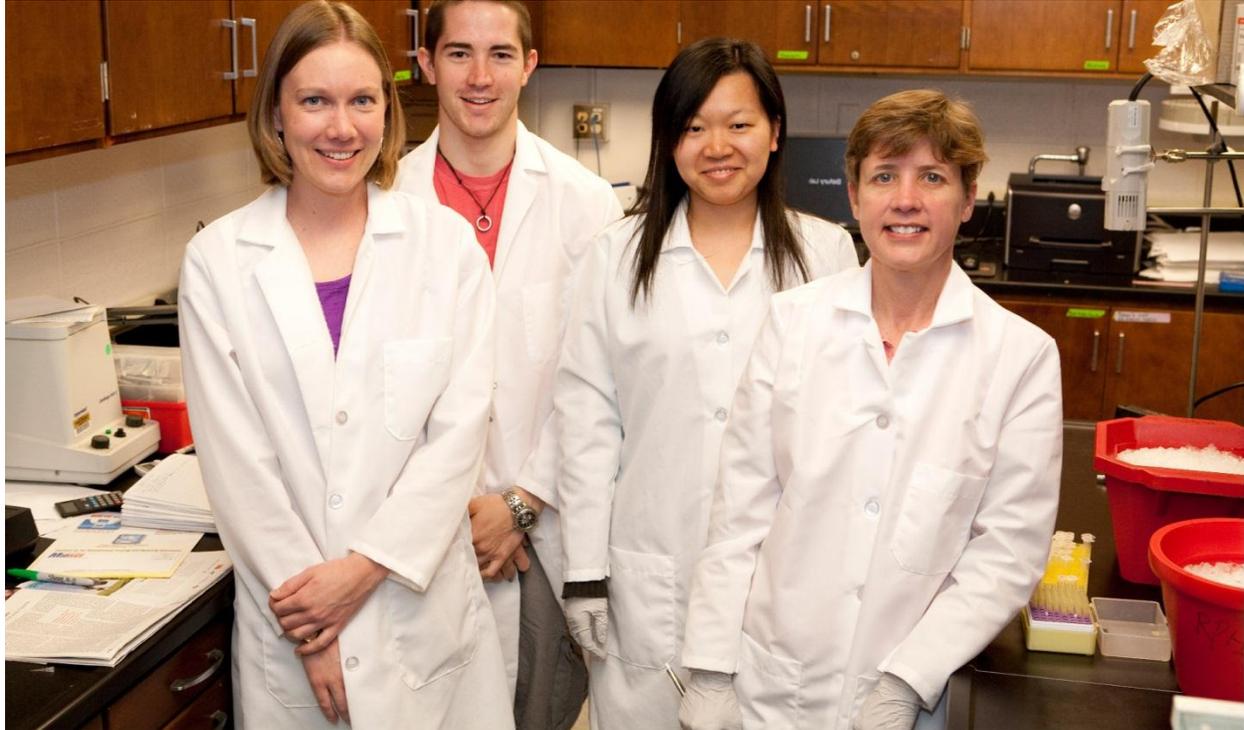




# The Graduate School



## Strategic Plan 2012-2017

*The Graduate School*

The Ohio State University

November 16, 2012

Clockwise from top:

Michelle Asp (left), Presidential Fellow, Ohio State Nutrition Program

Tyran Kai Steward, Presidential Fellow, History

University Hall, home of the Graduate School

Graduate student research, Darby Creek Watershed



# Strategic Planning at The Ohio State University

## Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

### VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

### MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

### VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

### CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

**Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

**Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

**Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

**Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.



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## Letter from the Vice Provost and Dean

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The creation of new knowledge through research is the focus of graduate education.

This statement articulates the critically important contribution that graduate education makes to Ohio State's mission and vision. Graduate faculty and graduate students, working together, are at the forefront of advancing "the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge" (*Ohio State mission statement*).



The Graduate School supports this central mission in two crucial ways:

- By providing strategic leadership regarding all aspects of graduate education to Ohio State colleges, graduate programs, and administrative units, and
- By delivering important services that support and strengthen Ohio State graduate programs and the experiences of Ohio State graduate students.

I want to highlight three factors that underlie these two core activities and the Graduate School's strategic plan.

First, demographic changes in the United States and international migration demand that we re-think how we recruit and retain graduate students. The United States is rapidly becoming a minority majority nation, and how we address this change will determine if the U.S. maintains its status as having the most desirable system of graduate education.

Second, there is increasing need in the U.S. workforce for employees with graduate degrees. Between 2008-2018, about 2.5 million jobs will require a master's, doctoral, or advanced degree, and these jobs are in the full range of employment sectors, not only academia. These two points were documented in the report *The Path Forward: The Future of Graduate Education in the United States* (2010). I was a member of the ETS and Council of Graduate Schools commission that prepared this report (<http://www.fgereport.org/>).

Finally, the third and related point: We must make sure that employers, policy makers, and graduate students understand the career pathways that graduate degree holders have followed and how these talented individuals contribute to all employment sectors. I chaired the 2012 ETS and Council of Graduate Schools commission that explored this issue and identified how the U.S. can best enhance U.S. innovation and competitiveness. Graduate education is at the heart of that strategy. The commission's findings are the focus of the national report *Pathways through Graduate School and into Careers* (see <http://www.gradsch.ohio-state.edu/report-out-on-pathways-through-graduate-school-and-into-careers.html> ).

The Graduate School's plan outlines several strategies that we are undertaking to better position Ohio State and Ohio State graduate degree earners in this changing environment.

These strategies fall under three main categories: academic and research programs, opportunities, and visibility.

1. Academic and research programs

- Support the discovery themes of the university's strategic plan through the newly established networks for environmental sciences and for the life sciences, one of the main outcomes of the 2008 doctoral review. The networks are designed to enhance Ohio State's research, visibility, and graduate education efforts in these crucial areas
- Increase the number of professional science master's programs

2. Opportunities

- Work with the graduate programs to increase the cultural and economic diversity of the graduate student body
- Increase the number of international graduate programs and activities
- Enhance the Graduate School's ability to offer more fellowship support

3. Visibility

- Continue to build relationships that help partners and stakeholders understand how graduate education is embedded in the core mission of Ohio State
- Continue to develop and share messages that articulate the importance of graduate education on campus and at the state level
- Improve awareness of the career development needs of graduate students and work collaboratively with graduate programs, colleges, and Ohio State units, particularly Student Life, to improve services available for graduate students and to provide resources that will help position our graduates for success in the workplace

Sincerely,



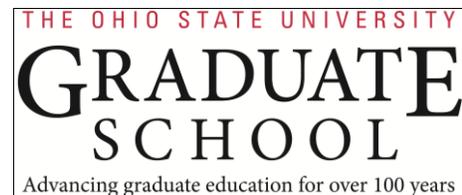
Patrick S. Osmer

Vice Provost for Graduate Studies and Dean of the Graduate School

## The Graduate School

The Graduate School is unique among Ohio State's colleges in that it ensures the integrity of all graduate degrees awarded by Ohio State.

The Graduate School is the college of enrollment for Ohio State's more than 10,000 graduate students, and it supports the faculty and staff of 90+ doctoral programs and 115+ master's programs. The Graduate School provides critical services for registration, degree milestones, fellowships, graduate associate appointments, diversity initiatives, and graduate student recruitment. The Graduate School is also an advocate for graduate education and explores emerging trends and opportunities to share with Ohio State's graduate community.



The Graduate School maintains an aggressive agenda with the express purpose of benefitting Ohio State, its graduate programs and faculty, and its graduate students. It does this by working in tandem with academic units to address issues of importance to the university and through the dean's leadership roles both nationally and internationally. Such recent partnerships include:

- The Life Sciences Network and Environmental Sciences Network, efforts that are designed to increase national and international visibility for Ohio State's research and graduate programs in these areas
- Dual degree programs with international universities, which are designed to leverage Ohio State's expertise around the globe
- Collaborative working relationships with Battelle and business partners, with the goal of increasing the visibility of graduate education at the state level

With a full-time staff of 22 professionals, the Graduate School

- Provides direct assistance and consultation to the leadership of 90 doctoral and 115 master's programs on all issues regarding graduate education and graduate students
- Oversees registration of over 10,000 graduate students, including resolving 1,000 student petitions each academic year
- Manages the scheduling of all master's final exams, doctoral candidacy and final exams, and graduation of 3,200 master's and 700 doctoral students each academic year
- Provides annually more than \$6 million in graduate fellowship student stipends and \$12 million in graduate fellowship student fee authorizations
- Recruits historically underrepresented undergraduate students to participate in the annual Summer Research Opportunities Program (SROP) to explore graduate study and academic careers
- Advocates for the approximately 5,000 graduate associates (GAs) appointed across campus

## Distinctive Services

Among the numerous and varied services provided by the staff of the Graduate School, four stand out as distinctive and show how the work of the Graduate School is essential to Ohio State's mission and vision.<sup>1</sup>



Mark Soderstrom  
Presidential Fellow, History

*Fellowships.* The Graduate School manages the awarding of fellowships with a total value of more than \$18 million. Fellowships include one-year, multiple-year, and diversity awards. These fellowships are open to all graduate programs and are crucial to Ohio State's ability to recruit the best graduate students who play a key role in "solving problems of world-wide significance." The Graduate School also awards the Presidential Fellowships, its most prestigious award, for graduate students pursuing outstanding research and who are in the final stage of their dissertation research. Finally, the Graduate School oversees the university's selection process for several high visibility national competitions, including the Smithsonian Fellowship, graduate student Fulbright awards, and the Howard Hughes Fellowship.

*Life Sciences Network and Environmental Sciences Network.* One of the most significant results of the doctoral review process initiated by the Graduate School is the establishment of these two graduate and research networks, which are aimed at improving Ohio State's visibility and research productivity in the life and environmental sciences. Now in their third year, these networks are expanding and taking leadership roles in faculty collaboration across colleges and graduate programs, large grant development, and interdisciplinary graduate education.

*International Collaborations.* Because of its focus on the creation of new knowledge through research, graduate education has always had an international focus. It is not simply a local or even national activity. This international focus is even more important today, and the Graduate School is pursuing international opportunities and collaborations that will distinguish Ohio State. The Graduate School is an active partner with the Office of International Affairs and academic units in developing dual degree programs and other academic opportunities for both students and faculty.

*Summer Research Opportunities Program.* Under the umbrella of the CIC, the Summer Research Opportunities Program (SROP) is one of the Graduate School's signature activities in support of diversity initiatives at the graduate level. SROP has brought hundreds of underrepresented students to Ohio State for an intensive academic summer experience. Staff in the Graduate School match undergraduate students from around the United States, including Puerto Rico, with Ohio State faculty to work in research labs, to participate in workshops and mentored



SROP students attending the 2010  
National Conference attendees,  
Ohio Union

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<sup>1</sup> Quotations in this section are taken, variably, from the Ohio State vision and mission statements.

activities, and to experience campus life—all with the intent of increasing their enrollment in graduate programs and their representation in the professoriate.

The chart below shows how these services map to the university’s four core goals.

	Teaching & Learning	Research & Innovation	Outreach & Engagement	Resources & Stewardship
<b>Fellowships</b>	X	X	X	X
<b>Networks</b>	X	X	X	
<b>International Collaborations</b>	X	X	X	
<b>SROP</b>	X		X	

## Graduate School Mission

The Graduate School provides strategic leadership for graduate education at The Ohio State University.

It fosters quality in graduate education and research by ensuring high standards for graduate degree programs and by providing essential services that support the work of graduate students, faculty, and staff.

The Graduate School has made a commitment to effective recruitment, retention, and support systems for all students; inherent in that commitment is the belief that diversity is a critical part of excellence in graduate education.

## Graduate School Vision

The Graduate School is committed to ensuring the high quality of graduate programs at The Ohio State University, contributing to its goal of being the leading public land-grant and research university in the nation.

## Graduate School Values

The Graduate School is committed to

**Excellence**—in the standards we set, the results we produce, the relationships we are in, and the dedicated service we provide.

**Collaborating as One University**—our aspirations demand we remove internal boundaries—we must share information, promote teamwork, and think creatively to make this happen.

**Acting with integrity and personal accountability**—we accept responsibility for our actions, we keep our word, we focus on solutions rather than fault and blame, and we take initiative to make things happen.

**Openness and trust**—our communication is direct and honest, we promote authenticity and transparency in our relationships and activities, we're open to feedback and coaching, and we give feedback with candor and respect.

**Diversity in people and ideas**—the health of our environment demands that we respect each other, that we are inclusive, and that we profoundly value who each of us is as a whole person and what each of us uniquely contributes.

**Change and innovation**—these principles are our heritage and our future—we’re curious, we’re creative, and we embrace positive, constructive conflict.

**Simplicity in our work**—in the administration and management of our enterprise we are responsive, ethical, and transparent and we strive to make the functioning of this complex institution simple and efficient.

# Strategic Scan

## The External Environment

### *Internationally*

Ohio State must move forward on several fronts in relation to international students and its relationships with international universities. The Graduate School has already taken the initiative in this regard and is prepared to continue its leadership in the international arena.



Cinthia Benitez Graduate Fellow,  
Psychology

The creation of new knowledge through research is the focus of graduate education. This kind of research has long been an international enterprise, with faculty from around the globe involved in research collaborations and with graduate programs recruiting the best students and faculty domestically and internationally.

Competition for international students is now keen and will increase. The United States has long been the acknowledged leader in international higher education, attracting more international students to its colleges and universities than any other country. However, while the United States remains the top destination for international students, its share of those students has decreased from 27% in 2002 to 20% in 2009. Indicators point to continuing fluctuation and instability.<sup>2</sup>

Losing international graduate students will have a significant impact on American universities. To stem this potential loss at Ohio State where 26 percent of the graduate student population is international, the Graduate School has focused on developing partnerships, dual degrees, and other academic collaborations with international universities. Domestic graduate students will also benefit from these relationships, as it is of increasing importance for them to gain international academic and work experience during their graduate studies.



Brandon Sullivan,  
Biochemistry, Presidential  
Fellow and Graduate  
Associate Teaching Award  
winner

These following data points illustrate the current situation:

- In 2010, China and India had a greater number of college students than the U.S.<sup>3</sup>
- In 2009, international students comprised 3 percent of the U.S. college student population; they comprised 21.5 percent in Australia, 15.3 percent in Britain, and 15.1 percent in Austria.<sup>4</sup>

<sup>2</sup> "World Education News and Reviews" (Feb. 2012)

<sup>3</sup> *The Chronicle of Higher Education Almanac of Higher Education* (2012)

<sup>4</sup> *Ibid.*

- In 1978, there were 870 postgraduate students in China. In 2004, the number was 820,000.<sup>5</sup>
- Brazil has grown to the sixth largest economy in the world and is investing significantly in its own educational infrastructure as well as international programs.
- Germany is modernizing its system of graduate education through its Excellence Initiative, a 5 billion euro program jointly funded by the federal and state governments.
- Multinational corporations, including Microsoft, Intel, and Proctor and Gamble, are developing foreign research and development centers and laboratories.

The vice provost for graduate studies and dean of the Graduate School has been actively working with the vice provost for global strategies and international affairs in support of the graduate components of Ohio State's buildup of international programs. The two vice provosts have traveled together to Ohio State's gateway offices in China and Brazil to help develop Ohio State's first graduate programs with international universities. The dean has also made use of his own international experience and his participation in the global activities of the Council of Graduate Schools to develop additional contacts and opportunities with universities in other countries, including Chile, Germany, Hong Kong, and Singapore.

On campus, the Graduate School has been working with the Office of International Affairs to develop protocols and procedures to facilitate the development of new dual degree programs and related international graduate activities.

### *Nationally*

This is a time of great challenge for graduate students and for graduate programs. The graduate enterprise at Ohio State is feeling the continuing effects of the recession on the American economy and consequently on employment and career opportunities. We are also faced with uncertainty in federal funding for research and graduate education.

At the same time, there are significant opportunities.

The 2012 report commissioned by the Council of Graduate Schools and ETS, "Pathways through Graduate School and Into Careers," noted that "between 2010 and 2020, about 2.6 million new and replacement jobs are expected to require an advanced degree." This report shows that the need for graduate degree holders will be very strong as the knowledge economy becomes increasingly more important, as technology continues to advance, and as the world continues to globalize.



New Graduate Student Welcome, 2012

The nature of career opportunities for graduate degree holders is also changing. The Pathways commission reported that employers value graduate degree holders for their ability to do

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<sup>5</sup> China-Profile.com (Dec. 18, 2011)

research and solve complex problems. Employers also said that they need people who can communicate well both orally and in writing, work in teams, know the basics of project management and budgets, and work to deadlines. It is important that Ohio State's graduate programs respond to these findings because these skills are as important for academic and research careers within universities as they are for careers outside the academy.

### *State Level*

Graduate education has had low visibility at the state level in Ohio where the focus is on jobs, increasing the number of people with two- and four-year college degrees, and meeting the basic workforce needs of employers. State leaders need to be educated about the value that graduate degree holders bring to the state, to job creation, and to meeting employer needs. Ohio's further development requires people with the advanced education and skills necessary to meeting the needs of today's knowledge-based and globalized economy. Graduate degree holders are the people who bring that knowledge to the workforce.

The Graduate School is actively addressing this issue by partnering with Battelle to promote and implement the findings of the Path Forward report that are relevant to Ohio. A statewide summit on graduate education involving major employers, state government officials, and university representatives is scheduled for March 25, 2013. The focus will be on workforce needs of Ohio businesses and how graduate degree holders are essential for the success of Ohio business.

## **The Internal Environment**

### *University Level*

The Graduate School and its staff work with every college at Ohio State, every academic department, and many of the university's support units to carry out its graduate education leadership mission and to support students through every phase of their graduate careers, including admission, registration, appointment as fellows or Graduate Associates, graduate degree milestones and exams, professional development, and commencement.

One major example of this leadership and collaborative approach is in graduate student admissions. Unlike undergraduate admissions, graduate admission decisions about individual students are made at the local, graduate program level. However, the Graduate School sets the overall standards and requirements for graduate admission to Ohio State that all graduate programs must follow. The Graduate School then works closely with the Office of Graduate Admissions and Office of International Affairs to facilitate the admission process and to resolve the many individual questions that arise from the receipt and processing of the 22,000 applications that are received every year.

On a daily basis, Graduate School staff may interact with:

- Office of International Affairs on admission and visa questions for international students

- Office of Human Resources on graduate associate and fellowship appointments, benefits, stipend surveys
- Office of Sponsored Programs on GAs supported by external grants and contracts
- Office of Graduate Admissions on admissions questions and procedures
- Student Services Center on graduate student financial aid and financial issues
- Office of the Registrar on scheduling, deadlines, and all matters regarding the registration of graduate students
- Office of the Chief Information Officer on PeopleSoft and university information and data systems
- Institutional Research and Planning on graduate education data that is internal and external to Ohio State
- Office of Diversity and Inclusion on recruitment programs for underrepresented students
- Committee on Academic Misconduct on academic misconduct and integrity issues
- Counseling and Consultation Service on student mental health concerns
- Other Student Life offices, including Financial Aid and the Bursar
- Campus Police on safety and security issues

### *The Graduate School*

The Graduate School staff is a high-performing group with a wide range of responsibilities. Ohio State cultural surveys conducted in 2008 and 2011 show that Graduate School staff members have strong satisfaction with leadership, work environment, and the university at large. Indeed, the Graduate School compares favorably with other college-level and vice presidential units on most survey questions.



Graduate School Staff

Other indicators of strong staff morale and commitment to Ohio State are the Graduate School's very low staff turnover rate and very high level of participation in Bucks for Charity, Campus Campaign, and Operation Feed. The Graduate School has historically had one of the highest participation rates across all colleges and university offices for each of these fundraising activities, and staff members share leadership roles for these events.

The latest internal audit report of the Graduate School conducted in March 2012 notes compliance with virtually every measure and indicates no areas of noncompliance with university policies and controls.

The most significant challenges faced by the Graduate School in the next year includes

- Working with the OCIO to include pertinent Graduate School data in the upcoming SIS upgrade project

- Managing graduate student data effectively, both internal to the Graduate School and externally in terms of linkages to other university systems

These activities are essential to the Graduate School's ability to provide strategic leadership and support to Ohio State's graduate programs and graduate students.

Other routine activities planned for next year include: monitoring and making necessary adjustments to policies relating to semester conversion; the potential retirement of several senior staff and attention to succession planning; ensuring staff training for specific job-related needs as well as for professional development; and assuring that equipment and software are current and meet performance requirements for Graduate School activities.

## Strategic Focus Areas

The following nine strategies and their associated initiatives will guide the work of the Graduate School for the next five years.

### ***Teaching and Learning*** (student quality, program excellence, student outcomes)

- Strategy: Provide graduate students with additional academic options to position them for success as professionals in the workplace
  - Initiative: Support and provide leadership to academic departments in their efforts to increase the number of professional science master's programs
  
- Strategy: Continue to aggressively implement the recommendations of the Doctoral Review Report
  - Initiative: Assure that academic programs are fully engaged in defining and assessing outcomes of their graduate degrees for the purpose of continuing enhancement of individual graduate programs
  - Initiative: Review Graduate School fellowship program and matching tuition/fee program to align with strategic goals of graduate education
  
- Strategy: Increase cultural and economic diversity of the graduate student body
  - Initiative: Use recent data-driven analysis of the Summer Research Opportunities Program (SROP) to expand the program on campus in partnership with academic units and with the goal of recruiting underrepresented students as Ohio State graduate students
  - Initiative: Continue to build strategic relationships with Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), CIC institutions, and others

### ***Research and Innovation*** (reputation, productivity)

- Strategy: Maximize Ohio State's strengths and enhance its visibility in the life sciences and the environmental sciences
  - Initiative: Coordinate efforts of the Program Council to enhance research and graduate education efforts by the Life Sciences Network and the Environmental Sciences Network
  - Initiative: Assist both networks in further developing their organizational plans, including enhancing program objectives and administrative structures to increase efficiency and productivity

***Outreach and Engagement*** (strategic partnerships, critical workforce development, off-campus programs and awareness)

- Strategy: Increase the number and visibility of international graduate programs at Ohio State University
  - Initiative: Partner with vice provost for global strategies and international affairs and interested college deans to establish additional collaborations and dual degree opportunities at the graduate level
  
- Strategy: Increase the on-campus recognition of the importance of graduate education; increase the public recognition of the economic value of graduate education to the state of Ohio; increase graduate alumni engagement with the Graduate School
  - Initiative: Partner with Battelle and others to host a state-wide summit on graduate education, highlighting the Pathways Through Graduate School and Into Careers report
  - Initiative: Refine data gathering methods to better survey graduate students on their initial job placement following graduation
  - Initiative: Continue to engage with Ohio State's advancement model and deploy a revised strategic communications plan targeting appropriate constituencies

***Resource Stewardship*** (people, dollars, facilities)

- Strategy: Improve Graduate School operating efficiency
  - Initiative: Work with SIS implementation team to incorporate appropriate Graduate School processes into SIS upgrade
  - Initiative: Continue streamlining internal Graduate School processes with an emphasis on automating forms and data most used by graduate students and academic programs
  
- Strategy: Enhance Graduate School's ability to offer more fellowship support
  - Initiative: Work with Office of Academic Affairs development team to participate strategically in Ohio State's "But for Ohio State" campaign
  
- Strategy: Improve services directed to graduate students
  - Initiative: Review and understand how graduate student fees are assessed and allocated
  - Initiative: Work collaboratively with Student Life and other units on a comprehensive career development and services plan for graduate students

## The Graduate School Scorecard

The Graduate School’s mission extends campus-wide, and the Graduate School will monitor its progress through self-identified metrics.

Focus Area	Goals	Metrics	Progress
<b>Teaching &amp; Learning</b>	Increase professional options for graduate students with new degree opportunities	Increase the number of professional master’s and dual degree programs; monitor the professional success of these programs through placement data and employer feedback	
	Review the fellowship and tuition award programs	Assess fellowship offers with student outcomes; define the strategic goals for each competition; define support goals for research	
<b>Research &amp; Innovation</b>	Enhance the Graduate School’s connection to university research through continued development of the Life Sciences and Environmental Sciences networks	Influence the structure and shared resources available to the networks; measure an increase in the extramural funding produced by the networks; increase the number of external training grants	
<b>Outreach &amp; Engagement</b>	Increase international, national, and on-campus visibility and recognition	Increase our international presence with increased dual degree opportunities; increase/maintain national presence with Council of Graduate Schools, National Professional Masters Association; expand state visibility via joint programming opportunities with Battelle; expand campus visibility via targeted projects	
<b>Resource Stewardship</b>	Improve the operating efficiency of the Graduate School	Provide continuous improvement in support of offered services; ensure Graduate School participation in the SIS upgrade; continue the transfer of Graduate School forms to on-line formats; work with OAA development team to participate strategically in “But for Ohio State” campaign	
	Improve career development services directed towards graduate students	Ensure career development services offered by Student Life are available to graduate students; improve communication of these services to students; increase the number of students using these services; improve survey of job placements	



THE OHIO STATE UNIVERSITY

# GRADUATE SCHOOL

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