



Building a Strong and Visible Graduate Culture

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The Challenges

- Graduate education is decentralized by its very nature
- At Ohio State, 100+ graduate programs and 10,000 students span the entire campus
 - Arts & Sciences
 - Professional Colleges
 - Health Sciences
 - All with their own cultures



Challenges, cont.

- Graduate constituencies & audiences
 - Program level
 - Frequent, program-related interactions
 - College level
 - Policy and multi-program matters
 - University level
 - Interactions with undergraduate education, research, other Academic Affairs and Vice Presidential units
 - External
 - Regents, State, National
 - Media

Main Principles

- Mission – Quality
 - Strategic leadership, quality, service
- Strategic leadership and success depends upon partnerships
 - At Ohio State, tripartite arrangement of Academic Affairs (including Institutional Research and Planning), Colleges, Graduate School
- Visibility is required
 - To get things done
 - To inform all constituencies



The Past Five Years at Ohio State

- Attention started turning from undergraduate to graduate side
- Fiscal considerations
- Research
- Driven by desire to increase
 - quality (mission)
 - attractiveness to best graduate students and faculty (visibility)
 - focus (investment/disinvestment)



Activities & Initiatives

- Review of the Graduate School
- Review of funding of graduate education
- Doctoral Program Review
- Task Forces on Life and Environmental Sciences
 - Action plan
- New Master's Programs & Enrollment Planning



Doctoral Program Review (*Quality*)

- Foundation for on-going efforts
- Results
- Process was key
 - Done in partnership with the colleges
 - Based on NRC quantitative data
 - Open about the process, met personally with deans, several opportunities for deans to respond
 - All data and reports are posted publicly (transparency and openness) (see gradsch.osu.edu)
 - Developing main messages before release of report
 - “Constructive, not punitive”



Building Links *(Visibility)*

- Key hire – Director of GS Recruitment and Diversity Initiatives
- Building links to improve effectiveness
 - GS connects with everything
 - But has few of its own resources
- Strategic Communications
 - Established quarterly meetings and regular newsletter; new website underway; connected with university communications
 - Restructured Graduate Council



Role as Vice Provost of Graduate Studies *(strategic leadership)*

- Part of Provost's leadership team
- Council of Deans
 - Provide ways to work beyond the decentralized framework of graduate education

OFFICE OF ACADEMIC AFFAIRS: SUPPORT FUNCTIONS															
				Vice Provost Academic Programs (CAA)	Vice Provost Academic Planning (Fiscal/ COPE/ Govt Aff)	Vice Provost International (International Council)	Vice Provost Diversity (Diversity Committee)	Vice Provost Faculty Affairs (FCBC/ Rules)	Vice President for Enrollment/Admissions (CESP)	Assistant Vice President for Fiscal / H.R.	Chief Information Officer (COLIT)	Vice President of Student Life	ASC Executive Dean & Vice Provost	College Deans	Special Arrangements
Academic and Research Programs	B.A./B.S. Tagged Degrees	Dean for Undergraduate Education	Services	<ul style="list-style-type: none"> • program review 	<ul style="list-style-type: none"> • strategic planning/ alignment • academic space/facilities 	<ul style="list-style-type: none"> • international student recruitment/ admissions 	<ul style="list-style-type: none"> • minority student & faculty recruitment/ retention 	<ul style="list-style-type: none"> • faculty, chair, dean appointments/ review 	<ul style="list-style-type: none"> • economic access 	<ul style="list-style-type: none"> • budget 	<ul style="list-style-type: none"> • learning technologies 	<ul style="list-style-type: none"> • housing and dining • events, involvement, recreation, advancement • Student Facilities mgmt 	<ul style="list-style-type: none"> • strategic planning for ASC 		
	M.A./M.S. Ph.D. & Prof. Degrees	Dean for Graduate Education	Services	<ul style="list-style-type: none"> • teaching/ learning activities and student learning outcomes 	<ul style="list-style-type: none"> • regional campuses • Libraries 	<ul style="list-style-type: none"> • international student services • study abroad 	<ul style="list-style-type: none"> • P. & T. • dean/ chair/ faculty development 	<ul style="list-style-type: none"> • student recruitment/ admissions • advising/ support 	<ul style="list-style-type: none"> • fiscal management • strategic resource planning (fiscal and H.R.) • retrospective/ prospective analyses 	<ul style="list-style-type: none"> • information technology architecture and security • core university applications and data systems 	<ul style="list-style-type: none"> • diversity and community development • student health/wellness and disability support services 	<ul style="list-style-type: none"> • budget/ resource allocation for ASC • ASC spokesperson/ representative within/outside University • ASC undergraduate advising, career services, and diversity services • ASC interdisciplinary programs 	<ul style="list-style-type: none"> • U/G course and program development • recruit/retain strong/diverse student body • recruit/retain quality faculty • research emphasis/ foci • development 	<ul style="list-style-type: none"> • Arts Initiative • Wexner Center 	
	Funding Foci	Vice President for Research	Services	<ul style="list-style-type: none"> • UCAT • IR • Statewide (USO/BOR) program development 	<ul style="list-style-type: none"> • university-wide academic initiatives • P-12 • John Glenn School • outreach and engagement 	<ul style="list-style-type: none"> • international partnerships • Area Studies Centers • international research opportunities 	<ul style="list-style-type: none"> • YSP • special programs (Bell) • ADA 	<ul style="list-style-type: none"> • Women's Place • faculty issues • University Senate 	<ul style="list-style-type: none"> • registration/ financial aid • enrollment planning 	<ul style="list-style-type: none"> • retrospective/ prospective analyses • continuous quality improvement and initiatives 	<ul style="list-style-type: none"> • common university infrastructure 	<ul style="list-style-type: none"> • student success • career services • Student Life Fin., IT, HR • Senate Council on Student Affairs 			



Graduate School Strategic Plan Based on Refined Mission

The Graduate School

- Provides critical services
 - Registration and Graduation
- Ensures the integrity of graduate degrees
- Provides strategic leadership