

## Proposal to Create a Graduate School

Notes to Senate Executive Committee

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Current Challenge: graduate enrollments and program rankings have been slipping; need to find ways of promoting excellence and growth simultaneously.

Rationale: The creation of a graduate school would strengthen and bring greater visibility to graduate programs, bolster the University's identity as a research university, and coordinate and facilitate strategic enrollment management.

A Graduate School enables several of the graduate enrollment task force's recommendations:

1. Hold units accountable for enrollment targets and provide incentives for growth
2. *Centralize aspects of the decentralized process*
3. *Re-examine how targets are set and ensure that they are realistic*
4. *Develop and implement a strategic, comprehensive marketing plan for graduate education.*
5. *Benchmark programs (content, structure, delivery) against competitors*
6. *Create accelerated programs and pathways to graduate programs*
7. *Create new programs in high-demand areas (and require business plans and market analyses)*
8. Streamline the internal review process for new programs
9. *Expand online offerings*
10. *Test the effectiveness of master's scholarships & raise doctoral stipends*

### Strategic Goals:

- Foster a culture of academic excellence
- Establish an integrated, systematic and reliable approach to enrollment management
- Support a diverse & inclusive learning environment
- Seek sustainable sources of financial support
- Expand professional development and prepare students for a variety of career options
- Facilitate new program development and interdisciplinary training and research

### Advantages

- Stronger identity as a research university
- Stronger advocacy for graduate education
- Coherent campus vision and strategy for graduate education
- Enhanced school/college, program, and faculty support
- Greater consistency in policies, procedures and practices across programs
- Coordination of marketing and recruitment activities
- Integrated and responsive admissions processes

