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Graduate School Strategic Plan 2014-2019

The Graduate School’s strategic plan supports the mission and goals of Washington State University. The plan is based on our mission of service, oversight, and advocacy for the graduate enterprise. Specific themes of the Graduate School’s strategic plan align directly with the themes of Washington State University’s institutional strategic plan (2014-2019).

**Vision Statement:**
Washington State University will be recognized as one of the nation’s leading land-grant universities. Toward this end, graduate education will excel and achieve the highest level of excellence in doctoral, masters, and certificate programs.

**Mission Statement:**
The overall mission of the Graduate School is to advance graduate education and to enhance the experience of our graduate students. We further this mission by providing service, oversight, and advocacy for all aspects of the graduate enterprise at Washington State University. The Graduate School’s mission can be viewed as a triple-tier structure that encompasses the broad sweep of graduate education and scholarship. At our basic level, the Graduate School provides a foundation of service to students, faculty, academic programs, colleges, and the overall institution. Service is our collective effort to assist all stakeholders on an ongoing basis. Next, we provide oversight for policies, standards for graduate education, and program and institutional assessment. Our oversight mission is directly related to administrative support for graduate education. Finally, we advocate for graduate education, research, diversity, and integrity on campus, in the state, nation, and globally.

Through recruitment of students, leveraging of grant proposals, or working with our donors and sponsors, the Graduate School provides advocacy on a continuous basis. To advance the Graduate School mission we embrace the challenge to work collaboratively with colleges, degree granting programs, faculty, students, prospective students, alumni, donors, and the public at large.
Themes and Goals

**THEME I: Promote Excellence in Graduate Education**

Oversee and improve financial support for graduate students; Develop and promote new and existing graduate scholarships, assistantships, and fellowships; Increase funding for graduate education; Collaborate and communicate with programs to expand quality graduate education.

- **Goal 1:** Foster graduate education on urban campuses
- **Goal 2:** Increase graduate student diversity in degree programs
- **Goal 3:** Enhance accountability of degree-granting units
- **Goal 4:** Increase the number of high-achieving students in degree programs

**THEME II: Enhance the Graduate Student Experience**

Increase student engagement and achievement; Increase size, diversity, and preparedness of student body; Attract and retain highly sought graduates; Align recruitment, admissions, and retention for student success.

- **Goal 1:** Develop and promote graduate student mentorship
- **Goal 2:** Develop and expand opportunities for graduate student professional development
- **Goal 3:** Advocate for graduate students

**THEME III: Promote and Fund the Graduate Enterprise**

Model and grow the WSU reputation through: Increase impact of research, scholarship, creative, and outreach programs; Increase access to WSU; Increase worldwide presence and impact.

- **Goal 1:** Oversee and improve financial support for graduate students
- **Goal 2:** Develop and promote new and existing graduate scholarships, assistantships and fellowships
- **Goal 3:** Increase funding for graduate education
- **Goal 4:** Promote WSU graduate education

**THEME IV: Ensure Graduate School Effectiveness: Diversity, Integrity, and Workplace Transparency**

Recruit, retain, and advance diverse employees, including women and minorities; Maintain respectful, inclusive, and equitable behavior; Improve and sustain employee productivity and satisfaction; Increase administrative accountability, innovation, creativity, openness, transparency, and collaboration; Use strategic plans, data, and evaluation indicators to review strategic plan metrics annually; Expand, diversity, and steward funding.

- **Goal 1:** Foster an inclusive, equitable, and diverse Graduate School workplace
- **Goal 2:** Cultivate a culture of organizational integrity, effectiveness, and transparency
Theme Alignment

The WSU Graduate School Strategic Plan (2014-19) documents goals, metrics, and data for four theme areas, which are intentionally aligned with the themes and goals of the WSU Strategic Plan and the Drive to 25. This alignment is shown in Table 1 below.

<table>
<thead>
<tr>
<th>Theme</th>
<th>WSU Goals</th>
<th>Graduate School Goals</th>
</tr>
</thead>
</table>
| Theme 1 | 1. Increase productivity in research, innovation, and creativity to address the grand challenges and opportunities of the future.  
2. Further develop WSU’s unique strengths and opportunities for research, innovation, and creativity based on its locations and land-grant mandate to be responsive to the needs of Washington State.  
3. Advance WSU’s reach both nationally and internationally in existing and emerging areas of achievement. | 1. Assist programs in expanding quality graduate education.  
2. Increase graduate student diversity in degree programs.  
3. Enhance accountability of degree-granting units.  
4. Increase the number of high achieving students in degree programs. |
| Theme 2 | 1. Provide an excellent teaching and learning opportunity to a larger and more diverse student population.  
2. Provide a university experience centered on student engagement, development, and success, which prepares graduates to lead and excel in a diverse United States and global society.  
3. Improve curricular and student support infrastructure to enhance access, educational quality, and student success in a growing institution. | 1. Develop and promote graduate student mentorship.  
2. Develop and expand opportunities for graduate student professional development.  
3. Advocate for graduate students. |
| Theme 3 | 1. Increase access to and breadth of WSU’s research, scholarship, creative, academic, and extension programs throughout Washington and the world.  
2. Expand and enhance WSU’s engagement with institutions, communities, governments, and the private sector.  
3. Increase WSU faculty, staff, and students’ contributions to economic vitality, educational outcomes, and quality of life at the local, state, and international levels. | 1. Oversee and improve financial support for graduate students.  
2. Develop and promote new and existing graduate scholarships, assistantships, and fellowships.  
3. Increase funding for graduate education.  
4. Promote WSU graduate education. |
| Theme 4 | 1. Create and sustain a university community that is diverse, inclusive, and equitable.  
2. Cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution’s academic aspirations.  
3. Steward and diversify resources invested by students, the public, and private stakeholders in a responsible way to ensure economic viability of the institution. | 1. Foster an inclusive, equitable, and diverse Graduate School workplace.  
2. Cultivate a culture of organizational integrity, effectiveness, and transparency. |
Strategies, Initiatives, and Metrics

The following tables document the Graduate School’s strategies, initiatives, and metrics for attaining the goals of each strategic plan theme.

**Please note:** the Strategies & Initiatives and the associated Metrics shown below are updated from the progress report submitted to the Office of the Provost in March 2017 (see Appendix A). In Spring 2017, the Graduate School Strategic Plan Committee, developed and chaired by Assistant Dean Jennifer LeBeau under the direction of Dean Bill Andrefsky, began an intensive review and refinement process to enhance alignment of the strategic plan Goals, Strategies & Initiatives, and Metrics. To date, data has not been collected toward the Metrics presented below, as the Committee decided to maintain consistency in reporting for the 2014-2019 cycle and implement the revisions for the pending 2020 - 2025 Strategic Plan. The updated information is presented in this report to document the work of the Graduate School Strategic Plan Committee and to demonstrate the improved alignment.

The Graduate School’s 2020-2025 Strategic Plan will be revised in accordance with the new WSU Strategic Plan.

### THEME I: Promote Excellence in Graduate Education

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies &amp; Initiatives</th>
<th>Metrics</th>
</tr>
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</table>
| 1. Assist programs in expanding quality graduate education | a. Foster graduate education on all campuses  
b. Maintain and improve retention strategies  
c. Streamline graduate systems, policies, procedures, and forms  
d. Conduct program reviews to ensure programs follow best practices in graduate education  
e. Develop and maintain funding and academic support programs (i.e., ABD Waiver Program, scholarships, etc.) to accelerate time to degree. | • Number of students enrolled in each graduate degree program and plan (total and by campus)  
• Number of degrees granted, by program  
• Number of in- and out-of-state tuition waivers, by campus  
• Number of assistantships, by campus  
• Number and type of recruitment communications sent to prospective students  
• Number of students participating in ABD Waiver Program, Continuous Doctoral Status, and other programs or scholarships on each campus  
• Number of GECO monthly meetings  
• Number of GECO committee meetings |
| 2. Increase graduate student diversity in degree programs | a. Work with outreach organizations such as McNair to recruit individuals in under-represented minority (URM) categories  
b. Improve effectiveness of recruitment strategies through increased and enhanced communications, email campaigns, surveys, and direct contacts  
c. Establish international partnerships such as dual degree programs with foreign universities | • Number of new URM students enrolled each fall.  
• Percentage of total URM students enrolled to total graduate student population each fall  
• Number of URM, non-URM, and International students applied, admitted, enrolled each fall (breakdown by international agreement)  
• Number of NNE, McNair, REU students contacted via email campaigns vs. number who enrolled as graduate students  
• Website traffic on Graduate School web pages (Degrees, FAQs, etc)  
• Number of students contacted via admitted-to-enrolled survey vs. number of students who completed survey  
• Number of students contacted who filled out “Request Information from WSU” form vs. number who enrolled  
• Number of respondents to Marketing |
Questions on application
- Student prospect engagement on Graduate School social media sites and website
- Number of new RADS awarded
- Number of participants in annual Diverse Scholar’s visit

| 3. Enhance accountability of degree granting units | a. Enhance and maintain program reviews and assessment best practices  
b. Assist programs in developing and revising by-laws, as well as helping them navigate the Faculty Senate process  
c. Maintain and update Graduate School policies and procedures based on best practices  
d. Investigate formal and informal student complaints and grievances and assist in resolutions | a. Number of program reviews conducted each year  
b. Percentage of graduate and professional programs that publish program-level or degree-level student learning outcomes on their websites and/or in their student handbooks  
c. Percentage of graduate and professional programs that include in their assessment process all students and locations in which the degree is offered.  
d. Percentage of online graduate programs that include online assessment activities in their assessment process.  
e. Percentage of graduate and professional programs that include data collection as part of their process to assess student learning outcomes  
f. Percentage of graduate degree programs using student learning assessment results in decision-making and planning  
g. Percentage of assessment reports collected annually (number submitted vs. number expected)  
h. Number of formal student grievances resolved  
i. Yes/No: Graduate School supports and facilitates the Faculty Senate program approval, bylaw revision, and curriculum review process  
j. Yes/No; Graduate School policies and procedures are updated annually |

| 4. Increase the number of high achieving students in degree programs | a. Support the recruitment of high achieving students in degree programs  
b. Support the recruitment of highly qualified graduate students  
c. Increase domestic and international scholars programs  
d. Implement a marketing plan targeted at well-qualified applicants  
e. Effectively use the CollegeNET application and CRM to attract top applicants to apply and accept offers of admission. | a. Percentage of new degree-seeking graduate students with an incoming GPA of 3.5 or higher each Fall.  
b. Number of newly enrolled provisional graduate students each Fall.  
c. Number of international and domestic scholars programs supported through the Graduate School.  
d. Number of students contacted through McNair, NNE, and REU email campaigns who enroll as graduate students at WSU  
e. Number of high-achieving (GPA, TOEFL) students awarded PNNL, AGEP, ARCS fellowships  
f. Number of student fellows in the NSF GRFP |
<table>
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<tr>
<th>Goal</th>
<th>Strategies &amp; Initiatives</th>
<th>Metrics</th>
</tr>
</thead>
</table>
| 1. Develop and promote graduate student mentorship | a. Develop and implement faculty mentorship programs based on best practices in graduate education  
   b. Develop mentorship programs with outreach organizations | • Number and type of mentorship programs  
   • Number of students and faculty served by or participating in AGEP  
   • Number of faculty serving on the Graduate Mentor Academy  
   • Number of Graduate Mentors deployed through the Graduate Mentor Academy  
   • Number of student appeals each year |
| 2. Develop and expand opportunities for graduate student professional development. | a. Develop and enhance opportunities for graduate students to engage in professional skill development (i.e., workshops, courses, retreats, brown bag lunches, presentations, etc.)  
   b. Develop and enhance the Summer Scholar’s program | • Number of professional workshops offered by the Graduate School each academic year  
   • Number of graduate students who participate in Graduate School workshops each academic year  
   • Number of graduate students who participate in Orientation each Fall  
   • Number of students enrolled in the Summer Scholar’s Program each year |
| 3. Advocate for graduate students | a. Communicate regularly with graduate students based on best practices in graduate education  
   b. Provide necessary mandatory research training and placement for assistantships  
   c. Work with faculty, programs, and other campus offices to solve problems, mediate conflicts, and preserve student, faculty, and program rights  
   d. Conduct regular climate surveys and share results with departments  
   e. Coordinate with GPSA on student issues  
   f. Represent graduate education on task forces, committees, and activities throughout WSU  
   g. Ensure programs conduct student annual reviews | • Number and type of communications sent to students via listservs, newsletters, website, social media, dean’s blog, surveys, myWSU  
   • Number of events bringing students and faculty together to promote graduate education, by campus  
   • Number of communications with internal stakeholders (President, Provost, Board of Trustees, other senior officials) related to graduate education (per CGS Guide to Advocacy for Graduate Education Leaders, 213, p.3)  
   • Number of communications with external stakeholders (policymakers, business leaders, community leaders, public opinion influencers, the media, and others) related to graduate education (per CGS Guide to Advocacy for Graduate Education Leaders, 213, p.3)  
   • Number of graduate students who participate in Orientation each Fall  
   • Number of students completing the Graduate Student Survey each year (sent every 3 years)  
   • Percentage of students on assistantship who complete the mandatory Responsible Conduct in Research training  
   • Percentage of students on assistantship who complete the HRS mandatory Discrimination, Sexual Harassment, and Sexual Misconduct training  
   • Percentage of international students appointed to assistantships who pass the ITA exam  
   • Number of students using Short-term parental leave program |
## THEME III: Promote and Fund the Graduate Enterprise

<table>
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<tr>
<th>Goal</th>
<th>Strategies &amp; Initiatives</th>
<th>Metrics</th>
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</table>
| 1. Oversee and improve financial support for graduate students | a. Create special waiver programs to support graduate students  
b. Support graduate assistantships  
c. Support student scholars and fellows | • Total number of International and Domestic students provided a waiver each year  
• Total number of ABD waivers awarded each Fall  
• Number of graduate students funded on assistantship each Fall, by type (GA, TA, RA)  
• Total amount and number of students awarded scholarships and fellowships  
• Total number of discretionary waivers granted each year |
| 2. Develop and promote new and existing graduate scholarships, assistantships, and fellowships | a. Develop new scholarship programs  
b. Work with alumni and donors to establish or expand assistantship, scholarship and fellowship opportunities  
c. Promote funding opportunities on the website, in Friday Focus, and via social media outlets  
d. Develop workshops and other programs to increase student success in obtaining external funding. | • Number of hits on funding website  
• Number of clicks on Friday Focus emails  
• Number of open letters  
• Number of Graduate School scholarship and fellowship types offered each year  
• Number of graduate students earning Graduate School scholarships and fellowships each year  
• Number of students on assistantship  
• Number of students participating in workshop and other program opportunities |
| 3. Increase funding for graduate education | a. Leverage Graduate School resources internally and externally for graduate education  
b. Increase support for externally funded grant and fellowship applications related to graduate education  
c. Submit training grant applications related to graduate education  
d. Send out regular newsletters, reports and other information related to graduate education at WSU  
e. Nurture current donor relationships with individuals and organizations through participation, regular visits and correspondence  
f. Collaborate with International Programs to support international students and increase the number of international scholars and fellows | • Annual giving amounts to the Graduate School  
• Number of named awards and scholarships  
• Number of international students on assistantship, scholarship, and fellowship  
• Number of submitted training grant proposals  
• Number of graduate students applying for fellowships |
| 4. Promote WSU graduate education | a. Utilize press releases, ads, and the Graduate School website to showcase graduate education  
b. Utilize directed email campaigns to promote WSU graduate education to prospective students.  
c. Conduct surveys of admitted students who enroll or do not enroll, to improve marketing and outreach strategies.  
d. Offer workshops to undergraduate students about graduate school application, processes, and culture.  
e. Offer workshops to current graduate students, faculty, and programs on how to navigate graduate degrees at WSU  
f. Provide outreach opportunities and reporting to internal and external constituents | • Number of press releases, website traffic, communications with prospective students, and themes in responses  
• Number of clicks (Google analytics and website)  
• Number of communications sent to prospective students  
• Number of emails opened by prospective students  
• Number of links clicked on website  
• Number of students registered and participating in Imagine Beyond workshops  
• Number of Navigate Your Degree workshops offered and number of students served  
• Number (and nature of) internal and external contacts  
• Number of outreach activities and stakeholders served (e.g. Grad Fairs, REU, AGEP, PDI, Donor Visits, WICHE, International Trips)  
• Number of International agreements  
• Graduate Program Profile data |
<table>
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<tr>
<th>Goal</th>
<th>Strategies &amp; Initiatives</th>
<th>Metrics</th>
</tr>
</thead>
</table>
| 1. Foster an inclusive, equitable, and diverse Graduate School workplace | a. Communicate regularly through monthly staff meetings, weekly leadership meetings, and regular team meetings, using best practices in graduate education  
b. Inform and communicate with graduate school staff via the GS Listserv  
c. Conduct staff trainings, including but not limited to: customer service training, sexual harassment training, suicide prevention training, benefits and retirement training.  
d. Utilize and make resources available from WSU campus services, such as EAP, OEO, Ombudsman, etc. | • Number and type of staff training sessions and average number of participants per training session  
• Percentage of staff completing online Discrimination, Sexual Harassment, and Sexual Misconduct training  
• Percentage of staff completing Employee Satisfaction Survey  
• Average scores on Employee Satisfaction Survey |
| 2. Cultivate a culture of organizational integrity, effectiveness, and transparency | a. Celebrate achievements and provide motivational awards to staff  
b. Provide annual feedback and assessment  
c. Conduct annual reviews for all staff  
d. Share information via the GS listserv for staff  
e. Conduct monthly budget reporting  
f. Ensure separation or integration of staff duties as applicable  
g. Implement financial procedures according to WSU policy  
h. Engage staff in strategic planning and tracking of goals  
i. Establish internal committees to develop, monitor, and review Graduate School procedures | • Number of staff promotions, reclassifications and/or career advancements  
• Number of and participation in Community Hours Meetings each year  
• Yes/No: Continued implementation of the following committees: Social Committee, Strategic Plan Committee, Graduate Student Data Committee, Graduate Data Committee with GPSA  
• Average annual review rating  
• Years of service and other awards  
• Yes/No: Financial procedures implemented according to policy |
Appendix: 2017 Strategic Plan Progress Report

Strategic Plan Progress Report, submitted to the Office of the Provost on March 17, 2017
### THEME I: Promote Excellence in Graduate Education

Objectives: Oversee and improve financial support for graduate students; Develop and promote new and existing graduate scholarships, assistantships, and fellowships; Increase funding for graduate education

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<tbody>
<tr>
<td>1. Assist programs in expanding quality graduate education • Foster graduate education on urban campuses</td>
<td>Number of new graduate students enrolled per campus each Fall</td>
<td>Census Data/MyWSU, Graduate Admissions By Campus</td>
<td>TOTAL: 1251 Pullman: 585 Spokane: 138 Tri-Cities: 51 Vancouver: 166 Global Campus: 311</td>
<td>TOTAL: 1126 Pullman: 637 Spokane: 166 Tri-Cities: 52 Vancouver: 127 Global Campus: 144</td>
<td>TOTAL: 1071 Pullman: 582 Spokane: 134 Tri-Cities: 63 Vancouver: 137 Global Campus: 155</td>
<td>Total number of new graduate students <strong>decreased</strong> each year from Fall 2014- to Fall 2016; however, the number increased over 2016 for the Tri-Cities and Vancouver campuses and for Global Campus.</td>
<td>*The drop in numbers from Fall 2014 to Fall 2015 reflects the MBA program moving to a professional degree. Thus, the Fall 2014 numbers include MBA students whereas the Fall 2015 and Fall 2016 numbers do not. The change is most notable in the number of Global Campus students.</td>
</tr>
<tr>
<td>2. Increase graduate student diversity in degree programs • Work with outreach organizations such as McNair to recruit individuals in URM categories • Improve effectiveness of recruitment strategies • Establish international partnerships</td>
<td>Number of new URM students enrolled each Fall</td>
<td>Census Data/MyWSU, Graduate Admissions</td>
<td>TOTAL: 111 Hispanic/Latino: 71 Black/African American: 28 American Ind/AK Nat: 10 Nat Hawaii/Oth Pac Isl: 2</td>
<td>TOTAL: 102 Hispanic/Latino: 74 Black/African American: 21 American Ind/AK Nat: 7 Nat Hawaii/Oth Pac Isl: 0</td>
<td>TOTAL: 119 Hispanic/Latino: 83 Black/African American: 23 American Ind/AK Nat: 10 Nat Hawaii/Oth Pac Isl: 3</td>
<td>Number of new URM students enrolled each Fall <strong>increased</strong> from Fall 2015 to Fall 2016 and was also higher than Fall 2014. This same trend held true for each subgroup.</td>
<td>*Minority includes Asian plus URM students. *The change in counting MBA students, as described above, is also reflected in the totals &amp; percentages of URM and minority students.</td>
</tr>
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</table>

| Percentage of total minority students enrolled to total graduate student population each Fall | Census Data/MyWSU, Acad Plan By Campus College Dep | URM: 359/4209 = 8.5% Minority: 528/4209 = 11.5% | URM: 309/3851 = 8.0% Minority: 445/3851 = 11.6% | URM: 356/3786 = 9.4% Minority: 500/3786 = 13.2% | Percentage of URM & minority students is **higher** in 2017 than in previous years. | |

| Number of international | Census Data/MyWSU, Acad Plan By | Int’l: 898/4209 = 21.3% | Int’l: 953/3851 = 24.7% | Int’l: 947/3786 = 25.0% | Number of international students enrolled | |

*Notes:* The drop in numbers from Fall 2014 to Fall 2015 reflects the MBA program moving to a professional degree. Thus, the Fall 2014 numbers include MBA students whereas the Fall 2015 and Fall 2016 numbers do not. The change is most notable in the number of Global Campus students.

*Minority includes Asian plus URM students.*

*The change in counting MBA students, as described above, is also reflected in the totals & percentages of URM and minority students.*
## Goals Related Strategies & Initiatives

<table>
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<tbody>
<tr>
<td>such as dual degree programs with foreign universities</td>
<td>students enrolled each Fall</td>
<td>Campus College Dep</td>
<td></td>
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<tr>
<td>Number of RADS students enrolled each Fall</td>
<td>Graduate School Deans</td>
<td>11</td>
<td>21</td>
<td>18</td>
<td>Number of RADS students enrolled each Fall increased from Fall ’14 to Fall ’15 and was down by 3 in Fall ’16 from Fall ’15.</td>
<td></td>
</tr>
</tbody>
</table>

### 3. Enhance accountability of degree-granting units
- Enhance and maintain program reviews and assessment best practices
  - Program reviews happen regularly
    - Graduate School Deans: Yes
      - Director of Graduate Assessment: Yes

- Assessment reports are collected annually for all programs
  - Graduate School Deans: Yes

- Support and facilitate the Faculty Senate program approval, bylaw revisions, and curriculum review process
  - Graduate School Deans: Yes

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*Students receiving a deferral not counted
## Graduate School Strategic Plan 2014-2019
### 2017 Progress Report

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<tr>
<td>Senate process</td>
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<td></td>
<td></td>
<td>No change (Yes each year).</td>
<td>*Approved by Faculty Senate in 2017 and on GS Website</td>
</tr>
<tr>
<td>• Maintain Graduate School policies and procedures based on best practices</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>No change (Yes each year).</td>
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<tr>
<td>• Investigate student complaints and grievances and assist in resolutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No change (Yes each year).</td>
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<tr>
<td>4. Increase the number of high achieving graduate students in degree programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Remained consistent over time, with slight increase (2%) in 2017.</td>
<td></td>
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<tr>
<td>• Support the recruitment of highly qualified graduate students</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Remained consistent from 2015-2016, but decreased in 2017 (23%).</td>
<td>*Positive finding; want to see lower number of provisionally admitted students, including no more than 10% provisional admittance overall and per program.</td>
</tr>
<tr>
<td>• Increase domestic and international scholars programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase in number of students receiving domestic waivers. Decrease in number of students receiving</td>
<td>*Previously delineated by assistantship, program/project, or fellowship name; however, this year we are reporting by international and domestic programs,</td>
</tr>
</tbody>
</table>

### Senate process
- Maintain Graduate School policies and procedures based on best practices
- Investigate student complaints and grievances and assist in resolutions

### Graduate School Deans
- Yes
- Yes
- Yes

### Student complaints and grievances are investigated promptly
- Yes
- Yes
- Yes

### Percent of new degree-seeking graduate students with an incoming GPA of 3.5 or higher each Fall
- 59%
- 59%
- 61%

### Number of newly enrolled provisional graduate students each Fall
- 38
- 39
- 30

### Number of student scholars enrolled each Fall who receive international* and domestic**
- TOTAL: 126
  - International: 93
  - Domestic: 33
- TOTAL: 109
  - International: 76
  - Domestic: 33
- TOTAL: 116
  - International: 69
  - Domestic: 47

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**Notes:**
- *Approved by Faculty Senate in 2017 and on GS Website
- *Positive finding; want to see lower number of provisionally admitted students, including no more than 10% provisional admittance overall and per program.
- *Previously delineated by assistantship, program/project, or fellowship name; however, this year we are reporting by international and domestic programs,
Graduate School Strategic Plan 2014-2019  
2017 Progress Report

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<tr>
<td>waivers from the Graduate School</td>
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<td></td>
<td>international waivers.</td>
<td>to be more aligned with the metric. The metric still does not align well with the goal and will be revised for the 2018 report.</td>
</tr>
</tbody>
</table>

*International programs include: AMIDEAST, CONACYT/SENESCYT, CSC, Fulbright, Punjab University MOU, ICAR, USAID, UAF, and other international programs

**Domestic programs include: NSF GAANN, NIH Fellowship, NSF GRFP, PNNL, Paul Allen School (Bill & Melinda Gates Foundation), JCATI, Marchionne, NIH fellowships, USDA NEEDS/NIFA grants, UAF, and other programs.
## THEME II: Enhance the Graduate Student Experience

Objectives: Increase student engagement and achievement; Increase size, diversity, and preparedness of student body; Attract and retain highly sought graduates; Align recruitment, admissions, and retention for student success

|-------|---------|-------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------|-------|
| 1. Develop and promote graduate student mentorship  
  • Develop and implement faculty mentorship programs based on best practices  
  • Develop mentorship programs with outreach organizations | Number of T/TT and non-T/TT faculty who chair graduate student committees each Fall | Teacher Assignment Data/GRM Data | TOTAL: 663  
T/TT Faculty: 611  
Non-T/TT Faculty: 52 | TOTAL: 703  
T/TT Faculty: 653  
Non-T/TT Faculty: 50 | TOTAL: 740  
T/TT Faculty: 630  
Non-T/TT Faculty: 59  
Other: 51 | Increase in numbers of T/TT and non-T/TT faculty chairing committees from 2016 to 2017. | *This data was collected through 700/800-level teacher assignment data. Discussions are underway regarding better methods for capturing and tracking this data to ensure more accurate reporting. |
| 2. Develop and expand opportunities for graduate student professional development  
  • Develop and enhance opportunities for graduate students to engage in professional skill development (i.e., workshops, courses, retreats, brown bag) | Number of professional workshops offered by the Graduate School each academic year | PR/Communications Director | TOTAL: 6  
TA Workshops: 1  
OGRD Workshops: 5 | TOTAL: 2  
TA Workshops: 1  
OGRD Workshops: 1 | TOTAL: 31  
TA Workshops: 1  
PDI Workshops: 29  
Other GS Workshops: 1 | Dramatic increase in 2017 resulting from the new Professional Development Initiative (Growing Outstanding Academic and Leadership Skills), organized by the Graduate School and the GPSA. | *OGRD workshops offered in 2015 and 2016 were supplanted with the Graduate School PDI in 2017. |
| | Number of graduate students who participate in Graduate School workshops each academic year | PR/Communications Director, IT Support | TOTAL: 355  
TA Workshop: 102  
OGRD Workshops: 253 | TOTAL: 247  
TA Workshop: 80  
OGRD Workshops: 167 (registered) | TOTAL: 764 YTD  
TA Workshop: 54  
PDI Workshops – 710 YTD  
GS Workshops: * YTD | Dramatic increase in 2017. Total number of workshops offered in 2017 was double that of 2015 and triple that of 2016. | *Increase in participants also due to new Professional Development Initiative. |
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<tr>
<td>lunches, presentations, etc.)</td>
<td>Number of graduate students who participate in Orientation each Fall</td>
<td>PR/Communications Director, IT Support</td>
<td>339</td>
<td>311</td>
<td>352</td>
<td>Increased from Fall 2015 to Fall 2016.</td>
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<td>• Develop and enhance the Summer Scholar’s program</td>
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<td>3. Advocate for graduate students</td>
<td>Communicate regularly using listservs, newsletters, website, social media, dean’s blog, surveys, MyWSU</td>
<td>PR/Communications Director</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
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<tr>
<td>• Communicate with graduate students based on best practices</td>
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<td>• Provide necessary mandatory research training and placement for assistantships</td>
<td>Ensure all students do the Responsible Conduct in Research training</td>
<td>Area Finance Officer</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
<td>*Completed online.</td>
</tr>
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<td></td>
<td>Ensure all international students appointed to assistantships take the ITA exam</td>
<td>Area Finance Officer</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
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**THEME III: Promote and Fund the Graduate Enterprise**

Objectives: Model and grow the WSU reputation through: Increased impact of research, scholarship, creative, and outreach programs; Increased access to WSU; Increased worldwide presence and impact

|----------------------------------------|---------|-------------|--------------------------------------------------|--------------------------------------------------|-----------------------------------------------------|--------------|-------|
| 1. Oversee and improve financial support for graduate students  
- Create special waiver programs  
- Support graduate assistantships  
- Support student scholars and fellows | Total number of waivers provided each year (with breakdown on type, if available) each Fall | Area Finance Officer/MyWSU Report | TOTAL: 2518  
Full waivers: 2442  
Half waivers: 76 | TOTAL: 2615  
Full waivers: 2572  
Half waivers: 43 | TOTAL: 2574  
Full waivers: 2534  
Half waivers: 40 | Remained somewhat consistent across the three years. Slight decrease from 2016; slight increase over 2015. Fewer half waivers in 2016 and 2017 than 2015. | *Numbers included in total number of full waivers (previous metric).* |
|   | Total number of ABD waivers awarded each Fall | Area Finance Officer/MyWSU Report | 130 | 131 | 133 | Remained consistent across three years. Slight increase over 2016. | |
|   | Number of graduate students funded on assistantship each Fall | Area Finance Officer/October Payroll Report | 1796 | 1796 | 1768 | Consistent across all three years, with slight decrease in 2017. | |
| 2. Develop and promote new and existing graduate scholarships, assistantships and fellowships | Number of Graduate School scholarship types offered each year | Administrative Manager | 2 | 10 | 11 | Increase across all years. | |
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- Develop new scholarship programs
- Work with alumni and donors to establish scholarships and fellowships

| Number of graduate students earning Graduate School scholarships or fellowships each year | Administrative Manager | ARCS – 37  
RADS – 11  
Other GS* – 0 | ARCS – 36  
RADS – 21  
Other GS* – 52 | ARCS – 36  
RADS – 18  
Other GS* – 47 YTD | Consistent number of students earning ARCS scholarships across all years. Number of RADS scholars higher in 2016 and 2017 over 2015. Increase in Other Graduate School Scholarships from 2015 to 2016, with slight decrease in 2017 over 2016. Increase over 2015 in types of scholarship/fellowship programs offered (e.g. GS Dissertation Year Fellowship Program and GS Recruitment Scholarship for STEM Disciplines). |
|---|---|---|---|---|---|
| Administrative Manager | ARCS – 36  
RADS – 18  
Other GS* – 47 YTD | Variable across years. |
| $456,292 | $323,480 | $315,500 YTD | *The Graduate School is working to identify more consistent methods of capturing this data. It is possible the 2016 amount may be lower than actual. The 2017 data is for year to date. |

*Other GS = Other Graduate School Scholarships or Fellowships, including the Graduate School Dissertation Year Fellowship and the Graduate School Recruitment Scholarship for STEM Disciplines.*
## THEME IV: Ensure Graduate School Effectiveness: Diversity, Integrity and Workplace Integrity

Objectives: Recruit, retain, and advance diverse employees, including women and minorities; Maintain respectful, inclusive, and equitable behavior; Improve and sustain employee productivity and satisfaction; Increase administrative accountability, innovation, creativity, openness, transparency, and collaboration; Use strategic plans, data, and evaluation indicators to review strategic plan metrics annually; Expand, diversify, and steward funding

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<tr>
<td>1. Foster an inclusive, equitable, and diverse Graduate School workplace • Communicate with staff according to best practices</td>
<td>Communicate regularly through: Monthly staff meetings Weekly leadership meetings Regular team meetings</td>
<td>PR/Communications Director</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
<td>*The Graduate School promotes a positive and inclusive workplace. Regular reflection by the administration on meeting types, nature, and frequency ensures overall effectiveness of the School. Revisions are made as necessary to promote employee growth and development, to create and sustain a positive working environment, and to ensure efficiency, integrity, and transparency of the organization.</td>
</tr>
<tr>
<td>Use a GS Listserv for staff</td>
<td>Administrative Manager</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
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<tr>
<td>Engage staff in strategic planning and tracking of goals</td>
<td>Administrative Manager</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
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<tr>
<th>2. Cultivate a culture of organizational integrity, effectiveness, and transparency</th>
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<tbody>
<tr>
<td>• Ensure that staff are properly trained</td>
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<td>• Provide annual feedback and assessment</td>
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<td>• Reward and motivate staff</td>
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<thead>
<tr>
<th>Action</th>
<th>Administrative Manager</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
<th>No change (Yes each year).</th>
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<tr>
<td>Provide staff training</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
</tr>
<tr>
<td>Celebrate achievements and give motivational awards</td>
<td>Administrative Manager</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
</tr>
<tr>
<td>Conduct annual reviews for all staff</td>
<td>Administrative Manager</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No change (Yes each year).</td>
</tr>
</tbody>
</table>