Background
The Graduate School at Old Dominion University was established in July 2016. The creation of The Graduate School demonstrates that graduate education is an integral part of ODU’s mission, and is intended to provide for strategies to more efficiently devote resources to graduate education, enhance student support initiatives for graduate students, strengthen the University’s identity as a research institution, and assist in the coordination of interdisciplinary graduate programs. **The purpose of the plan is to identify strategic direction and strategic role that the Graduate School should play in advancing graduate education at ODU.**

This draft Graduate School Strategic Plan is the product of a university-wide strategic planning committee that worked closely with Graduate School staff. The 17-person Strategic Planning Committee included representatives from the College of Health Sciences, College of Sciences, Strome College of Business, Batten College of Engineering and Technology, Darden College of Education, College of Arts & Letters, Graduate School, Office of Institutional Effectiveness and Assessment, University Libraries, Office of Graduate Admissions, and Office of Research. The Committee was co-chaired by Dr. Wie Yusuf (Provost’s Fellow for Graduate Education) and Dr. Chris Osgood (Chair, Faculty Senate Committee C: Graduate Studies). The complete list of committee members is provided in Appendix A.

The Committee’s work began in September 2016. Key tasks undertaken by the Strategic Planning Committee included:

- Developing strategic planning process
- Identifying mission, philosophy, values
- Assessing strengths, weaknesses, opportunities, and threats
- Developing goals and objectives
- Developing strategic issue agenda
- Formulating strategies to manage the issues
- Developing an implementation process
The starting point for the strategic planning process was the October 2015 report on ‘The Future of Graduate Education at Old Dominion University’ by the Graduate School Exploratory committee. The Exploratory Committee suggested that:

*The mission of the Old Dominion University Graduate School is to serve graduate students and graduate programs in an interdisciplinary framework that coordinates and optimizes available resources and enhances the visibility and value of graduate education across the region and world. The purpose of the graduate school will be to advocate for graduate students and graduate programs in a centralized manner so that policies and practices are consistently developed and applied across the academic colleges.*

The Strategic Planning Committee also consulted the university’s 2014-2019 Strategic Plan to ensure that the plan addresses critical elements related to graduate education.

Stakeholder input was solicited via an on-line survey in November and December 2016. Input was collected from 250 stakeholders representing faculty, staff and graduate students across the university on (1) key issues in graduate education at ODU, (2) priorities for graduate education, and (3) Strengths, weaknesses, opportunities, and threats for graduate education. A presentation of preliminary strategic planning was made to Graduate Program Directors during a January 26, 2017 GPD Brown Bag session. The implementation plan for 2017-2019 was developed jointly with Graduate School staff in April 2017.

*Several stakeholder groups are now invited to comment on the draft Graduate School Strategic Plan. Please e-mail your comments and feedback to Jennifer Satterlee (jsatterl@odu.edu) by September 29, 2017. Comments and feedback will be compiled and reviewed by the Graduate School Strategic Planning Committee, and revisions made to the strategic plan as appropriate.*
The vision of the Graduate School is excellence and prominence of graduate education at ODU

Guiding principles/values:
• Service to students, faculty, and graduate programs
• Allocation of resources to support excellence
• Advocacy for students, faculty, and graduate program
• Faculty- and program-driven
• Commitment to diversity, tolerance, and inclusivity

The mission of the Graduate School is to promote a culture that supports graduate education and advocate for graduate programs and resources.

Goals and Objectives

A. Advance excellence in graduate education

Goal 1: Identify and pursue selected areas for growth and enhancement
• Identify a balance of graduate programs that ensure student quantity and quality
• Pursue opportunities for growing and enhancing selected programs

Action items:
A.1.1 Consider niche areas given ODU's geographic location and area connections
A.1.2 Coordinate with the Office of Research to grow and build upon existing partnerships and agreements to grow and enhance graduate programs
A.1.3 Partner with the College of Continuing Education and Professional Development to identify and offer graduate certificates and workforce development programs
A.1.4 Support colleges and programs in achieving national ranking through data collection, reporting, and marketing ($)

Goal 2: Promote and support a framework for excellence in graduate education
• Develop a graduate education framework that recognizes diverse types of academic programs and how they fit as one portfolio
• Collaborate across academic units, programs, faculty to *develop* diverse academic programs/research
• Collaborate across academic units, programs, faculty to *promote* diverse academic programs/research

**Action items:**

A.2.1 Create a graduate education portfolio that identifies diverse types of graduate programs and organizes the programs into a typology
A.2.2 Identify a direct administrative role for the Graduate School in interdisciplinary academic programs
A.2.3 Investigate designated funding or cost-sharing mechanisms to encourage interdisciplinary programs

**Goal 3: Ensure quality of graduate programs**
• Support colleges and programs for program review, assessment, and accreditation

**Action Items:**

A.3.1 Implement a rigorous program review process that is coordinated with the university review process
A.3.2 Implement follow-up mechanisms to address results of the program review
A.3.3 Ensure consistent standards for quality graduate faculty instruction

**Goal 4: Support the university’s efforts to internationalize graduate education**
• Develop an international framework for enhancing graduate education

**Action Items:**

A.4.1 Encourage more Fulbright opportunities by partnering with the Office of Research (for Fulbright faculty) and the Office of International Admissions (for Fulbright scholars)

**B. A Culture that Supports Graduate Student Success**

**Goal 5: Enhance the graduate school experience to enable student success**
• Increase recruitment, retention and graduation of excellent students across a diverse spectrum
• Improve the graduate student experience from start to finish
• Prepare graduate students for careers
• Advocate for graduate students

**Action Items:**

B.5.1 Review Graduate School policies to encourage student success and support degree completion
B.5.2 Create a graduate student information packet/guide (i.e., Guide to Graduate School)
B.5.3 Develop an effective communication system that allows a single source of up-to-date, comprehensive, salient information for graduate students
B.5.4 Create a professional development program for graduate students interested in multiple career pathways ($)
B.5.5 Expand training and development opportunities for graduate students to better incorporate teaching and pedagogy, research, and publishing ($)
B.5.6 Explore avenues to advocate for and address specific graduate students needs and issues such as by designating an ombudsperson for graduate students ($)

**Goal 6: Enhance graduate student quality of life**
• Support graduate student work-life balance
• Support graduate student health and well-being
Action Items:
B.6.1 Strengthen student support and programming through cooperation and partnership with SEES offices (e.g., Financial Aid, Recreation and Wellness, Student Health), University Libraries, Transportation and Parking Services
B.6.2 Strengthen international student support and programming through cooperation and partnership with the Office of International Programs
B.6.3 Investigate the need for quality of life infrastructure such as graduate student housing, social interaction space, and work space ($)
B.6.4 Increase graduate student safety through partnership with University Police to increase awareness of safety issues
B.6.5 Support graduate student quality of life in partnership with graduate student organizations

Goal 7: Empower graduate students and increase graduate student voice
• Strengthen graduate student self-governance
• Support and improve visibility of graduate organizations
• Increase independence and autonomy of graduate student organizations from the Student Government Association

Action items:
B.7.1 Identify a liaison for graduate student organizations
B.7.2 Pursue ways to strengthen graduate student organizations separately from undergraduate student organizations
B.7.3 Pursue methods to better fund graduate student organizations

Theme C: Advocacy for Graduate Programs
Goal 8: Position graduate education centrally and visibly within the university
• Seek more autonomy for the Graduate School
• Strengthen partnerships and collaborations across the university
• Enhance strategic communications with university units
• Support GPDs in the leadership and management of graduate programs
• Promote the value of graduate education among undergraduate students

Action items:
C.8.1 Ensure consistent application of policies and procedures
C.8.2 Ensure responsiveness to program and GPD needs
C.8.3 Play a key role in collaborating with GPDs and appropriate university units to address policies and issues affecting graduate programs, students, and faculty
C.8.4 Address GPD and graduate faculty work load
C.8.5 Establish undergraduate recruitment pipeline such as by leveraging the Linked programs

Goal 9: Promote graduate education outside the university
• Enhance strategic communications with external constituents
• Support marketing and promotion of graduate programs
Action items:
C.9.1 Develop a unique identity (brand) for the ODU Graduate School that reflects the excellence and diversity of graduate programs ($)
C.9.2 Create a one-stop informational/recruitment website for all graduate programs ($)
C.9.3 Develop collaboration/partnership with Distance Learning to promote on-line graduate programs
C.9.4 Work with departments, programs and the Alumni Association to maintain current information on graduate alumni ($)
C.9.5 Increase visibility of the Graduate School by highlighting faculty, student, and alumni success

Theme D: Advocacy for Resources
Goal 10: Promote and resource graduate education
• Improve financial support for graduate students
• Cultivate support for graduate education
• Increase resources to market graduate programs and recruit graduate students nationally and internationally
• Increase funding for graduate education
Action items:
D.10.1 Improve the competitiveness of graduate student stipends ($)
D.10.2 Expand the availability of funding by identifying funding sources/opportunities and enabling/encouraging teams to pursue funding
D.10.3 Develop a comprehensive recruitment strategy for national and international graduate students
D.10.4 Explore financial models that provide resources to enable program development and growth
### Mapping Strategic Plan Action Items to Graduate School Guiding Principle/Values

<table>
<thead>
<tr>
<th>Values</th>
<th>Service to students, faculty, and graduate programs</th>
<th>Allocation of resources to support excellence</th>
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### Theme A: Advance excellence in graduate education

#### Goal 1: Identify and pursue selected areas for growth and enhancement

- **A.1.1** Consider niche areas given ODU’s geographic location and area connections
- **A.1.2** Coordinate with the Office of Research to grow and build upon existing partnerships and agreements to grow and enhance graduate programs
- **A.1.3** Partner with the College of Continuing Education and Professional Development to identify and offer graduate certificates and workforce development programs
- **A.1.4** Support colleges and programs in achieving national ranking through data collection, reporting, and marketing

#### Goal 2: Promote and support a framework for excellence in graduate education

- **A.2.1** Create a graduate education portfolio that identifies diverse types of graduate programs and organizes the programs into a typology
- **A.2.2** Identify a direct administrative role for the Graduate School in interdisciplinary academic programs
- **A.2.3** Investigate designated funding or cost-sharing mechanisms to encourage interdisciplinary programs

#### Goal 3: Ensure quality of graduate programs

- **A.3.1** Implement a rigorous program review process that is coordinated with the university review process
- **A.3.2** Implement follow-up mechanisms to address results of the program review
- **A.3.3** Ensure consistent standards for quality graduate faculty instruction
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<tr>
<td>B.6.4</td>
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<td>B.6.5</td>
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</table>

**Goal 7: Empower graduate students and increase graduate student voice**

| B.7.1  | Identify a liaison for graduate student organizations | X | | |
| B.7.2  | Pursue ways to strengthen graduate student organizations separately from undergraduate student organizations | X | X | X |
| B.7.3  | Pursue methods to better fund graduate student organizations | X | X | X |

**Theme C: Advocacy for Graduate Programs**

**Goal 8: Position graduate education centrally and visibly within the university**

| C.8.1  | Ensure consistent application of policies and procedures | X | | |
| C.8.2  | Ensure responsiveness to program and GPD needs | X | X | X |
| C.8.3  | Play a key role in collaborating with GPDs and appropriate university units to address policies and issues affecting graduate programs, students, and faculty | X | | |
| C.8.4  | Address GPD and graduate faculty work load | X | X | X |
| C.8.5  | Establish undergraduate recruitment pipeline such as by leveraging the Linked programs | X | | |

**Goal 9: Promote graduate education outside the university**

<p>| C.9.1  | Develop a unique identity (brand) for the ODU Graduate School that reflects the excellence and diversity of graduate programs | X | X | X | X |
| C.9.2  | Create a one-stop informational/recruitment website for all graduate programs | X | X | X |
| C.9.3  | Develop collaboration/partnership with Distance Learning to promote on-line graduate programs | X | X | X |
| C.9.4  | Work with departments, programs and the Alumni Association to maintain current information on graduate alumni | X | | |</p>
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**Theme D: Advocacy for Resources**

**Goal 10: Promote and resource graduate education**

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<td>D.10.2 Expand the availability of funding by identifying funding sources/opportunities and enabling/encouraging teams to pursue funding</td>
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### Implementation Plan Identifying High Priority Action Items for Year 1 (AY 2017/18) and Year 2 (AY 2018/19)

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Responsibility</th>
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| A.1.2 Coordinate with the Office of Research to grow and build upon existing partnerships and agreements to grow and enhance graduate programs | | | • Graduate School  
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| A.1.3 Partner with the College of Continuing Education and Professional Development to identify and offer graduate certificates and workforce development programs | | | • Graduate School  
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• College of Continuing Education and Professional Development |
| A.3.3 Ensure consistent standards for quality graduate faculty instruction | | | • Graduate School  
• College Graduate Committees |
| A.4.1 Encourage more Fulbright opportunities by partnering with the Office of Research (for Fulbright faculty) and the Office of International Admissions (for Fulbright scholars) | | | • Graduate School  
• Office of Research  
• Office of International Admissions |
| B.5.4 Create a professional development program for graduate students interested in multiple career pathways | | | • Graduate School  
• Provost’s Fellow  
• Career Development Services |
| B.5.5 Expand training and development opportunities for graduate students to better incorporate teaching and pedagogy, research, and publishing | | | • Graduate School  
• Provost’s Fellow  
• University Libraries  
• Office of Research  
• Career Development Services  
• Center for Learning and Teaching |
| C.8.1 Ensure consistent application of policies and procedures | | | • Graduate School |
| C.8.2 Ensure responsiveness to program and GPD needs | | | • Graduate School |
| C.8.3 Play a key role in collaborating with GPDs and appropriate university units to address policies and issues affecting graduate programs, students, and faculty | | | • Graduate School  
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| C.9.3 Develop collaboration/partnership with Distance Learning to promote on-line graduate programs | | | • Graduate School  
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• GPDs  
• Office of Research  
• Office of Distance Learning |
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| **B.6.4** Increase graduate student safety through partnership with University Police to increase awareness of safety issues |
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| **C.8.5** Establish undergraduate recruitment pipeline such as by leveraging the Linked programs |
| - Graduate School  
  - Graduate Admissions  
  - |
| **C.9.4** Work with departments, programs and the Alumni Association to maintain current information on graduate alumni |
| - Graduate School  
  - Colleges, Departments, Programs  
  - Alumni Association |
Appendix A. Graduate School Strategic Planning Committee Members

Wie Yusuf, Strome College of Business and Graduate School, Co-Chair
Chris Osgood, College of Sciences and Faculty Senate Committee C, Co-Chair
Karen Eck, Office of Research
Dennis Gregory, Darden College of Education
Bill Heffelfinger, Office of Graduate Admissions
Donna Hughes-Oldenburg, ODU Libraries
Luisa Igloria, College of Arts and Letters
Regina Karp, College of Arts and Letters
Shantya Plater, Office of Institutional Effectiveness and Assessment
Dimitrie Popescu, Batten College of Engineering and Technology
Bryan Porter, Graduate School
Jay Scribner, Darden College of Education
Deanne Shuman, College of Health Sciences
Andres Sousa-Poza, Batten College of Engineering and Technology
Charles Sukenik, College of Sciences
Doug Ziegenfuss, Strome College of Business