



EXECUTIVE VICE PRESIDENT AND PROVOST

Memorandum

TO: Committee to Review the Graduate School

FROM: Barbara R. Snyder, Executive Vice President and Provost

RE: Committee Charge

DATE: March 11, 2005

A handwritten signature in cursive script that reads "Barbara".

Thank you for agreeing to serve on the committee to review the structure and functions of the Graduate School. Through your service on this committee, you will have the opportunity to shape the future of the Graduate School and to influence graduate education at the University.

In 1995, the Graduate School Review Committee, chaired by Dean Ripley, made several recommendations regarding the structure of the Graduate School. The overarching recommendation was that the structure be aligned with the structures that bear responsibilities for the academic programs—namely, the Office of Academic Affairs and the departments and colleges. An important first step was to appoint a Graduate Dean who would also hold the position of Vice Provost for Graduate Studies. At that time, it was envisioned that this individual would work closely with the Provost to evaluate programs and to seek expanded resources for the best programs.

Susan Huntington was appointed as Vice Provost for Graduate Studies and Dean of the Graduate School subsequent to that report and has held the position for the past nine years. The Graduate School Review Committee also made several other recommendations; the committee's final report is included in your materials.

Earlier this year, I appointed a committee, chaired by Dean Rick Freeman, to ensure that doctoral education is serving the goals of the Academic Plan. Specifically, I asked the committee to recommend a process and appropriate metrics to assess the quality of doctoral programs, and a funding model to align funding with quality. This committee is due to finish its work by the end of Spring Quarter.

March 11, 2005

Page Two

Since it has been almost ten years since the Graduate School has had an in-depth review, I want to take the opportunity created by a change in leadership to review its existing structure and functions. In general terms I am asking that you analyze the current structure and functions of the Graduate School to determine whether or not it is optimally positioned to support high quality graduate education. Put another way, I am asking you to consider the current structure and functions of the Graduate School, the optimal structure and functions, and recommendations for change that will bridge any gap.

As part of your charge I am requesting that you examine

- the current organizational structure;
- the various models of graduate schools among our benchmarks;
- the appropriate mission of a graduate school in a research institution;
- the functions of the Graduate School and its committees;
- the desired interaction between the Graduate School and colleges and departments and between the Graduate School and the Office of Academic Affairs and the Office of Research; and
- some specific issues, such as the process by which Graduate School fellowships are allocated and the role of Graduate School representatives on graduate examinations and PhD defenses.

The above is not intended as an exhaustive list and your deliberations may lead you into other areas. My overall goal in asking you to undertake this assignment is to ensure that the Graduate School facilitates the maintenance of high quality graduate education working in concert with the departments and colleges.

If possible, I would like to have your report by June 30, 2005, so that we can make any needed structural and/or functional changes and recruit a permanent dean of the Graduate School.