STRATEGIC PLAN

2008–2013

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I. INTRODUCTION: GRADUATE SCHOOL STRATEGIC PLANNING

A. History

The Graduate School of the University of Maryland was established in 1919 with an enrollment of twelve students. It flourished as an independent entity until 1966, when it became a part of the Office of Graduate Studies and Research (eventually, following many titular variations, the Division of Research and Graduate Studies). In 2004, this Division was split provisionally into two independent units, the Division of Research and the Graduate School (GS).

A Graduate School Review Committee, formed and charged in 2004, unanimously recommended in 2005 that the GS be permanently (re)established as an independent unit having “a clearly defined mission with a distinct set of functions and responsibilities,” and led by a Dean of the Graduate School reporting to the Senior Vice President for Academic Affairs and Provost.

Interim Dean Dr. Ann Wylie led the GS from 2004 to 2006, establishing an administratively stable and financially solvent unit and introducing several significant policies and practices. Dr. Charles Caramello was appointed Dean of the GS in 2006 and was charged with developing an overall plan for graduate education and articulating a clear mission, roles and responsibilities, and organizational structure for the GS of the future. Toward this end, the GS engaged in intensive strategic planning exercises in Summers 2006 and 2007.

The GS, in short, is at once a very old and a very new unit that has been engaged since 2006 in ongoing reorganization, self-definition, and strategic planning.

B. Transforming Maryland and the National Context

The University, in this same period, developed a Strategic Plan with bold and transformative ambitions for graduate education, a process in which the GS played an active role. Charged by the Strategic Plan with taking the leadership role in realizing these campus ambitions, the GS has adjusted its mission, responsibilities, and organization accordingly, and has been developing with the colleges and graduate programs appropriate and effective models for collaboration.

The GS also has actively engaged in the national graduate conversation, principally through its participation in the Council of Graduate Schools and the AAU Association of Graduate Schools. Currently focused on broad public policy initiatives such as advancing graduate education as “the backbone of American competitiveness and innovation” and elaborating “the value of graduate education to the U.S. economy and quality of life,” this national conversation provides the external perspective that the GS
brings to campus and the context in which the GS will frame UM and GS goals for graduate education.

C. The Strategic Planning Process

As a consequence of GS history and contexts, the strategic plan presented below primarily speaks to and for the GS as an independent academic and administrative unit that defines its goals in relation to the UM Strategic Plan and that realizes its goals with and through UM colleges and graduate programs. Precisely because the UM Strategic Plan identifies graduate education as an “institutional priority” and provides a plan for it, the GS strategic plan will focus on the GS role in advancing that priority and, by necessity, will differ in form and content from the strategic plans of the other schools and colleges.

The GS strategic plan proffers a vision for graduate education followed by five broad objectives for realizing it. Its appendix enumerates specific action steps and their proposed time line. The plan limits its focus to the objectives themselves, and does not detail the benchmarks that will be developed to measure their success.

The presentation of the plan avoids discursiveness, and it employs prolepsis, looking ahead to past events. It does the latter because the GS had engaged in extensive strategic planning prior to the campus Strategic Plan, and the Provost’s time line for implementation of the Strategic Plan placed many graduate initiatives in year one. As a result, many of the objectives and action steps are already completed or ongoing at this writing.

While the plan, finally, encompasses 2008-13, the midpoint of the ten-year Strategic Plan, it details objectives and actions for 2008-12. The GS intends to devote AY 2012-13 to assessing outcomes and to planning for the following five-year period.

II. GRADUATE SCHOOL MISSION, OBJECTIVES, AND VISION

A. Mission

The Graduate School defines its mission as advancing graduate education and enhancing the graduate student experience. These twin goals are distinct but inseparable.
B. Objectives

In order to advance this mission in close collaboration with colleges, graduate programs, graduate faculty, and graduate students, the GS will assume academic *leadership* for graduate education at the campus level and will provide *oversight* for policies and standards for graduate education at the campus level; administrative *support* for graduate education to other campus units, colleges, programs, graduate faculty, and graduate students; *service* to those constituencies as well as to prospective students and alumni; and *advocacy* for graduate education and graduate students both on campus and in the profession at large.

C. Vision

*The University of Maryland will join the elite company of the most distinguished public research institutions and become widely known and respected for an overall university doctoral program that has achieved the highest level of excellence.*

*The University of Maryland will excel in both transitional and terminal masters degree and graduate certificate programs, including professional programs that are responsive to the needs of the community; are committed to the highest level of academic standards; and are agile and competitive in the marketplace.*

III. ADVANCING EXCELLENCE IN GRADUATE EDUCATION

A. Ensure Excellence in Doctoral Programs

1. *Achieving Excellence, Parts I and II*

Pursuant to UM Strategic Plan objectives for year one, the GS will undertake an initiative to gather and analyze information on doctoral programs and to identify appropriate target doctoral enrollments. All 83 doctoral programs, together with their thirteen colleges, will report on quality indicators, resources and other capacity indicators, and proposed target overall enrollments and annual new enrollments.

The GS will analyze this data and report to the campus, colleges, and programs. The GS also will collaborate with the Offices of the Provost and the Deans of the Colleges to generate enrollment targets and to communicate them to campus doctoral programs. *These targets should result in a 10% reduction in overall doctoral enrollment by 2013.*
In order to maintain and to assess data on quality and capacity, the GS will a) identify data and other information appropriate and useful to collect from programs/colleges on an annual basis, b) formulate a robust and streamlined survey process for collecting it, and c) design a collection instrument that is user-friendly and that generates easily manageable data.

2. Omnibus Mentoring Initiative

The GS will conduct a multi-part initiative on mentoring: a) *Tips on Mentors and Mentoring for Graduate Students*, a brochure produced for and distributed to all incoming students; b) the twin surveys of doctoral programs and students discussed below; c) Graduate Faculty Mentor of the Year Award; and d) electronic and print publications capturing all of the above, celebrating mentoring across campus, and including a handbook of best practices.

3. Surveys on Doctoral Mentoring and Professional Development

The GS will canvas all 83 doctoral programs in order to map and assess mentoring, advising, professional development, and placement practices across campus.

The Campus Assessment Working Group (CAWG), in consultation with the GS, will canvas doctoral students, covering the same areas and focusing on the student experience of them.

The GS will integrate results from the surveys and data from *Excellence, Part I*, and identify, disseminate, and, as feasible, seed and implement best practices.

B. Ensure Excellence in Masters and Graduate Certificate Programs

1. Task Force on Professional/Executive Masters Programs

The Provost’s Task Force on Professional/Executive Graduate Programs, chaired by the Dean of the Graduate School, reviewed overall academic policies and practices for professional/executive masters and graduate certificate programs, both domestic and international.

Focusing on “entrepreneurial” programs, the Task Force formulated general principles for these programs and proposed specific recommendations that would bring policies and practices into alignment and maintain academic rigor while increasing flexibility and efficiency.

2. Achieving Excellence in Masters Education

When *Excellence in [Doctoral] Education* was conceived at the President’s Retreat in Summer 2008, it was agreed that a similar study of masters programs would be conducted separately and subsequently. The GS will plan and conduct this study.

3. Coordinator for Professional Masters and Certificate Programs

Resources permitting, the GS will create a new staff position: *Coordinator for Professional Masters Programs*, who will collaborate with campus administrative offices, colleges, and graduate programs on all stages and aspects of professional masters and graduate certificate programs, and who will be the dedicated point of contact between the GS and these programs.

C. Provide Incentives and Ensure Accountability

1. Provide Incentives for Strategic Excellence

The GS will revisit the allocation model and the overall structure of the current Block Grant Fellowship Program in order to shift emphasis from student numbers to quality and to increase impact, efficiency, and accountability of fellowship resources.

The GS will identify and disseminate local and national best practices toward the end of improving recruitment, graduation rates, and placement, and will develop a incentive mechanism for seed funding of new initiatives.

The GS will continue its practice of partnering and cost-sharing with academic units to attract major federal awards and external fellowships.

The GS will continue to facilitate and support Field Committees for interdisciplinary study, particularly in parts of campus that have none at present.

2. Ensure Accountability

The GS will work with colleges and programs to ensure that appropriate benchmarks for student progress toward degree are established and enforced.

The GS will engage the Graduate Council to create, review, and revise academic policies as needed; will practice “trust with verification,” according programs flexibility while monitoring practices to ensure compliance with university policies and guidelines; and will gather and assess data on graduate programs on an annual basis.

The GS will initiate close monitoring and accounting of fellowships funds and fellowship tuition remission.
Enrollment targets and fellowship allocations will be pegged more closely to program quality and capacity and to student success.

The GS will take a leadership role in the development of Learning Outcomes Assessment in graduate programs, working with the Provost’s Commission on LOA.

D. Coordinate and Support Graduate Diversity Initiatives

The GS will assume leadership for campus diversity issues related to graduate students and graduate education, providing programming, oversight, support, sponsorship, and advocacy for the recruitment and retention of graduate students from under-represented minorities.

The GS will be the UMCP partner (with UMBC and UAB) in PROMISE: Maryland’s Alliance for Graduate Education and the Professoriate (AGEP), a multi-year grant sponsored by NSF for recruitment and retention of minority students in STEM disciplines. Partnership entails conducting multiple programs annually for PROMISE and other minority students and mentoring PROMISE students on an ongoing basis.

The GS will conduct recruitment activities off and on campus, paying particular attention to under-represented minorities, and will provide financial and other support to college and program recruitment activities.

The GS will provide sponsorship for events such as the McNair Scholars Research Conference and BSOS Minority Research Program, and will engage directly with these initiatives through welcomes and keynote addresses by the Dean and the Associate Dean for Diversity and Student Experience.

The GS will pilot a graduate fellowship program for McNair Scholars, and will create the Professional Development Travel Award program discussed below.

E. Coordinate and Support Graduate International Initiatives

The GS will collaborate with OIP and the colleges and graduate programs to promote international graduate degree, research, and student exchange programs and to recruit excellent international graduate students to UM.

The GS will collaborate with OIP, Office of Academic Planning and Programs, Division of Research, Office of Legal Affairs, and other campus units in developing and overseeing all international MOUs involving graduate programs and/or graduate students.

In conjunction with the reorganization of OIP, an international admissions specialist from IES (together with a graduate assistant) will transfer to the GS as
Coordinator for International Graduate Admissions. The GS henceforth will assume responsibility for vetting international graduate admissions.

GS deans and staff will continue meet throughout the year with numerous delegations and individuals from other nations to discuss possible joint projects, programs, and student exchanges. Emphasis, though not exclusive emphasis, will be on Asia and the Middle East.

The GS will take the lead in recruiting graduate students on China Scholarship Council fellowships and will develop an internal fellowship/assistantship program for these students to be cost-shared by the GS, colleges, and graduate programs.

IV. ENHANCING THE GRADUATE STUDENT EXPERIENCE

A. Warrant the Social Contract

The university enters into a tacit social contract with its graduate students as learners and apprentices, providing opportunities for an excellent education, including apprentice learning, with the expectation that students will commit to taking full advantage of these opportunities. The GS warrants this social contract.

B. Develop Policies for Graduate Assistantships

The GS will develop Policies for Graduate Assistantships, substantially revising the “Graduate Assistantships” document in the Graduate School Catalog. The goal will be to enhance that document in overall coherence, organization, clarity, and currency, with particular emphasis put on creating a more fully articulated, formal, and robust grievance procedure.

C. Enhance Graduate Assistant Stipends

Between FY 08 and FY 09, the minimum stipend for a Step I graduate assistant on a 9.5-month appointment increased from $13,826 to $14,722, narrowing the gap between the FY08 minimum stipend and the Strategic Plan ten-year objective of $18,000 by 22.7%.

From Fall 2008 to Fall 2009, adjusted for FTE, the mean stipend level for all graduate assistants combined rose from $18,063 to $19,372 or 7.2%, and the median stipend level from $17,008 to $18,446 or 8.4%.
The GS will continue to work closely with the Office of the Provost to ensure that GA stipends are in line with Strategic Plan objectives and competitive with those of peer institutions.

D. Improve Graduate Assistant Workload

The Graduate Assistant Survey (2006) was augmented by an Analysis of the Graduate Assistant Survey (2007), the latter done by the Graduate Council. The documents will be widely disseminated, with the expectation that graduate programs will undertake efforts to reduce GA workload. The GS will encourage and help facilitate these efforts.

E. Create Grievance Procedure for Graduate Assistant Workload

*Policies for Graduate Assistantships* will establish and detail, for the first time, a fully articulated, formal, and robust Grievance Procedure for Graduate Assistant workload. The GS will ensure compliance with these policies.

F. Develop Graduate Student Housing Plan

The Vice-President for Student Affairs and the Dean of the Graduate School will jointly appoint a Task Force for a Long Term Graduate Student Housing Plan, charging it with “propos[ing] a plan for graduate student housing over the next ten years consistent with the University Strategic Plan.”

G. Enhance Health Insurance for Graduate Students

The GS will increase health insurance subsidies for students with external fellowships to 50%, on parity with health insurance subsidies for block grant fellowships, and will double health insurance subsidies for Wylie Dissertation Fellows.

The Graduate Council will charge its Student Affairs Committee with exploring the issue of Mandatory Health Insurance for Graduate Students, researching practices at peer institutions, consulting with the Health Center and other appropriate campus units and groups, and reporting its findings to the Council.

H. Form Dean’s Student Advisory Group

A Graduate Dean’s Student Advisory Group will be formed with appointed graduate student representatives from several colleges. It will meet twice each semester.
I. Support Graduate Student Organizations

The GS will provide mentoring and financial support to graduate student organizations (such as Graduate Student Government, International Graduate Student Association, Black Graduate Student Association), and to graduate student initiatives (such as Engineers without Borders, GRID, and International Graduate Students Thanksgiving Dinner).

J. Solve Problems and Mediate Conflicts

The GS will work with the Ombuds Office for Graduate Students, Legal Office, Counseling Center, Office of Student Conduct, and other appropriate campus offices to provide mediation and problem solving for graduate students and programs.

V. FUNDING THE GRADUATE ENTERPRISE

A. Oversee Campus Financial Support for Graduate Students

The GS will conduct an ongoing tabulation and analysis of overall campus financial support for graduate students to identify funding trends, best practices, and areas of concern, and will monitor correlations between student support and student progress and success.

B. Review and Revise Block Grant Fellowship Program

The GS will review the Block Grant Fellowship Program and revise it to achieve a high impact fellowship program that will strategically benefit the campus, colleges, programs, and individual students.

The revision should accomplish the following goals: a) create an alternative to both a previous program that lacked agility and flexibility and a current program that lacks clear strategic purpose, meaningful guidelines, and accountability; b) employ resources more strategically and effectively by transforming the BGF program into an enhancement program awarding fellowships rather than dollar amounts; c) leverage available resources through partnering and cost-sharing; d) establish guidelines and procedures that are rigorous, transparent, and flexible; e) ensure accountability with regard to finances and outcomes.

As a part of this initiative, the GS will initiate a review of the current BGF allocation model in order to bring it into line with campus Strategic Plan objectives and to link allocation of resources more directly to graduate program and student success.
C. Leverage Graduate School Financial Resources

The GS will envision its financial resources as a dynamic tool for leveraging additional resources, both internal and external, for graduate education and for influencing strategic behaviors, rather than as a static pool to be distributed by formulae.

The GS will clarify its policies and expand its practices for creating partnerships and cost-shared initiatives with other campus units.

D. Leverage Fellowship Tuition Remission Pool

The GS will increase the use and expand the uses of fellowship tuition remission to leverage additional resources, both internal and external, to enhance graduate student support and to promote excellence in graduate education.

In order to protect this resource and assume full responsibility for its effective use, the GS will provide the campus Finance Committee with a proposal for permanent allocation of fellowship tuition remission to the GS, including a plan for strategic applications of this resource.

E. Protect Graduate Assistantship Pools

The GS has alerted campus leadership to long-term trends in fluctuations in the size of the overall base-budgeted graduate assistantship funding pool and has advocated for the protection of its constituent pools. It will continue to monitor these pools and advocate for their protection and enhancement.

F. Raise External Funding for Graduate Fellowships

The GS will work with the Office of the Vice-President for University Relations to create a development plan for graduate education, identifying potential donors and donor opportunities for fellowships for individual colleges or programs; fellowships for interdisciplinary fields or multidisciplinary research projects; and GS student and faculty fellowship and award programs.

G. Increase External Fellowship Applications

The GS will make a concerted effort to increase the number of applications from UM for external fellowships and scholarships. Resources permitting, the GS will create a new staff position: Coordinator for Development, Grants, and External Fellowships.
VI. BUILDING INTELLECTUAL COMMUNITY

A. Support Student Research, Scholarship, and Creative Activities

1. Flagship Fellowships and Society of Flagship Fellows

The GS will build its Flagship Fellowship program to a steady state of 40 fellows. It will create and mentor a Society of Flagship Fellows and provide funding for Society academic activities and events.

2. Summer Research Fellowships for Graduate Students

The GS will create a Graduate Student Summer Research Fellowship program to provide support to outstanding doctoral students at "mid-career," that is, in the period approximately before, during, or after achievement of candidacy. Fellowships will be cost-shared with the graduate programs nominating students.


The GS will bring Ann G. Wylie Dissertation Fellowships to a steady state of 40-45 fellows per year and will increase the health insurance subsidy for fellows.

4. Endowed Fellowships and Awards

The GS will administer and develop The Mabel S. Spencer Award for Excellence in Graduate Education, The James W. Longest Memorial Award for Social Science Research, The Michael J. Pelczar Award for Excellence in Graduate Study, and The Phi Delta Gamma Graduate Fellowship. Stipends will be raised as finances permit.

5. Goldhaber Travel Awards

The GS will administer and develop the Jacob K. Goldhaber Travel Grants to help defray the expenses incurred by graduate students traveling to scholarly, scientific, or professional conferences to present papers, posters, or other scholarly material. The allocation formula will be streamlined, the overall funding pool increased, and individual travel awards increased.

6. Professional Development Travel Grants

The GS will create the Professional Development Travel Grants on the model of the Goldhaber Travel Grants to enable students to attend conferences without having to make presentations. This initiative will enable students, particularly students from disadvantaged backgrounds, to become acculturated to their disciplines and to the protocols of professional academic meetings.
7. **Distinguished University Dissertation Award**

The GS will create a new Distinguished University Dissertation Award, with up to four prizes awarded annually in the areas of humanities/fine arts; math/physical sciences/engineering; biological/life sciences; and social sciences. In addition to being an internal award, the competition will provide UM with nominees for the CGS/UMI national dissertation awards.

**B. Support Faculty Research, Scholarship, and Creative Activities**

1. **GRB/CAPA Award Programs**

   The GS will review the General Research Board (GRB) and CAPA (Creative and Performing Arts) award programs and revise them to achieve a high impact faculty support initiative that will strategically benefit the campus, colleges, programs, and individual faculty and that will comport with the campus Strategic Plan.

   The revision should accomplish the following goals: a) support faculty research, scholarship, and creative activity while also enhancing graduate student mentoring and encouraging fellowship proposal writing; b) streamline the structures and processes of the former award programs for increased effectiveness and efficiency; c) ensure accountability; and d) increase the visibility of faculty achievement.

2. **The Kirwan Faculty Research and Scholarship Prize**

   The GS will administer the annual Kirwan Faculty Research and Scholarship Prize, ensuring that MOU guidelines are followed and outstanding recipients selected.

3. **Graduate Faculty Mentor of the Year Award**

   The GS will initiate a Graduate Faculty Mentor of the Year Award to recognize outstanding mentorship by members of the graduate faculty.

**C. Celebrate Student and Faculty Fellowship/Award Recipients**

1. **Fellowship and Award Celebration**

   The GS will initiate an annual campus-wide Fellowship and Award Celebration to acknowledge the achievements of students and faculty. It will be a major event and will feature student and faculty speakers.
2. Archive and Exhibition

The GS will create an archive of research/scholarly/creative materials produced with the support of GRB/CAPA (now RASA/CAPAA) funding. In collaboration with the Art Department and Art Gallery, it will mount, in the GS suite, a rotating exhibition of art work produced with the support of CAPA (CAPAA).

D. Develop Student Academic Support Programs

1. PhD Completion Project Workshops

The GS will offer a PhD Completion Project Workshops series, providing twelve workshops per year, six focused on professional development and six focused on dissertation writing. These will be formally organized as two groups of sequential workshops, and will draw on experts from UM and other institutions.

2. Office of Graduate Student Life Initiatives (with Student Affairs)

The GS will provide funding and other support to the Office of Graduate Student Life. The Director of Graduate Student Life (an indirect report to the GS) will work closely with the GS on initiatives, activities, and events designed to enhance the graduate student experience.

3. Center for Teaching Excellence Initiatives (with Undergraduate Studies)

The GS will provide funding and other support to the CTE for such ongoing initiatives as the New Teaching Assistant Orientation and the Distinguished Teaching Assistant Awards. The GS also will collaborate with the CTE to develop new programs for graduate assistants and will provide funding and other support for these initiatives.

4. Project on RCR and Scholarly Ethics (with colleges/programs)

The GS will assume the leadership role for education in Responsible Conduct of Research and Scholarly Ethics for graduate students and post-docs across campus (science and engineering, social sciences, and arts and humanities). While the GS will conduct some lectures and workshops itself, its primary role will be to identify, coordinate, support, and promote relevant activities already being done by colleges and departments and to encourage and seed new activities. (The Division of Research will conduct specific training required by NSF and NIH for investigators on their sponsored grants, and the GS and Division of Research will consult on areas of training that overlap.)

A Task Force will be formed and charged with providing a brief report that describes best practices in RCR and Scholarly Ethics training and that gives the GS a map to follow in fulfilling the role noted above.
5. Project on Writing for Graduate Students (with colleges/programs)

The GS will assume the leadership role in activities directed specifically toward improving the writing of graduate students. The GS will continue its PhD Completion Workshops on dissertation writing and its English Editing for International Graduate Students program, and it will initiate lectures and workshops on general writing topics. Its primary role, however, will be to identify, coordinate, support, and promote relevant activities already being done by colleges and departments and to encourage and seed new activities. (This initiative will be coordinated with possible initiatives for a campus Writing Board or Writing Center.)

A Task Force will be formed and charged with providing a brief report that describes best practices in Writing for Graduate Students and that gives the GS a map to follow in fulfilling the role noted above.

E. Support Post-Doctoral Scholars

The GS and Division of Research will form a joint committee to plan a robust support system for Post-Doctoral Scholars on campus. The committee will begin with the following initiatives: a) create a website and handbook for Post-Doctoral Scholars; b) Conduct workshops specifically for Post-Doctoral Scholars on topics such as research and scholarly ethics and career development.

The GS and Division of Research will partner in providing health insurance subsidies for those Post-Doctoral Scholars who do not qualify for employee health benefits.

VII. RENEWING ADMINISTRATION AND OUTREACH

A. Revitalize Graduate School Administration

1. Organization

The GS will continue and complete the reorganization begun in 2006, making substantial changes in structure, portfolios, reporting lines, and personnel to achieve maximum effectiveness and efficiency in fulfilling its mission.

The GS will manage its finances and grow its budget toward the goal of creating new positions necessary to fulfill its mission, including coordinators for data analysis; electronic applications; international applications; professional masters programs; communications and website; and development, grants, and external fellowships.
2. Administration

The GS will streamline its administrative protocols, procedures, and processes, creating a plan for simplifying and expediting approval of graduate PCC items; shifting from paper to electronic applications, nominations, and selection processes; and developing a system for internal workflow management.

3. Communications

The GS will revise and update all major policy documents as needed to ensure formality, clarity, consistency, and easy access. Policies will be updated on an ongoing basis and available on a redesigned GS website.

The GS will review and rebuild its website to enhance the visibility of graduate education at UM to external and internal constituencies, to increase ease of access and navigability, and to ensure that content is thorough, useful, and updated on an ongoing basis.

The GS will develop a coherent print presence, consistent with its website design, featuring multiple catalogs, brochures, flyers, posters, and other print materials promoting graduate education and graduate student support.

4. Facilities

The GS will continue and complete the renovation/expansion of GS facilities initiated in 2006, creating a workplace adequate to expanding GS organization and responsibilities and appropriate as a professional and welcoming environment for potential and current graduate students and other members of the graduate community.

B. Reform Graduate Admissions and Program Administration

1. Graduate Admissions

The GS will take the leadership role in a thorough review, enhancement, and revision of the university’s graduate admissions process, in collaboration with the Associate Vice-President for Academic Services, the Registrar, ESO, and OIT.

Specific enhancements will include a new admissions website, online decision status notification, increased flexibility for the applicant, and improved application inquiry response time.

A long term plan will be developed to create an effective, efficient, rigorous, and flexible admissions process bringing UM policies and practices into alignment with those of the top universities. This will entail a fundamental revision of the current system.
2. Training for Directors and Coordinators of Graduate Studies

In addition to its current training program for MEGS, the GS will create a more comprehensive Training Program for Directors and Coordinators of Graduate Studies. With the frequent turnover in these positions, such a program will be of particular value to new Directors and Coordinators.

In conjunction with the Training Program, the GS will produce and maintain a Manual of Policies and Practices targeted specifically to Directors and Coordinators. This manual will be operational in orientation, and thus will differ from the Graduate School Policies and Practices published in the Graduate Catalog.

C. Enrich Collaboration with Programs and Colleges

The GS will continue its historical practice of working primarily and directly with campus graduate programs. On many initiatives, the GS also will work indirectly with and through colleges, consulting on policies with COD and on operations with CADGE.

The GS will meet twice annually with campus Directors and Coordinators of Graduate Studies. The nature of these meetings, however, will evolve: rather than being generally informational in nature, they will focus on specific key issues and will feature presentations and substantial discussion.

The GS will form a working group of the collegiate associate deans whose portfolios include graduate studies. The group will enable dynamic, ongoing collaboration between the GS and colleges. The group will meet on a monthly basis and will focus on administrative strategies and operational processes.

D. Enhance Graduate Outreach

1. Represent UM Graduate Education to MSCHE and NRC

The GS will take an active role in preparing for the Middle States Commission on Higher Education Periodic Review Report scheduled for 2011 and the Decennial Review Report scheduled for 2016.

The Dean of the GS will serve as Institutional Coordinator for the National Research Council assessment of doctoral programs currently scheduled for release in 2010 and will assume leadership role in campus preparation for this release. GS staff will provide administrative support.

2. Promote UM Graduate Education at Regional and National Levels

The GS will take a leadership role in organizing meetings of the Graduate Deans (or comparable officers) of the USM campuses and meetings of the Graduate Deans of
the principal land-grant/research institutions in the Mid-Atlantic Region. The GS will actively participate in the newly initiated meetings of ACC Graduate Deans.

The GS will capitalize on our “unfair advantage” of location and develop close relations with the Council of Graduate Schools (headquartered in Washington, DC), collaborating on initiatives and actively contributing to CGS Annual Meetings.

The GS will capitalize on UM membership in AAU and will actively contribute to meetings and initiatives of the Association of Graduate Schools (the graduate association of the AAU).

VIII. SUMMARY: CHANGING THE GRADUATE GAME

Meeting the strategic objectives outlined above will be transformative, changing the graduate game at UM. They can be summarized in a few words:

- **Realize the goals of Transforming Maryland.**
- **Advance, encourage, and ensure excellence in graduate education throughout the campus.**
- **Enhance the graduate student experience in collaboration with campus units and student organizations.**
- **Increase resources for graduate education and students and ensure their effective and efficient use.**
- **Foster intellectual community through innovative and rigorous campus initiatives.**
- **Build a strong Graduate School for the future.**
APPENDIX: ACTION STEPS AND TIME LINE

This appendix reiterates sections III-VII of the preceding Plan, replacing strategic goals with corresponding action steps.

It also provides a time line, employing the following abbreviations: AY (academic year), F (fiscal year), S (spring semester), s (summer), F (fall semester).

III. ADVANCING EXCELLENCE IN GRADUATE EDUCATION

Ensure Excellence in Doctoral Programs

Achieving Excellence, Parts I and II
Collect and analyze information on doctoral programs AY 08-9
Disseminate data and results from Part I and II reports SsF 09
Determine appropriate doctoral program sizes F 09
Plan and implement annual data collection S/s 10

Omnibus Mentoring Initiative
Produce brochure on mentors and mentoring AY 07-8
Conduct survey of doctoral program mentoring initiatives AY 08-9
Survey graduate student experience of mentoring (with CAWG) AY 08-9
Analyze, integrate, and disseminate results of twin surveys S 10
Share and facilitate best mentoring practices in graduate programs AY 10-1
Establish Graduate Faculty Mentor of the Year Award S 10
Produce brochure capturing all of the above AY 11-2

Surveys on Doctoral Mentoring and Professional Development
See above

Ensure Excellence in Masters and Graduate Certificate Programs

Task Force on Professional/Executive Masters Programs
Task Force Report completed and submitted. S 08

Achieving Excellence in Masters Education
Design process for review of masters/certificate programs S 10
Conduct review of masters/certificate programs AY 10-11
Present results and recommendations of review F 11
Implement recommendations F 11 →

Coordinator for Professional Masters and Certificate Programs
Create position: Coordinator for Professional Masters Programs AY 10-11

Provide Incentives and Ensure Accountability

Provide Incentives for Strategic Excellence
Revisit and revise fellowship allocation model s 10
Disseminate best practices and develop incentives S 10 →
Practice and enhance cost-sharing for external awards and fellowships F 08 →
Help develop and support Field Committee in Film Studies AY 09-10

Ensure Accountability
Ensure establishment and enforcement of student benchmarks S 10 →
Review, revise, formulate, monitor, and enforce GS policies  Ongoing
Initiate practices for annual fellowship accounting  S 10
Link enrollment targets to quality, capacity, success  Ss 10
Dean joining Steering Committee of Provost’s Commission on LOA  F 09→

**Coordinate and Support Graduate Diversity Initiatives**
Assume leadership role for graduate diversity  Ongoing
Continue PROMISE initiatives  Ongoing
Participate in NSF review and in grant renewal proposal  F 09/F 10
Provide funding to CRISP, CLFS, and other units  Ongoing
Sponsor McNair events and give keynote addresses  F 08→
Implement McNair Fellowship  AY 10-1

**Coordinate and Support Graduate International Initiatives**
Participate in development of multiple international programs  S08→
Work with PUAF on programs for Chinese government administrators  Ongoing
Vet all international MOUs with graduate component  Ongoing
Create Position: Coordinator for International Graduate Admissions  S 10
Assume responsibility for vetting international graduate admissions  S 10→
Meet with international delegations, often at Institute for Chinese Affairs  Ongoing
Created incentive program for colleges admitting CSC Fellows  F 08-9
Established Maryland-China Scholarship Council: Partnership for Doctoral Students  AY 08-9

**IV. ENHANCING THE GRADUATE STUDENT EXPERIENCE**

**Warrant the Social Contract**  Ongoing

**Develop Policies for Graduate Assistantships**
Policies developed and implemented by GS, approved by Provost and President  sAY 08-9

**Enhance Graduate Assistant Stipends**
Stipends increased annually FY 06-09 prior to FY 10 budget crisis  FY 06-9

**Improve Graduate Assistant Workload**
Completed workload survey (06) and analysis (07)
Work with graduate programs to reduce GA workload  Ongoing

**Create Grievance Procedure for Graduate Assistant Workload**
Procedure developed by GS, approved by Provost and President, and implemented  AY 08-9

**Develop Graduate Student Housing Plan**
Appointed and charged Task Force in S 09, with report due in S 10  S 09-S 10

**Enhance Health Insurance for Graduate Students**
Increased health insurance subsidies for external fellows and Wylie fellows  F 08

**Form Dean’s Student Advisory Group**
Formed student advisory group, meets twice each semester  F 08

**Support Graduate Student Organizations**
Provide funding to multiple graduate student organizations and their initiatives  Ongoing

**Solve Problems and Mediate Conflicts**
Solve problems and mediate conflicts and grievances through Ombuds Office  Ongoing
V. FUNDING THE GRADUATE ENTERPRISE

Oversee Campus Financial Support for Graduate Students
Perform financial support and monitoring activities on an ongoing basis FY 07
Tracked and recaptured approximately $750,000 in uncollected external grant monies AY 07-8

Review and Revise Block Grant Fellowship Program
Reviewed and revised BGF program; created and implemented UF/DF program sF 09
Form working group to develop new fellowship allocation model for FY 11→ s 10

Leverage Graduate School Financial Resources
Cost-shared numerous initiatives and new fellowships in many colleges and programs FY 08→

Leverage Fellowship Tuition Remission Pool
Developed proposals and historical data for strategic use of fellowship tuition remission F 06→
Created and implemented new plan for using tuition remission to attract training grants AY 08-9

Protect Graduate Assistantship Pools
Provided Provost/Deans with cautionary historical data on stripping of GA funding pools FY 10

Raise External Funding for Graduate Fellowships
Provided V-P for University Relations with comprehensive plan for graduate fund raising S 09
Create GS Board of Visitors. AY 10-11

Increase External Fellowship Applications
Hire outside consultant for external fellowships and grants pending permanent position Ss 10

VI. BUILDING INTELLECTUAL COMMUNITY

Support Student Research, Scholarship, and Creative Activities

Flagship Fellowships and Society of Flagship Fellows
Recruited three cohorts of Flagship Fellows (totaling 28 Fellows). F 07-9
Organized Society of Flagship Fellows and funded first Society academic project S 08→

Summer Research Fellowships for Graduate Students
Established Graduate Student Summer Research Fellowships (> 50 awards annually) S 08→

Ann G. Wylie Dissertation Fellowships
Increased Wylie fellowships from ~15 (06-7) to ~45 (08-9 and 09-10) AY 06-7→
Increased health insurance subsidy for Wylie fellows AY 08-9

Endowed Fellowships and Awards
Increased Spencer Award from $1,000 to $15,000 annually AY 07-8
Increased Longest Award from $2,000 biannually to $2,000 annually AY 07-8

Goldhaber Travel Awards
Doubled funding pool; increased individual awards; simplified application process AY 08-9

Professional Development Travel Grants
Create and implement Professional Development Travel Grants S 10
**Distinguished University Dissertation Award**
Create and implement Distinguished University Dissertation Award  

**Support Faculty Excellence in Research, Scholarship, and Creative Activities**

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Description</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRB/CAPA Award Programs</td>
<td>Transformed GRB/CAPA into Graduate School Faculty Support Awards (RASA/CAPAA)</td>
<td>F 09</td>
</tr>
<tr>
<td>The Kirwan Faculty Research and Scholarship Prize</td>
<td>Administer Kirwan Prize</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Graduate Faculty Mentor of the Year Award</td>
<td>Create and implement Graduate Faculty Mentor of the Year Award</td>
<td>S 10</td>
</tr>
</tbody>
</table>

**Celebrate Student and Faculty Fellowship/Award Recipients**

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellowship and Award Celebration</td>
<td>Held first annual Fellowship and Award Celebration in S 10</td>
<td>S 10</td>
</tr>
</tbody>
</table>

**Archive and Exhibition**
Collected materials and organized archive; mounted art exhibition  

**Develop Student Academic Support Programs**

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Description</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD Completion Project Workshops</td>
<td>PhD Completion Project Workshops expanded (AY 06-7) and sequenced (AY 07-08)</td>
<td>F 06</td>
</tr>
<tr>
<td>Office of Graduate Student Life Initiatives (with Student Affairs)</td>
<td>Work with Graduate Student Life on GRID, ODK Awards Ceremony, other events</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Center for Teaching Excellence Initiatives (with Undergraduate Studies)</td>
<td>Established CTE-Lilly Graduate Fellows Program</td>
<td>AY 08-9</td>
</tr>
<tr>
<td></td>
<td>Established Teach-With-A-Mentor Program (TMP) for International Graduate TAs</td>
<td>AY 08-9</td>
</tr>
<tr>
<td>Project on RCR and Scholarly Ethics (with colleges/programs)</td>
<td>Appoint Chair for Task Force on RCE and Scholarly Ethics; conduct preliminary research</td>
<td>S 10</td>
</tr>
<tr>
<td></td>
<td>Appoint and charge Task Force and receive report</td>
<td>F 10</td>
</tr>
<tr>
<td></td>
<td>Implement recommendations</td>
<td>S 10</td>
</tr>
<tr>
<td>Project on Writing for Graduate Students (with colleges/programs)</td>
<td>Appoint Chair for Task Force on Writing; conduct preliminary research</td>
<td>S 10</td>
</tr>
<tr>
<td></td>
<td>Appoint and charge Task Force and receive report</td>
<td>F 10</td>
</tr>
<tr>
<td></td>
<td>Implement recommendations</td>
<td>S 10</td>
</tr>
</tbody>
</table>

**Support Post-Doctoral Scholars**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form and charge Committee on Post-Doctoral Scholars</td>
<td></td>
<td>S 09</td>
</tr>
<tr>
<td>Create website and handbook</td>
<td></td>
<td>F 09</td>
</tr>
<tr>
<td>Initiate workshops</td>
<td></td>
<td>S 10</td>
</tr>
</tbody>
</table>

**VII. RENEWING ADMINISTRATION AND OUTREACH**

Revitalize Graduate School Administration
**Organization**

Reorganize all positions and portfolios existing in 2006 and staff appropriately  
F 06-S 10

Create and staff following positions:

- Coordinator for Data Analysis  
  F 08
- Coordinator for MEGS and Electronic Applications  
  s 09
- Coordinator for International Applications  
  S 10
- Coordinator for Professional Masters Programs  
  S 10
- Coordinator for Communications and Website  
  FY 11→
- Coordinator for Development, Grants, and External Fellowships  
  FY 11→

**Administration**

Create and implement process for simplifying graduate PCC  
AY 08-9

Shift award applications/nominations/selections from paper to electronic formats  
AY 09-10

Develop system for workflow management  
F 09

**Communications**

Revise and update policy documents.  
Ongoing

Review and rebuild website (in process).  
AY 09-10

Create expanded and coherent print presence.  
Ongoing

**Facilities**

Initiate and complete second phase of GS renovation/expansion  
Ss 10

**Reform Graduate Admissions and Program Administration**

**Graduate Admissions**

Form multi-unit committee to review, revise, and administer graduate admissions  
S 09

Implement enhancements and improve response time  
AY 09-10

Initiate fundamental revision of current admissions system  
AY 11-2

**Training for Directors and Coordinators of Graduate Studies**

Create training program for Directors and Coordinators of Graduate Studies  
AY 11-2

Create manual to accompany training program  
AY 11-2

**Enrich Collaboration with Programs and Colleges**

Create more robust partnerships with collegiate offices and officers  
Ongoing

Revamp semi-annual meetings with Directors and Coordinators of Graduate Studies  
AY 08-9→

Create CADGE group and meet on monthly basis  
F 08→

**Enhance Graduate Outreach**

**Represent UM Graduate Education to MSCHE and NRC**

Dean chairing other PRR and Decennial Review Reports to prepare for UM Reviews  
s08→

Dean assuming duties of Institutional Coordinator for NRC Review  
F 09→

GS staff created and distributed updated briefing books on all programs reviewed  
F09

**Promote UM Graduate Education at Regional and National Levels**

Organize meetings of USM graduate deans and of Mid-Atlantic graduate deans  
Ss 10

Promote UM graduate studies at embassies, Cosmos Club, other area institutions  
Ongoing

Dean collaborates with CGS officers, conducts workshops at CGS Annual Meetings  
S 08→

Write article on Excellence initiative for CGS Communicator