

Graduate Education Strategic Plan – Initiatives

Initiatives Created, Developed, Reviewed and Prioritized for Implementation

Background

The Graduate Education Strategic Plan was developed in January of 2010, vetted with stakeholders through the spring, and approved by the Graduate Council in May of 2010. The plan included five “opportunities” to enhance graduate education on our campus. These were:

- **Increase Visibility of Graduate Education on Campus**
- **Communicate our Scholarly Leadership and Research Expertise**
- **Enhance External Relations**
- **Go Forth**
- **Optimize Enrollment**

Creating Initiatives

During the spring semester members of The Graduate Education Development Team and others who were knowledgeable about graduate education were asked to choose at least one opportunity on which to focus. This resulted in forming a Task Force for each opportunity. One Task Force dealt with two of the opportunities because of the similarity of membership. These Task Forces were to create and then evaluate initiatives to help fulfill the opportunity which they had chosen. Appendix A contains the Task Force Membership for each initiative. (In the Graduate Education Strategic Plan these were called “keys to success” but for ease in referencing they were named “initiatives” in these documents.) Across the five opportunities over 50 initiatives were identified. Appendix B contains the initial list of initiatives (column 1) that were proposed.

First Round of Vetting of Initiatives

Each Task Force then prioritized the initiatives into one of three categories: Do Now, Do Soon, or Do Later (N, S & L respectively in Appendix B, column 2). Each Task Force reached agreement on the urgency of each initiative with only those categorized as *Now* kept for the next step. Appendix C contains the Working Tables for each of the Opportunities with data filled in for each initiative. Table 1 lists the 31 remaining initiatives (those w/ *Now* designations in Appendix B) by name. Each Task Force then more fully developed each of the initiatives identified as a *Now* by completing a table with the following information.

<u>Ways to fulfill initiative</u>	<u>Data needed</u>	<u>Groups involved</u>	<u>Rank Order and Implementation Timetable</u>
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Overview of May 26 Rapid Improvement Exercise

On May 26, 2010 the Graduate Program Development Team met to identify the top 5-10 initiatives that would be pursued during the next year. Following is the agenda and objectives of the daylong meeting.

Agenda

Review Vetting Process of the Plan

Review Goals for the Day

- a. Reduce Initiatives from 31 to 5 - 10
- b. Develop process for accomplishing each Priority Initiative
- c. Establish how we will measure success of each Priority Initiative
- d. Establish who will complete the steps for implementation

Discussion and Agreement on Priority Initiatives – Begin with voting on top initiatives

S.T.E.P Student to G.E.D.T. Provides Background on Structures of other Similar Universities

One Small Group Assigned to each Priority Initiative or Groups of Initiatives

- a. Identify steps to accomplish the initiative
- b. Determine how we will measure success of the initiative
- c. Propose who will be responsible for implementation

Review results from each small group and agree on:

- a. Identify steps to accomplish the initiative
- b. Determine how we will measure success of the initiative

Agree on who will be responsible for each initiative

Review meeting and determine date of next meeting

Team members voted on whether the initiative should be in top 5-10 initiatives. Table 2 shows the initiatives in order of votes received. Discussion followed about combining initiatives that were similar. Items receiving the most votes were reviewed and grouped based on common activities. In addition initiatives that did not receive enough votes to be in top tier but were closely related to those that did get enough votes were included in a final list. Some initiatives which were ongoing activities (i.e., assessment) were not placed in top tier. The Team then met in small groups around common initiatives.

Table 3 shows the initiatives approved as priorities and the next activity associated with each initiative. In some cases the action on an initiative needs to wait until another initiative is completed. Some initiatives require a plan to be developed to accomplish them in those cases the plan is to be completed by early fall semester 2010. Appendix D contains those plans already developed.

One observation by the student was that another university had created a team similar to ours and after 18 months of work it had about half a dozen recommendations but no actions completed or in process. This is in contrast to what has been accomplished by our team.

**Table 1
Summary of Initiatives**

INCREASE VISIBILITY OF GRADUATE EDUCATION ON CAMPUS
1. Build <i>esprit de campus</i> for graduate students
2. Improve visibility and access
3. Recognize graduate studies as a more autonomous administrative structure
COMMUNICATE AND ENHANCE OUR SCHOLARLY, LEADERSHIP AND RESEARCH EXPERTISE
4. Develop a <i>Marketing Plan</i> to Communicate and Enhance Scholarship and Research
5. Create mechanisms to reach out to organizations and constituents in the region to partner in applied research.
6. Conduct a week long course to teach basic business and entrepreneurial skills to faculty, laid off engineers and scientists
7. Examine faculty work load related to graduate teaching, thesis and project supervision.
8. Change policy so that graduate students continue pay for thesis/project credits until finished.
9. Build research capacity to support high-quality student projects
ENHANCE EXTERNAL RELATIONSHIPS
10. Establish and manage networking opportunities that engage graduate alumni in a variety of contexts and formats.
11. Hold an open house for all UW Oshkosh graduate programs for prospective students, current students and alumni in several cities. Hold "lunch and learns" at area organizations.
12. Ask those already serving in the community to acknowledge they are members of UW Oshkosh by wearing UW Oshkosh name tag or clothing.
13. Identify best practices used by other campuses for promoting external relationships.
14. Encourage more faculty members to become involved in external consulting/research by including such activities in renewal, tenure, promotion and merit consideration.
15. Design and promote more "conversations with CEO" type courses.
16. Create an Applied Research Center to help faculty/staff conduct & present primary research.
17. Develop a "top shelf" speaker series that will attract influencers to us.
18. Develop a unified advertising/promotional plan that includes various types of mass media.
19. Sponsor faculty memberships in local professional associations.
GO FORTH
20. Obtain executive education space in the Appleton
21. Develop cross-college graduate programs.
22. Examine possibility of accelerated graduate programs.
23. Conduct market research on programs desired by NE Wisconsin (content, location, delivery).
24. Promote specific programs (marketing - traditional & viral, social media and personal contacts).
25. Engage in continuous assessment and quality improvement.
26. Improve infrastructure to meet demand.
OPTIMIZE ENROLLMENT
27. Dedicate resources to enrollment, recruitment and outreach of well qualified students
28. Identify and develop resources for graduate student advising and support services.
29. Develop a comprehensive strategic enrolment management system that includes review of admission requirements, data management, reporting, and projecting future enrollments.
30. Provide sufficient admin space in a strategic location (high visibility and traffic) to attract and serve grad students.
31. Increase funding for scholarships and assistantships

Table 2
Prioritized Initiatives

Initiative	Votes
1. Build <i>esprit de campus</i> for graduate students	0
2. Conduct a week long course to teach basic business and entrepreneurial skills to faculty, laid off engineers and scientists	0
3. Build research capacity to support high-quality student projects	0
4. Design and promote more “conversations with CEO” type courses.	0
5. Create an Applied Research Center to help faculty/staff conduct & present primary research.	0
6. Develop a “top shelf” speaker series that will attract influencers to us.	0
7. Develop collaborative college graduate programs (courses).	0
8. Promote specific programs (marketing - traditional & viral, social media and personal contacts).	0
9. Ask those already serving in the community to acknowledge they are members of UW Oshkosh by wearing UW Oshkosh name tag or clothing	1
10. Encourage more faculty members to become involved in external consulting/research by including such activities in renewal, tenure, promotion and merit consideration.	1
11. Sponsor faculty memberships in local professional associations.	1
12. Engage in continuous assessment and quality improvement. *	1
13. Provide sufficient admin space in a strategic location (high visibility and traffic) to attract and serve grad students.	2
14. Develop a <i>Marketing Plan</i> to Communicate and Enhance Scholarship and Research	3
15. Obtain executive education space in the Appleton	3
16. Examine possibility of accelerated graduate programs.	3
17. Improve infrastructure to meet demand.	3
18. Increase funding for scholarships and assistantships	3
19. Create mechanisms to reach out to organizations and constituents in the region to partner in applied research.	4
20. Examine faculty work load related to graduate teaching, thesis and project supervision.	4
21. Hold an open house for all UW Oshkosh graduate programs for prospective students, current students and alumni in several cities. Hold “lunch and learns” at area organizations.	4
22. Identify and develop resources for graduate student advising and support services (orientation, student lounge).	4
23. Change policy so that graduate students continue pay for thesis/project credits until finished. Examine faculty work load related to graduate teaching, thesis and project supervision.	5
24. Establish and manage networking opportunities that engage graduate alumni in a variety of contexts and formats.	5
25. Recognize graduate studies as a more autonomous administrative structure	6
26. Identify best practices used by other campuses for promoting external relationships.	6
27. Develop a comprehensive strategic enrolment management system that includes review of admission requirements, data management, reporting, and projecting future enrollments.	6
28. Develop a unified advertising/promotional plan that includes various types of mass media.	8
29. Conduct market research on programs desired by NE Wisconsin (content, location, delivery).	8
30. Improve visibility and access on campus.	99
31. Dedicate resources to enrollment, recruitment and outreach of well qualified students	99

99 indicates everyone agreed that this item was a priority

* This is an ongoing responsibility of every program and of all of Graduate Education

Table 3
List of Activities to Accomplish Priority Initiatives for 2010-2011 and those Responsible

INITIATIVE	Activity	RESPONSIBLE
INCREASE VISIBILITY OF GRADUATE EDUCATION ON CAMPUS		
Recognize graduate studies as a more autonomous administrative structure (See Infrastructure/ Administrative Structure Plan in Appendix C).	Develop survey of faculty on structure that would better serve them and students.	Fredi
Improve visibility and access on campus.	Memo from Team to Provost on giving Graduate office greater visibility.	Al
COMMUNICATE AND ENHANCE OUR SCHOLARLY, LEADERSHIP AND RESEARCH EXPERTISE		
Develop a <i>Marketing Plan</i> to Communicate and Enhance Scholarship and Research.	Develop plan to accomplish.	Mike and Susan
Examine faculty work load related to graduate teaching, thesis and project supervision.	Develop plan to accomplish.	Christine & Franca
Change policy so that graduate students continue pay for thesis/project credits until finished (These could be used to reward faculty for thesis/project supervision – see prior Initiative).	Implement approved policy.	Greg
ENHANCE EXTERNAL RELATIONSHIPS		
Identify best practices used by other campuses for promoting external relationships.	Develop plan to accomplish.	Mike and Susan
Develop a unified advertising/promotional plan that includes various types of mass media.	Wait until Market Research is complete.	Mike and Susan
GO FORTH		
Improve infrastructure to meet demand (See Infrastructure/ Administrative Structure Plan in Appendix C).	Develop survey of faculty on their needs and student needs.	Fredi
Conduct market research on programs desired by NE Wisconsin (content, location, delivery).	Develop proposal for funding to conduct market research.	Mike
OPTIMIZE ENROLLMENT		
Develop a comprehensive strategic enrolment management system that includes review of admission requirements, data management, reporting, and projecting future enrollments.	Develop plan to accomplish this.	Jim, Sharon and Greg
Dedicate resources to enrollment, recruitment and outreach of well qualified students.	Develop plan to accomplish this.	Jim, Sharon and Greg
Identify and develop resources for graduate student advising and support services (e.g. graduate student lounge) Orientation as a support service	Develop plan to accomplish this. Implement	Christine, Franca Greg