The Graduate School Strategic Plan
2009-2011

University of Kentucky
Who We Are
The Graduate School was established at the University of Kentucky in 1912. As we approach the Centennial, we have refined and streamlined our mission as the University has grown in size and stature. We support programs and students throughout the academic life cycle, from recruitment to centralized admissions, funding processes, enrollment, professional development, committee formation, examinations, and degree certification. The Dean of the Graduate School is responsible for the appointment of Graduate Faculty and Directors of Graduate Studies in 119 master’s degree programs and 70 doctoral degree programs. We administer 31 graduate certificates.

The Graduate School is the administrative and academic home to the Martin School of Public Policy and Administration, the Patterson School of Diplomacy and International Commerce, and the Preparing Future Faculty Program. It also hosts four interdisciplinary and inter-college graduate certificates.

Mission
The mission of the Graduate School is to promote excellence at all levels of graduate education at the University of Kentucky. By encouraging and supporting the acquisition and dissemination of knowledge in an environment of diversity and interdisciplinary cooperation, the Graduate School aids graduate programs in preparing students as future leaders of the global society in research, teaching, applied science, creative production, policy making, and public service.

Vision
To help faculty and graduate students reach their Top-20 academic aspirations

Challenge
Recruiting, retaining, and graduating high-ability students is difficult in a time of shrinking resources in a historically underfunded state system. Low stipends for graduate teaching assistants, limited travel funding for professional presentations, and little focus on graduate fellowships in past development efforts have left UK vulnerable in recruitment of the brightest and best.
**Goal 1: Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society**

**Objective 1.1: Implement or enhance in-demand academic programs and certificates targeting high-ability students.**

- Strategy 1.1.1: Nurture/encourage innovative, forward-looking program curricula.
- Strategy 1.1.2: Encourage the development of interdisciplinary programs and graduate certificates.
- Strategy 1.1.3: Expand and publicize the University Scholars program.
- Strategy 1.1.4: Develop and implement new programs and strategies to increase non-traditional student, military, and Veteran enrollment.
- Strategy 1.1.5: Streamline academic processes for programs.

**Objective 1.2: Review, revise, and refine University- and college-level financial aid to increase yield, recruit top students, and enhance diversity.**

- Strategy 1.2.1: Work with the Provost to increase TA stipends and to improve the overall graduate student “recruitment package” (e.g., inclusion of health and Johnson Center fees in standard graduate tuition rate, offer expanded child care options, etc.)
- Strategy 1.2.2: Restructure and combine resources to maximize the number and size of fellowships.
- Strategy 1.2.3: Identify and cultivate new sources of student research support such as external scholarships.
- Strategy 1.2.4: Maintain student health insurance automatic enrollment and coverage for fully-funded graduate students.

**Objective 1.3: Review, revise and refine University- and college-level recruitment strategies.**

- Strategy 1.3.1: Improve recruitment initiatives via new electronic media.
- Strategy 1.3.2: Re-evaluate our electronic media contacts with the next generation of college-going students; maximize our web page for ease of student use.
- Strategy 1.3.3: Develop selected international initiatives (e.g., with Kuwait, Iraq, China, Vietnam, and South America).
- Strategy 1.3.4: Develop and implement a communication plan to attract top Kentucky public and private college graduates.

**Objective 1.4: Improve student success in degree programs, with particular attention to attrition and time-to-degree.**

- Strategy 1.4.1: Assist programs to restructure their plans of study to streamline degree production and take advantage of new technologies.
- Strategy 1.4.2: Make institutional changes in general degree requirements to improve time-to-degree (e.g., shift full-time load from 9 to 12 credit hours as norm, summer credits, CPE credit distribution rules, continuous registration, etc.)
Strategy 1.4.3: Implement the APEX degree audit system to monitor academic progress.
Strategy 1.4.4: Establish regular lines of communication between the Graduate School and students to remind them of timeline/deadlines.
Strategy 1.4.5: Expand existing and develop additional initiatives for enhancing dissertation advisement; continue Dissertation Boot Camp and encourage programs to implement discipline- or college-specific sessions for dissertation writers.
Strategy 1.4.6: Contribute to the “Research Commons” initiative spearheaded by the Library.

Objective 1.5: Provide training opportunities for graduate and professional students to serve the needs of the Commonwealth and beyond through research, teaching and clinical or professional expertise.

Strategy 1.5.1: Coordinate efforts with the new Center for the Enhancement of Learning and Teaching (CELT) to offer a wider range of workshops and encourage greater graduate student participation.
Strategy 1.5.2: Encourage initiatives such as the Preparing Future Researchers course developed by Markey Cancer Center faculty.
Strategy 1.5.3: Expand opportunities for Preparing Future Faculty teaching practica to other SEC schools, Appalachian College Association members, and universities abroad.
Strategy 1.5.4: Partner with SEC and other schools to facilitate more research opportunities for students.
Strategy 1.5.5: Extend opportunities for high-impact academic and cultural activities for students at all levels; develop cohesion between the curricular, co-curricular, and community service activities, particularly with regard to leadership, internationalization, diversity, and inclusion.

Goal 2: Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World Beyond its Borders

Objective 2.1: Increase research and scholarly productivity.

Strategy 2.1.1: Add faculty positions in targeted and emerging areas in the Patterson School and Martin School.
Strategy 2.1.2: Support the Martin School in establishing an Institute for Public Finance and Public Policy to facilitate efforts to obtain external funding and contracts.
Strategy 2.1.3: Facilitate the expansion of the Institute for Public Policy and Management in the Martin School to broaden its reach to international professionals needing expert training in these areas.
Strategy 2.1.4: Facilitate and reduce barriers to interdisciplinary research and collaborative scholarship.
Strategy 2.1.5: Support efforts to institute dual international degrees.
Strategy 2.1.6: Support curriculum development and student success in research areas of current strength and emerging importance (e.g., energy, environmental sustainability, clinical and translational science and life sciences, and world studies).
Strategy 2.1.7: Develop workshops for graduate students to help them think and work collaboratively across disciplines.
Objective 2.2: Enhance the impact and public awareness of the University's research and scholarship on the knowledge-based economy of Kentucky and the nation.

Strategy 2.2.1: Strengthen public relations programming to communicate more effectively the impact of graduate student research and scholarly activities.
Strategy 2.2.2: Promote accomplishments of the Martin School and Patterson School.

Goal 3: Develop the Human and Physical Resources of the University to Achieve the Institution’s Top 20 Goals

Objective 3.1: Recruit faculty and professional staff with high potential for success at a Top 20-level research university.

Strategy 3.1.1: Manage existing and establish new endowment funds for professorships to recruit leadership-level faculty in targeted areas.
Strategy 3.1.2: Develop talking points on what stands UK apart from other institutions and working environments.

Objective 3.2: Enhance the success, retention, and advancement of all cadres of faculty and professional staff engaged in the varied missions of the University.

Strategy 3.1.1: Support Martin School and Patterson School faculty and staff through training, mentoring, and research funds when available.
Strategy 3.2.2: Improve career advancement support and opportunities for faculty and professional staff at all stages of their careers.
Strategy 3.2.3: Support, recognize, reward, and celebrate faculty and professional staff achievement in all areas.
Strategy 3.2.4: Identify ways to acknowledge and reward Directors of Graduate Studies; establish a source of remuneration for them commensurate with their percent effort.

Objective 3.3: Create a workplace culture that articulates values and initiatives to engage employees as stakeholders.

Strategy 3.3.1: Reinforce values and practices necessary to foster a culture of respect, learning, innovation, efficiency, and service to support students, colleagues, and customers.
Strategy 3.3.2: Improve performance management to motivate and challenge employees to excel in support of University and department goals; link achievement to recognition, rewards, and compensation; and enhance communication at all levels.
Strategy 3.3.3: Enhance resources to provide opportunities for advancement and development that serve both the individual and the organization.
Objective 3.4: Strengthen the integration and utilization of innovative, cost-effective information technology solutions to enhance all missions of the University.

Strategy 3.4.1: Establish and improve robust partnerships between UK Information Technology, IRIS/EAG, Research Information Services, TASC/CELT, and the Graduate School.
Strategy 3.4.2: Build a sustainable funding model for Graduate School information technology resources.
Strategy 3.4.3: Simplify and improve key business processes to help improve unit productivity and accountability.

Goal 4: Promote Diversity and Inclusion

Objective 4.1: Promote inclusive excellence in graduate recruitment and retention.

Strategy 4.1.1: Continue to work with the Office of International Affairs recruitment officers to develop effective and efficient ways of marketing our graduate programs.
Strategy 4.1.2: Help programs make international contacts.
Strategy 4.1.3: Reexamine the language we use for recruiting in the academy to ensure that we are not excluding potential students.
Strategy 4.1.4: Review the practices of the Graduate School with regard to the Lyman T. Johnson Scholarships to maximize effectiveness in recruiting underserved populations.

Objective 4.2: Promote awareness of diversity and inclusion among graduate students.

Strategy 4.2.1: Offer forums that help graduate students from different cultures know about each other’s backgrounds.
Strategy 4.2.2: Work closely with the Office of International Affairs to develop an online profile of cultures to promote cross-familiarization in a diverse graduate student population.

Goal 5: Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service

Objective 5.1: Enhance graduate faculty and staff links with local and statewide community.

Strategy 5.1.1: Support the Martin School and Patterson School in their work with and research on civic groups in the Commonwealth, such as the Henry Clay Foundation.
Strategy 5.2.2: Establish a Graduate School contingent in UK Fusion.
Strategy 5.3.3: Continue to work with graduate programs and initiatives at other Kentucky institutions.
Strategy 5.3.4: Re-evaluate and modify as appropriate all existing cooperative doctoral programs in the state.
UK Graduate School Metrics, 2009-2014

Goal 1: Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society

Metric 1-1: Develop five new interdisciplinary Master’s programs and six new graduate certificates.
Metric 1-2: Increase enrollment in existing University Scholars programs by 20%; develop five new BS/MS programs and five new BS/Ph.D. programs.
Metric 1-3: Decrease the gap in TA stipends from national norms by 10% per year.
Metric 1-4: Increase the number and average size of fellowships by 15% and expand the graduate student “benefit package” by 20%.
Metric 1-5: Increase total graduate student enrollment by 20%, adult-learner and first-generation enrollment by 10%, and military/Veteran enrollment by 5% per year.
Metric 1-6: Develop 5 joint degree/exchange programs with international institutions.
Metric 1-7: By 2011, develop and implement a new Graduate School website, designed for comprehensiveness and ease of use by faculty, prospective students, and current students; by 2014, move all paper-based processes to digital and web-based.
Metric 1-8: Increase the number of master’s degrees awarded by 10% and doctoral degrees awarded by 10%.
Metric 1-9: Develop at least five new partnerships with SEC graduate schools, Appalachian College Association members, and/or international universities.

Goal 2: Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World beyond its Borders

Metric 2-1: Establish at least three international dual degree programs.
Metric 2-2: By 2013, establish a policy for accepting 3-year international baccalaureate degrees for admission to Graduate School.
Metric 2-3: Beginning 2012, offer at least 1 workshop per year on interdisciplinary collaboration.
Metric 2-4: Establish a periodic forum to highlight graduate student research across the state.
Metric 2-5: By 2012, develop and maintain sections on the Graduate School webpage highlighting graduate students and the accomplishments of the Martin School and Patterson School.

Goal 3: Develop the Human and Physical Resources of the University to Achieve the Institution’s Top 20 Goals

Metric 3-1: Organize biennial focus groups with DGS support staff to get their ideas and suggestions for improvement.
Metric 3-2: Establish periodic brown-bag presentations with Graduate School staff to strengthen community and encourage members to share ideas and concerns.
Metric 3-3: Develop a routine schedule of in-house cross-training, professional development, and continuing education activities for Graduate School staff.
Goal 4: Promote Diversity and Inclusion

Metric 4-1: Establish a recruiting advisory committee made up of international faculty at UK by 2012 and a Graduate School-only recruitment position within OIA by 2013.
Metric 4-2: By 2011, establish an advisory committee for diversity, composed of faculty, students, and professional staff.
Metric 4-3: Establish regular training for Graduate School staff to enhance understanding of diversity and inclusivity.
Metric 4-4: Increase by 5% the number of students from diverse ethnic groups and other underserved populations.
Metric 4-5: Develop and offer at least one workshop or panel discussion per semester for graduate students on issues of diversity and inclusivity; develop and offer a section of GS 620 (Teaching in the 21st Century) focusing on diversity and inclusivity in the postsecondary classroom.

Goal 5: Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service

Metric 5-1: Beginning 2012, implement at least one volunteer-engagement effort per year addressing the Graduate School mission.