

UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **266 - Graduate School**Programmatic & Academic Vitality Narrative

- 1) Please briefly describe your unit's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

In the past, the Graduate School operated on a combination of a historical budget model (with units receiving similar amounts to previous years) coupled with ad hoc budget requests throughout the year from unit leaders. That has become too cumbersome to manage, and we are now moving to an annual budget request model. We already operate on this model with our fee-based academic programs but will be extending it to all of our state-funded interdisciplinary academic programs as well as our administrative units headed by directors and associate deans. Our intent is a more thoughtful and equitable budgeting process that allows us to be more strategic.

- 2) What are 3-5 key elements of your unit's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Key highlights include:

Increase the Diversity of the Graduate Student Population

- Holistic admissions review
 - We have hosted evidence-based workshops to help faculty and graduate staff better understand the value and feasibility of engaging in a holistic review process. These workshops have involved inviting national speakers to provide guidance on how to create rubrics, understand the strengths and limitations of cut scores (such as the GRE), and have included follow-up activities so we can assess admissions outcomes.
- Pipeline opportunities
 - Drawing on research that indicates that URM students experience greater graduate education success when they pursue graduate education at their undergraduate institution, we are increasing our efforts with OMA/D and UAA to identify students for whom graduate education is desired. The “growing our own” model is one we hope to further develop.
- Graduate Opportunities & Minority Achievement (GO-MAP)
 - GO-MAP provides key financial and social support to under-represented graduate students through regular events and workshops, as well as recruitment and retention funding and awards. They also serve as a “drop-in” space for graduate students to chat and connect.
- Engage in Graduate Student Experience Improvement
 - We provide substantive guidance and support to graduate students. For example, our Fellowships & Awards office coaches and assists students with nationally competitive fellowship applications and works closely with graduate programs to ensure that graduate funding is distributed. Our GO-MAP office provides programming to URM students throughout the year. It also assists academic programs’ recruitment efforts. Our CORE program offers professional development programming. Most recently it has focused on the needs of “1st-gen” graduate students, who make up 28% of our graduate student population.
- Invest in Graduate Education Innovation and Excellence
 - Our Office of Academic Affairs & Planning oversees all academic program reviews and new degree and certificate development. This office also keeps informed about new domains in graduate education and changes needed to remain relevant to societal needs and shifts. Not only does this involve working with academic programs to adjust curricular outcomes (e.g., the role of the dissertation) but, working with partners across the University to ensure that we are poised to deliver the kinds of advanced knowledge needed in this time of rapid technological change.



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- Increase Graduate Student Fellowship Funding

- We are committed to ongoing efforts to raise more fellowship funding. This effort includes working with established donors, building our relationship with the UWRA, and continuing our long and successful partnership with the ARCS association. In addition, the current Interim Dean is involved at the national level (with the Council of Graduate Schools) on initiatives to enhance advocacy for graduate education through state and federal agencies.

3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

- Diversity

- Major obstacles vary. In terms of holistic admissions review, given the large number of applicants many programs receive, this effort can be resource heavy. We are working with programs to identify strategies that streamline the process. In terms of creating a more robust pathway from undergraduate to graduate education, we are fortunate that the leadership of OMA/D and UAA work very well with the Graduate School leadership. However, a challenge is the assumption held by some faculty that it is always better to pursue graduate education at a different institution than one's undergraduate. Providing evidence-based research and student stories is crucial for shifting that narrative. While GO-MAP is widely recognized by most if not all graduate programs, we need to continue to tell its success story so that donors are aware of its value and impact. We have an ideal opportunity to do so this coming year as GO-MAP celebrates its 50th anniversary.

- Innovation and Excellence

- We face challenges that relate to policy and systems to support new forms of credentialing. While we can certainly shift Graduate School policies to enhance new pathways for graduate education, we must also be attentive to current capacities in our partner offices, such as Student Financial Aid, Office of the Registrar, UWIT, etc.

- Fellowships/Funding

- While we are turning the corner on developing compelling narratives about the value and impact of graduate education, and this will bring more donor interest, we have a small Advancement staff. The Graduate School's Director of Advancement serves both the Graduate School and OMA/D. While she is truly excellent, this is a large portfolio to manage.

4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Given GO-MAP's upcoming 50th Anniversary, we are anticipating additional one-time expenditures in the form of staff workload and event costs.

We will be replacing all of our servers that provide the interface for applicants, current students, graduate faculty and staff. However, this is already budgeted and shouldn't require additional resources. We will likely have a one-time expenditure in 2021 or 2022 to replace staff desktops. This will come out of reserves.

We are in conversation with the Provost Office and Suzanne Hawley about support for the Research Alliance (AGEP). In order to provide the necessary support, we will need Provost funding for 25% FTE for five years.

Finally, there are new and important career path activities (e.g., CGS Career Pathways study; Coalition for Next Generation Life Sciences) that tend to be resource heavy at least in the early data collection stages. However, they offer important information on student experience that maps on well to our strategic initiatives.



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- 5) What is your unit doing to effectively use resources in a way that benefits your unit and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

Our unit uses its resources to benefit academic programs and units on all three campuses through our key operations that include

- (1) academic program reviews;
- (2) student funding and fellowship support;
- (3) technology services through MyGrad Program;
- (4) new degree and certificate program development;
- (5) workshops on increasing diversity and inclusion such as hosting Holistic Reviews and GO-MAP programming;
- (6) maintaining and providing institutional data as it relates to graduate education.

- 6) What are you doing to improve the experience and outcomes of students on your unit? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

We are committed to improving the graduate student experience throughout all three campuses, not just within the Graduate School. For our under-represented minority students, we provide programming and events throughout the academic year such as in the fall, “Getting Connected,” “Power Hour” brown bag lunches that focus on issues such as imposter syndrome, and dissertation writing groups, to name a few.

Through our Office for Student Affairs, our CORE programs offers professional development workshops and a bi-monthly newsletter that covers best practices for successful graduate education experiences. We partner with the Student Life to ensure that graduate student needs (such as wellness) are included in programming.

Our Office of Fellowships and Awards plays a key role in mentoring students who are applying for fellowships. We work closely with graduate programs to make sure that our policies related to student progress are clear and effective. We also work closely with GPSS to ensure that we understand their concerns. Finally, we routinely review our exit survey data to check for themes and issues associated with student experience and if necessary reach out to programs for follow-up.