



COLLEGE of GRADUATE STUDIES
THE UNIVERSITY OF TOLEDO

STRATEGIC PLAN

THE UNIVERSITY OF TOLEDO
College of Graduate Studies

2017-2022



Members of the Graduate Community,

It is with great expectations that I present to you the College of Graduate Studies Strategic Plan for 2017-2022. This plan was crafted with the passion, fortitude and intellect of the community of scholars, students, staff and administrators who believe in the generation of new knowledge and the expression of creativity as a part of this institution's mission. It was the clear intention of these constituencies that this plan align with the University of Toledo's Path to Excellence, Strategic Plan 2017-2022. It is my hope that through the execution of the activities in this plan the COGS can support the implementation of Path to Excellence while achieving new heights in graduate training.

It was clear from the comments and suggestions provided by the Graduate Council, members of the Graduate Faculty, the Graduate Student Association and other graduate students and the dedicated staff of the COGS that the success and well-being of graduate students at UT should be the primary goal of the college. With specific goals related to graduate student emotional and career development and the enhancement of interdisciplinary graduate offerings, this plan was created to not only train students on campus but to position them to be competitive and successful professionals when they enter the workforce.

Thank you to everyone who read and re-read this document to ensure that the voice of all members of the graduate community is represented. Now let's get to work!

A handwritten signature in black ink that reads "Amanda C. Bryant-Friedrich". The signature is written in a cursive style.

Amanda C. Bryant-Friedrich
Dean



Mission

The mission of the College of Graduate Studies is to globally improve the human condition through ensuring quality graduate education while providing and advocating for professional and intellectual development for graduate students in a cross disciplinary, scholarly, ethical and inclusive environment.

The areas of the COGS Strategic Plan are aligned with those of the University and are dedicated to:

- I. Continue graduate student success and academic excellence***
- II. Advance excellence in research, scholarship and creative activities***
- III. Support graduate students as faculty, staff and alumni***
- IV. Promote a strong and sustainable fiscal position with enhanced infrastructure***
- V. Increase the reputation of UT graduate programs and graduate student engagement***



AREA I:

Continue graduate student success and academic excellence

GOAL 1: Improve graduate and professional student success through timely degree completion.

- Identify and implement the use of software to facilitate graduate student onboarding and tracking.
- Offer graduate programs in formats that are responsive to student needs as it relates to timing (summer only, evening, UG/G hybrids, online, blended, etc.), cost (tuition scholarships, differential pricing, etc.), and outcomes (non-thesis, graduate certificates, badges, PSM, curricular considerations, etc.).
- Offer PhD funding packages based on fixed times to degree completion which are awarded to students instead of academic units.
- Require graduate faculty professional development in graduate student mentoring and diversity and inclusion.
- Slowly increase standards for graduate student admission.

GOAL 2: Prepare students for advanced academic studies and career success.

- Provide psychological/emotional counseling, career development and other student support services geared toward current and future success.
- Provide adequate numbers of and high quality research and training experiences.
- Facilitate participation of graduate students in the publication and presentation of graduate projects through increased resources dedicated to training in writing, communication and professionalism.
- Increase funding for graduate student conference participation and other professional activities.
- Mainstream interdisciplinary programs in the College of Graduate Studies: Creation of the School of Interdisciplinary Graduate Studies.



AREA II:

Advance excellence in research, scholarship and creative activities

GOAL 1: Achieve national recognition for research excellence.

GOAL 2: Increase the national prominence of faculty derived from their research, scholarship, and creative and performing arts activities.

- Provide professional development for graduate students and graduate faculty with a focus on the practice of dissemination of outcomes for increased impact (impact factors, citations, etc.).
- Develop and implement mechanisms by which to inform students of grant opportunities and deliver training in the preparation of competitive grant proposals.
- Deliver instruction on research, scholarship, creative and performing activities, service and outreach as it relates to participation in professional organizations, community outreach activities and the awards process.

GOAL 3: Reinvent and reinvest in research processes to improve productivity.

- Make the process for graduate student participation in multidisciplinary projects as effortless as possible.
- Provide effective and state of the art training in the ethical and safe practice of academic endeavor.
- Incentivize the participation of graduate students in externally funded projects.



AREA III: Support graduate students as faculty, staff and alumni

GOAL 1: Foster a culture of excellence by supporting retention, career progression and high job satisfaction for staff.

- Facilitate appropriate training for graduate teaching, research and administrative assistants to fulfill their assigned responsibilities.
- Align current graduate student benefits with national norms.
- Align graduate student workloads with best practices for progression.

GOAL 2: Increase diversity among all employees.

- Prioritize the recruitment of a diverse group of graduate teaching, research and administrative assistants as a part of *all* recruitment initiatives.

GOAL 3: Strengthen employees' work-life balance, sense of community and pride in work.

- Provide work-life integration services for traditional and non-traditional graduate students in collaboration with the Division of Student Affairs.



AREA IV: Promote a strong and sustainable fiscal position with enhanced infrastructure

GOAL 1: Build a strong financial foundation.

- Implement a budget model for strategic distribution of tuition waivers and stipends to facilitate growth of graduate programs.
- Align tuition cost, scholarship and fellowship availability with peer institutions while balancing financial viability, recruitment and student affordability.

GOAL 2: Ensure adaptability, sustainability and fiscal health of academic programs.

- Graduate program allocations will be transparent and made in a collaborative manner, based on data analytics obtained from program directors, institutional research and other sources as needed.

GOAL 3: Increase revenue and operating efficiencies.

- Increase graduate student enrollment through the creation of in-demand programs delivered through convenient and cost-effective formats.
- Increase graduate student enrollment through the geographical expansion of UT programs.



**AREA V:
Increase the reputation of UT
graduate programs and graduate
student engagement**

GOAL 1: Increase philanthropy in support of the University's strategic goals.

- Engage a development officer with a focus on the College of Graduate Studies.



AREA I: Continue graduate student success and academic excellence – Goal 1

Identify and implement the use of software to facilitate graduate student onboarding and tracking.

Require graduate faculty professional development in graduate student mentoring and diversity and inclusion.

Slowly increase standards for graduate student admission.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Two-year graduation rate of full-time master's degree students	80%	82%	Provost, COGS, All Colleges
Five-year graduation rate of full-time PhD students	47%	50%	Provost, COGS, All Colleges

Offer graduate programs in formats that are responsive to student needs as it relates to timing (summer only, evening, UG/G hybrids, online, blended, etc.), cost (tuition scholarships, differential pricing, etc.), and outcomes (non-thesis, graduate certificates, badges, PSM, curricular considerations, etc.).

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Two-year graduation rate of full-time master's degree students	80%	82%	Provost, COGS, All Colleges

Offer PhD funding packages based on fixed times to degree completion which are awarded to students instead of academic units.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Five-year graduation rate of full-time PhD students	47%	50%	Provost, COGS, All Colleges

AREA I: Continue graduate student success and academic excellence – Goal 2

Provide psychological/emotional counseling, career development and other student support services geared toward current and future success.

Increase funding for graduate student conference participation and other professional activities.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Master's student placement rates	TBD	8% increase	Provost, COGS, All Colleges
PhD/Doctoral student placement rates	TBD	8% increase	Provost, COGS, All Colleges

Provide adequate numbers of and high quality research and training experiences.

Mainstream interdisciplinary programs in the College of Graduate Studies.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of full graduate faculty members	TBD% of full-time faculty	10% increase	COGS, All Colleges
Number of interdisciplinary graduate programs housed in a newly created School of Interdisciplinary Studies and in colleges	TBD	Double	COGS, All Colleges

Facilitate participation of graduate students in the publication and presentation of graduate projects through increased resources dedicated to training in writing, communication and professionalism.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of faculty publications with graduate student co-authors in high-impact and high-profile journals	Baseline will be determined when faculty activity reporting software becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, All Colleges, IR

AREA II: Advance excellence in research, scholarship and creative activities – Goal 1/Goal 2

Provide professional development for graduate students and graduate faculty with a focus on the dissemination of outcomes for increased impact (impact factors, citations, etc.)

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of faculty publications with graduate student co-authors in high-impact and high-profile journals	Baseline will be determined when faculty activity reporting software becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, All Colleges, IR

Develop and implement mechanisms by which to inform students of grant opportunities and deliver training in the preparation of competitive grant proposals.

Deliver instruction on research, scholarship, creative and performing activities, service and outreach as it relates to participation in professional organizations, community outreach activities and the awards process.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of PhD students with graduate fellowships, awards and/or elected offices obtained through a competitive process	Baseline will be determined when faculty activity reporting software becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, All Colleges, IR

AREA II: Advance excellence in research, scholarship and creative activities – Goal 3

Make the process for graduate student participation in multidisciplinary projects as effortless as possible.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of interdisciplinary graduate programs housed in a newly created School of Interdisciplinary Studies and in colleges	TBD	Double	COGS, All Colleges

Provide effective and state of the art training in the ethical and safe practice of academic endeavor.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
All graduate students receive approved training relevant to their disciplines	TBD	All master's and PhD students	RSP, COGS, All Colleges

Incentivize the participation of graduate students in externally funded projects.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of master's and PhD students with stipend support from external sources	TBD	10% increase	RSP, COGS, All Colleges

AREA III: Support graduate students as faculty, staff and alumni – Goal 1/Goal 3

Facilitate appropriate training to graduate teaching, research and administrative assistants to fulfill their assigned responsibilities.

Align graduate student workloads with best practices for graduate student progression.

Provide work-life integration services for traditional and non-traditional graduate students in collaboration with the Division of Student Affairs.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of assistants receiving high evaluations	No standard evaluation tool currently in use	Goal to be determined after establishment of baseline	COGS, RSP, Hiring Units, Student Affairs
Overall work satisfaction average from a nationally normed assessment instrument	Baseline will be determined when survey is initiated	Goal to be determined after establishment of baseline	COGS, Hiring Units, Student Affairs

Align current graduate student benefits with national norms.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of doctoral programs which offer competitive tuition/stipend/benefit packages when compared to UT peer institutions	TBD	Goal to be determined after establishment of baseline	Provost, COGS, F&A

AREA III: Support graduate students as faculty, staff and alumni – Goal 2

Prioritize the recruitment of a diverse group of graduate teaching, research and administrative assistants as a part of all recruitment initiatives.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
An approved diversity plan which includes best practices for recruitment, training and inclusion of diverse groups in all facets of graduate education	None in place	Plan in place with measurable progression toward outcomes	COGS, all Colleges, VP Diversity and Inclusion

AREA IV: Promote a strong and sustainable fiscal position with enhanced infrastructure – Goal 1

Implement a budget model for strategic distribution of tuition waivers and stipends to facilitate growth of graduate programs.

Align tuition cost, scholarship and fellowship availability with peer institutions, while balancing financial viability, recruitment and student affordability.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Tuition cost for individual graduate programs aligned with peer institutions	Unknown	100%	COGS, all Colleges, F&A
Stipend levels individual graduate programs aligned with peer institutions	Unknown	100%	COGS, all Colleges, F&A

AREA IV: Promote a strong and sustainable fiscal position with enhanced infrastructure – Goal 2

Graduate program allocations will be transparent and made in a collaborative manner based on data analytics obtained from program directors, institutional research and other sources as needed.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Graduate allocations made early during the admission cycle with input from all graduate programs	90% of graduate programs	100% of graduate programs	COGS, all Colleges, IR, F&A

AREA IV: Promote a strong and sustainable fiscal position with enhanced infrastructure – Goal 3

Increase graduate student enrollment through the creation/redesign of in demand programs delivered through convenient and cost effective formats.

Increase graduate student enrollment through the geographical expansion of UT program offerings.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Increased graduate enrollment	4401	4700	Provost, COGS, all Colleges, F&A

AREA V: Increase the reputation of UT graduate programs and graduate student engagement – Goal 1

Engage a development officer with a focus on the College of Graduate Studies.

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Total fundraising to the College of Graduate Studies as measured by total gift amount	Unknown	Increase by 5% annually over a three-year rolling average	COGS, VPA, UTF, Alum, Dev



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