the teaching force at Idaho. • COGS processes, practices, and policies are seen as efficient, robust, and realistic for an aspiring R1 institution. Bottlenecks are identified and removed in order to be effective in our responsibilities.

Waypoint 1 goal(s) and objective(s), and tactics (short narrative description):

The College of Graduate Studies will employ the following tactics in meeting the goals and objectives of the first waypoint in the University of Idaho strategic plan.

Terminal degrees:

1. Due to the fact that graduate students take multiple years to meet their degree goals there is a need to back up and create recruitment and admissions targets which will recognize time to degree and position the university to graduate the needed number of students with terminal degrees by the end of each waypoint. These targets will be shared with academic units housing terminal degree programs. (Goal 1.B & 3.A, B)
2. COGS will incentivize units to shorten time to degree for students in terminal degree programs by using the time to degree metric as a variable in the formula for awarding teaching assistantships. Data for national time to degree averages will come from the Council of Graduate Schools (Goal 3.A)
3. The College of Graduate Studies will examine national trends through the Council of Graduate Schools and other academic agencies to anticipate where new terminal degree programs may be warranted. The College will collaborate with other colleges in developing plans to grow the number of terminal degree offerings by five through NOI's to the SBOE. (Goal 3.B)
4. Disseminate the products of the creative activities of the institution to stakeholders and the public through electronic dissemination. Track the number of time scholarly / creative activities are accessed across the globe (Goal 1.C).
5. Increase the number of TA awards to terminal degree seeking students with the goal of awarding 350 TAships. (Goal 3. A & B)
6. Develop a program for mentoring post-doctoral scholars in conjunction with the VPR. Use the office to increase the number of post-doctoral scholars and support them as they develop creative works and intersect with students and faculty. Grow the number of post-doctoral scholars from 67 to 82. (Goal 1.B)

Enrollment

7. Increase the number of recruitment fairs attended by COGS recruiter and other staff members from eight to twelve. Target fairs with a high return on investment both in number of students recruited and diversity of students recruited to apply. (Goal 3.A)
 8. Increase the training opportunities for teaching assistants through advanced training modules on teaching techniques and strategies. Build an advanced TA institute for those who will be entering the academy.
 9. Increase the value of teaching assistantship awards to meet the national average as reported by the OK State study, use the more
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competitive awards to enroll the highest potential students in to graduate degree programs (Goal 1.B & 3.A)

10. Strengthen the International Graduate Ambassador program. Use the international ambassador program to partner with academic units to recruit, develop, and graduate international students. Increase the use of the program by 100% - from 28 to 60 (Goal 4.A)
11. Reduce the time required from when a student applies to being reviewed by the departments. Reduce the time for international applicants from two weeks to 72 hours. (Goal 3.A, B & C)
12. Reduce the time required from when a student applies to being reviewed by the departments. Reduce the time for domestic applications from 72 hours to 36 hours. (Goal 3.A, B & C)

Great Colleges to Work For score

13. Create an instrument to assess the perceptions of teaching assistants based on the structure and content of the Great Colleges to Work For instrument. Deliver the instrument to the TA's at the end of each academic year.
 14. Build a post-doctoral association/office which supports the recruitment, development, and employment of post-doctoral scholars. Use the office to support faculty as they write professional development plans for their post-docs. Assess the success of the office annually.
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Waypoint 1 Metric Targets for Unit:

For each numbered tactic on the prior page, please link to the appropriate strategic plan goal/objective and suggest a means of measuring progress over the course of the next three years (e.g. completion dates for milestones, specific measures of progress unique to your unit).

Initiative Number	Selected Performance Measure (from page 6 of university strategic plan)	Unit Baseline Value	July 2017	July 2018	July 2019	Comments
1	Terminal Degrees (Number of degrees)	275	285	300	325	COGS numbers reflects all terminal degrees across the university. Progress will be assessed each semester based on application data, yield data, and graduation data.
2	Terminal Degrees (Years to completion)	Varies by discipline	Within 15% of national norm	Within 10% of national norm	Meets national norm	Time to degree varies by discipline and national averages will be communicated to programs/departments as they strive to meet this goal.
3.	Terminal Degrees	37	+2	+5	+8	Increase the number of terminal degree NOI's to the state board.
4.	Terminal Degrees	Unknown	+10%	+20%	+30%	Through the library assess the number of times UI terminal degree products are accessed by various publics

5.	Terminal Degrees (Number of TA's funded with IST/OST)	311	320	330	350	Increasing the number of TA awards to reflect the increasing need as UG enrollment grows. Support terminal degree seeking student with an appropriate financial package
6.	Terminal Degrees (Number of Post-docs)	67	70	75	82	Provide the foundation for an office of post-doctoral students/affairs. Increase the support for post-doctoral students and work with faculty as part of the post-doc mentoring plan.
7.	Enrollment (Number of Recruitment Events attended)	8	10	12	15	Increase the visibility of UI graduate programs through targeted recruitment events. Focus on high quality events and those that serve diverse populations.
8.	Enrollment (TA teaching score)	To be determined with IR				Support TA's as a recruitment and retention effort and increase the quality of their teaching as a way to increase UG retention and success
9.	Enrollment	Varies by discipline	80%	90%	100%	Increase the value of packaged TA awards to meet national averages by discipline
10.	Enrollment	28	30	40	60	Increase the use of the graduate ambassador program as a tactic to recruit and retain international graduate students
11.	Enrollment (Processing time to I-20 issuance)	2 weeks Int'l	72 Hrs	60 Hrs	36 Hrs	Increase the number of international students. Int'l students often go to the institution which accepts them first. We need to be first to accept and support these students

12.	Enrollment (Processing time from application to department)	72 Hours	60 Hours	45 Hours	36 Hours	Reduce the time it takes to process an application and send it to the department for review. Continuous follow-up of departments to insure they are meeting their timeliness expectations.
13.	Great Colleges Score (In development)	NA				Create an instrument to measure the satisfaction of TA's on campus. Make UI the place that students want to accept a TA position.
14.	Great Colleges Score (In development)	NA				Create and maintain a post-doctoral office to support faculty and post-docs as a way to increase post-doc professional development and faculty support of post-doctoral employees.

