

**Strategic Plan of College of Graduate Studies:
2012-2016
(Draft: March 8, 2012)**

Mission

The College of Graduate Studies has a primary mission to promote exemplary graduate education by ensuring standards of excellence. The College actively supports existing graduate programs and the development of new ones. It assists in the recruitment, enrollment, retention, and graduation of quality, diverse students, including international students. COGS improves the visibility of graduate programs, and works to enhance the funding for graduate students.

Vision

The College of Graduate Studies at the University of Idaho will expand, strengthen, and support graduate programs and will support and serve as an advocate for graduate students to meet targeted benchmarks at our aspirational and peer, research universities by 2020.

Goal 1: College of Graduate Studies will work closely with colleges and programs to increase the enrollment of graduate students including diverse economic, ethnic, and cultural backgrounds in and outside of the state.

Objective 1: Increase the percentage of graduate students at UI to 19.5% of the total student population by 2020, maintaining a 1.5% to 2% growth rate in graduate programs per year.

Strategies:

- Improve the collection and management of data on graduate recruitment and enrollment.
- Work closely with ITS and University Enrollment Management to implement and maintain the online application system for graduate admissions.
- Work with UI extension centers as partners in graduate student recruitment.
- Establish and nurture collaborative relationships with targeted feeder institutions.
- Participate in recruitment fairs
- Provide graduate program directors/coordinators across the university with recruitment training.
- Seek new opportunities and funding to strengthen recruitment of minority students.
- Increase staff support necessary to sustain continued growth in graduate programs
- Work with colleges and student service programs to strengthen the retention of graduate students from underrepresented populations.
- Develop models of graduate education which are appropriate for diverse audiences (e.g. cohorts, part-time programs, on-line programs).
- Work to restructure returns on fees and tuition to provide budget support in line with overall college growth.

Objective 2: Increase the number of international students as part of the planned overall growth of graduate students at the university.

Strategies:

- Provide recruiting agents with specialized recruitment training in targeted countries.
 - Maintain and improve communication with recruiting agents and partner institutions in the targeted countries.
 - Work with other colleges to develop models of graduate programs which would be attractive and efficient for international students (e.g., 3+1+1 master's programs).
 - Work closely with IPO in the support of international graduate students.
 - Provide graduate program directors/coordinators across the university with specialized training in international recruitment.
 - Streamline and improve the procedures for international recruitment across the university.
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Goal 2: College of Graduate Studies will work with colleges, programs, donors, and the university to increase the funding of graduate programs.**Objective 1:** Strategically direct resources to improve graduate programs**Strategies:**

- Reallocate resources to improve promising programs and to eliminate or reduce those that are not aligned with UI strategies or have limited potential.
- Coordinate financial support for graduate teaching assistants through a combination of resources from other colleges, department/programs and CoGS.
- Develop fee policies consistent with peer institutions, with fee revenue benefiting graduate education.
- Allocate funds for graduate faculty professional development;

Objective 2: Generate funds from internal and external resources to support graduate education.**Strategies:**

- Develop a fundraising strategy for COGS with the Development Office.
 - Develop relationships with foundations to increase endowment to support graduate programs.
 - Identify external fellowships for graduate students and assist them in applying for the fellowships.
 - Advocate for University-wide policies and funding to support research and scholarship.
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Goal 3: College of Graduate Studies will work closely with colleges to increase outreach efforts throughout the communities of Idaho and beyond.**Objective 1:** Strengthen partnerships in graduate education in and outside of the state.**Strategies:**

- Explore and establish consortia arrangements with other universities to increase graduate offerings in the state and beyond.
- Provide leadership to Boise, Coeur d'Alene, and Idaho Falls Centers on graduate education policies and student issues.

- Partner with extension to increase the visibility of graduate programs to each Idaho county.

Objective 2: Increase graduate program offerings in and outside of the state.

Strategies:

- Encourage existing graduate programs to offer certificates at the graduate level.
- Work with colleges and other units at the University to provide internal and external clients with professional training opportunities at the graduate level.
- Work with colleges in establishing training opportunities through corporations and organizations.

Goal 4: College of Graduate Studies will work closely with other colleges to improve the quality and capacity of graduate programs at University of Idaho.

Objective 1: Identify graduate programs that have the distinctive character and quality at UI.

Strategies:

- Analyze the strengths and weaknesses of graduate education at UI based on the results of external assessment of graduate programs and departmental external program reviews.
- Consult with Deans, Department Chairs, Graduate Program Directors/Coordinators, and graduate faculty members on the strengths and weaknesses of each program.
- Participate in all external graduate program reviews in order to receive input and feedback from external experts.

Objective 2: Enhance graduate programs that have a distinctive character and quality at UI.

Strategies:

- Work with colleges and departments to design specific plans to strengthen targeted programs.
- Prioritize and allocate resources, such as graduate student assistantships, to the targeted programs.
- Play an active role in reviewing proposals for new programs.
- Monitor work to increase the average GPA and GRE scores of incoming students in all programs.
- Communicate regularly with UI Center executives, faculty, and regional recruitment personnel on potential graduate programs.

Goal 5: College of Graduate Studies will enhance the graduate student experience with increased support and dedication to excellence.

Objective 1: Increase financial support for graduate teaching and research assistants.

Strategies:

- Work with the University senior administrators and Deans to design and implement strategies to increase and streamline awarding teaching assistantships .
- Work with departments to ensure awards are not cut for student in lieu of budgetary cutbacks.
- Seek funding to package all teaching assistanceship awards with stipend, in-state fees, and if necessary, out-of-state fees.
- Advocate competitive stipends and workloads for Teaching Assistants and Research Assistants.

Objective 2: Increase and advocate across campus for greater academic support at the graduate level

Strategies:

- Make available various types of enrichment programs for graduate students (e.g., seminars concerning the writing of theses and dissertations, Writing Center Support, online tutorials, TA Training).
- Provide professional development possibilities through such organizations as the Graduate and Professional Student Association.
- Provide support and special events for underrepresented groups of students.
- Work with the International Programs Office to support international graduate students, particularly during their first year.
- Develop yearly electronic student handbook that streamlines and organizes information, policies, and procedures on graduate education.
- Work with ORA to assess and address training needs graduate students.
- Increase opportunities of recognizing high quality graduate student research, teaching, and service.

Goal 6: College of Graduate Studies will work closely with other colleges and programs to improve the quality of and support for the graduate faculty at University of Idaho.

Objective 1: Strengthen the criteria of the graduate faculty membership.

Strategies:

- Work closely with the Graduate Council, Faculty Senate, the Provost, and colleges to review, and revise the current university-wide criteria of the graduate faculty membership.
- Work closely with colleges to design institutionalized procedures of implementing the aforementioned criteria.
- Seek feedback about the revised criteria and procedures from all major stakeholders before and after the implementation of them.

Objective 2: Advocate support for faculty research that involves graduate students.

Strategies:

- Work closely with the University Office of Research & Economic Development to increase the funding and funding opportunities for faculty research.
- Disseminate among the faculty information about faculty/student joint research opportunities.
- Generate the new funds to support faculty/student joint research projects.

Objective 3: Strengthen faculty development and enhance faculty incentives for graduate education.

Strategies:

- Design and offer more training workshops for graduate faculty members.
- Develop a graduate mentorship handbook that contains useful tips for mentoring graduate students.
- Work with the Provost and colleges to develop policies of enhancing faculty incentives for effectively teaching, advising, supervising, and mentoring graduate students.

Objective 4: Improve and standardize the management of graduate education across the university.

Strategies:

- Define and formalize the role of the Graduate Program Director at the departmental level.
- Design and offer more training workshops on graduate program management to the Graduate Program Directors.
- Develop a Graduate Program Director handbook that contains useful tips for graduate program management.
- Explore the needs for and feasibility of establishing the Graduate Studies Committee at college level.