

Strategic Planning Activities 2008-2009



GRADUATE SCHOOL
University of Wisconsin-Madison

The Graduate School Strategic Plan for 2008-2009

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Mission

To foster excellence in research and graduate education.

Vision

Given its campus-wide responsibility for research and graduate education, the Graduate School is in a unique position to set university-wide standards and policies, serve a special advocacy and communication role, promote diversity initiatives, and otherwise add to the margin of excellence. We will fulfill these roles by initiating and incubating new ideas, and facilitating research and graduate education through partnerships with schools/colleges and other campus units.

**University of Wisconsin-Madison
Mission Statement**

To create, integrate, transfer and apply



Graduate School Mission Statement

To Foster Excellence in Research and Graduate Education

Campus Strategic Priorities

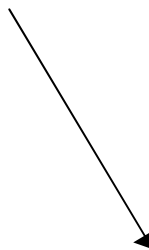
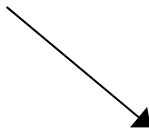
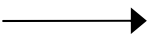
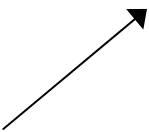
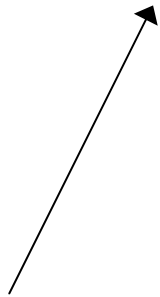
Promote
Research

Advance
Learning

Accelerate
Internationalization

Amplify the
Wisconsin Idea

Nurture
Human Resources



Graduate School Strategic Priorities: 2008-2009

Graduate Student Funding

Research Policy & Compliance

Interdisciplinary Research &
Graduate Education

Graduate School Strategic Priorities

1) Graduate Student Funding

Focus on how the Graduate School can work with schools/colleges, departments/programs, and other internal and external stakeholders to increase the competitiveness of our graduate programs. Build on findings of Tuition Remission Task Force, L&S Wright Report, and activities of the Task Force on Fellows and Trainees. Areas to investigate include:

- Raise "new" funds: State, Foundation, WARF
- Find a mechanism to waive non-resident tuition for all funded (>33%) students
- Work with programs to redirect more gift funds to the supplementation of student support
- Work to increase graduate stipends to market value
- Work with partners to increase number and length of multiple-year packages

2) Research Policy and Compliance

- Provide faculty, staff, and students with educational assistance with research policy and compliance issues that enhance their research programs.
- Provide a seamless electronic format for enrolling PIs/laboratory personnel and registering protocols across multiple research compliance programs.
- Enable the Office of Research Policy to recognize and respond to internal and external mandates.
- Expand the capacity of the Office of Research Policy to be a campus center of research policy and compliance information to assist faculty, staff, and students conducting research.
- Permit the Office of Research Policy to coordinate various activities within the Graduate School to promote the ideals of responsible conduct of research across campus.

3) Interdisciplinary Research and Graduate Education

- Explore how the Graduate School can make a contribution to interdisciplinary vigor as part of a larger organizational landscape whose many components are committing to the same goals.
- Gain a better understanding of the organizational rewards and debits that accrue to interdisciplinary research and training efforts in the UW-Madison environment.
- Clarify and, if necessary, work to improve the reward system for interdisciplinary work.
- Seek best practices for training graduate students in interdisciplinary, multidisciplinary and trans-disciplinary teaching and scholarship.
- Understand and help the campus respond to the increasing emphasis on interdisciplinary scholarship among external funders.

Administrative Units

1) **Accounting** assists in the development and communication of research and graduate student support policies, facilitates the processing of financial documents, and supports operational and accounting needs.

2) **Admissions and Academic Services** serves as a campus resource to promote and facilitate excellence in graduate education for prospective and current graduate students, staff and faculty.

3) **Graduate Student Diversity Resources** promotes a diverse and inclusive graduate community by helping departments and programs recruit, mentor, and graduate targeted students.

4) **Graduate Administration** provides administrative leadership for research policy, graduate education, WARF relations, and Graduate School Centers and Programs.

5) **Graduate Education** includes the offices of Admissions and Academic Services, and Professional Development and Engagement, and Graduate Student Diversity Resources, and is led by the Associate Dean for Graduate Education. The unit is responsible for all aspects of the graduate student experience, from initial recruitment contact, through application and matriculation, to graduation to alumni status.

6) **Human Resources** provides leadership to Graduate School Research Centers and Administration in areas related to human resource topics which include compensation, employment relations, staffing, and training. Serves as campus resource in the development and implementation of financial and employment policies and procedures for graduate students.

7) **Information Technology** works with all staff to ensure they have the technical infrastructure and skills to be successful in their jobs; consults with the various working groups regarding their business goals, manages IT-related projects for the Graduate School and campus, and develops and maintains technology solutions.

8) **Professional Development and Engagement** coordinates, communicates, and promotes learning opportunities to foster the academic, professional, and life skills of the graduate education community.

9) **Research Services** provides oversight to pre and post-award grants administration for Graduate School Administration and the Graduate School Centers, coordinates institutional grant nominations and tech transfer grant programs, and performs equity review of University inventions.

Administrative Units Cont'd.

10) **Research and Sponsored Programs** promotes and facilitates research, education and the outreach mission of the University by supporting and administering extramural sponsored programs.

11) **Research Policy** coordinates, develops, and oversees the implementation of research policy, ethics and compliance for the campus.

Working Group Accomplishments

The Graduate School has used working groups to advance strategic planning since the late 1990's. Below are some illustrative examples. Complete working group reports are stored at **M: /Home/transfer/Strategic Planning Documents**.

- 1) **Compliance** established a Research Policy Advisory Council, defined the rules and responsibilities of the Research Policy Office to assist with the coordination of information, and established a website of resources for training in the responsible conduct of research.
- 2) **Research Committee Expenditures** recommended that additional, more detailed, charts be created to supplement our standard Research Committee Expenditure Report, thus providing a more complete financial picture.
- 3) **Graduate Student Professional Development** provided recommendations to the Graduate School in three areas related to graduate student professional development: (a) strategic planning, (b) evaluation of the Graduate School's current programming, and (c) development of a communications plan for activities and events.
- 4) **Technology and Data** created a process to serve as the basis for developing a series of web pages to improve data availability and ease the exchange of information within the Graduate School and campus administration.
- 5) **Program Review and New Program Development** identified gaps in the review process and made recommendations for improving the process overall, specifically creating a process of on-going assessment.
- 6) **Communications** developed a plan for the role of communication in change processes that, among other things, would alert key stakeholders who would be affected by new policies and changes in existing policies.
- 7) **Diversity** recommended that it become a standing advisory committee to promote a diverse and inclusive graduate community by helping departments and programs recruit, mentor, and graduate targeted minority students.
- 8) **Graduate School Roles and Responsibilities** examined the functions of the Graduate School through a series of different lenses and constructed a mission chart.
- 9) **Professional and Graduate Degrees** provided a philosophical basis for decisions regarding the appropriate academic home for these degrees and clarified Graduate School responsibilities for post-baccalaureate programs.

Working Group Accomplishments Cont'd.

10) **Knowledge Management** identified three strategic issues and (with IT) implemented or outlined tools to accomplish the functional goals of 1) remote and universal access to data, 2) improved systems for information organization, and 3) workgroup and project collaboration.

11) **Graduate Student Financial Support Policies** inventoried the current policies regarding graduate student financial support services, determined ownership and rationale, established historical files, working files, and posted the policies on the Graduate School webpage.

12) **Graduate School Centers** researched history of existing centers, institutes and graduate programs, characterized the current portfolios, examined infrastructure costs for supporting and maintaining centers, and recommended guidelines for center review and new centers.

13) **Divisional Affiliation of Programs within the Graduate School** examined the ways in which programs are divided into four divisions for both graduate education and research. Analyzed the use of divisions at both an organizational and individual level and reported inconsistencies within these levels.

Strategic Planning Roles and Responsibilities

Strategic Planning Team:

Martin Cadwallader

Judith Kornblatt

Jim Knickmeyer

Miriam Simmons

Julie Karpelenia

Responsibilities:

- Facilitate the annual strategic plan
- Draft strategic planning documents
- Link Graduate School goals to campus goals
- Plan the retreat agenda
- Work with the Office of Quality Improvement to plan and facilitate the annual retreat
- Monitor progress

Strategic Processes

Strategic Discussions:

Over the course of 2008-2009, the Graduate School deans will use the bi-weekly noon meetings to explore strategic topics of various levels of complexity. The format will support facilitated open-ended discussions sometimes over the course of several meetings, and may include representatives of the administrative units. Topics and facilitators are:

1. Communication (Sharon Dunwoody and Kathi Matthews-Risley)
Use communication strategies to provide a basis for understanding practices and for managing complex situations.
2. RSP (Martin Cadwallader and Jim Knickmeyer)
Provide proactive leadership for the creation of a solid infrastructure for research.
3. Staff Planning (Julie Karplenia)
Grow the next generation of workers in the Graduate School to strategically plan for future staffing need.
4. Research Policy: Predictability and Stability in Research Programs (Bill Mellon and Jim Wells)
Ability to recognize and respond nimbly to change as well as internal and external mandates.

Working Groups:

Interdisciplinarity Working Group:

Continue the discussion began last year to clarify the present and future roles of the Graduate School in fostering interdisciplinarity in both research and graduate education and secondarily to devise a better word to replace "interdisciplinarity."

Committee members: Eileen Callahan, Elena Hsu, Donna Paulnock, Petra Schroeder, Steve Schwoegler and Sharon Dunwoody, Chair

Post-Baccalaureate Degrees:

This group is charged with the examination of issues related to post-baccalaureate education beyond the traditional MA/MS/PhD degrees. These issues concern the relationship of "professional practice" master's and doctoral degree programs to the traditional array of graduate degrees, capstone and other certificate programs, international collaborations, state-wide collaborations, distance and off-site learning for non-traditional delivery of training to non-traditional students, etc. We plan to better define the categories of "professional practice" credentials and "research/scholarship" credentials; to create a typology of current graduate degrees in the Graduate School in

Strategic Processes cont'd.

conjunction with those categories; and to develop further guidelines for classifying and administering new post-baccalaureate credentials.

Committee members: Suzanne Broadberry, Courtney Collins, Maya Holtzman, Donna Paulnock, Miriam Simmons, and Judith Kornblatt, Chair

Presentations at the Wednesday noon dean's meeting will focus on:

- Goals, Initial Progress, and Preliminary Findings
- Progress-to-Date, Findings, and Emerging Recommendations
- Final Recommendations and Next Steps

Presentation Timeline:

- January
- March
- May