

EXCELLENCE IN GRADUATE EDUCATION

Council of Graduate Schools
Annual Meeting
December 2, 2009

Charles Caramello, Dean
The Graduate School
University of Maryland



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OUTLINE

- I. Background
- II. Program/College Reports
- III. Graduate School Reports
- IV. Outcomes
- V. Discussion



I. BACKGROUND



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UNIVERSITY STRATEGIC PLAN

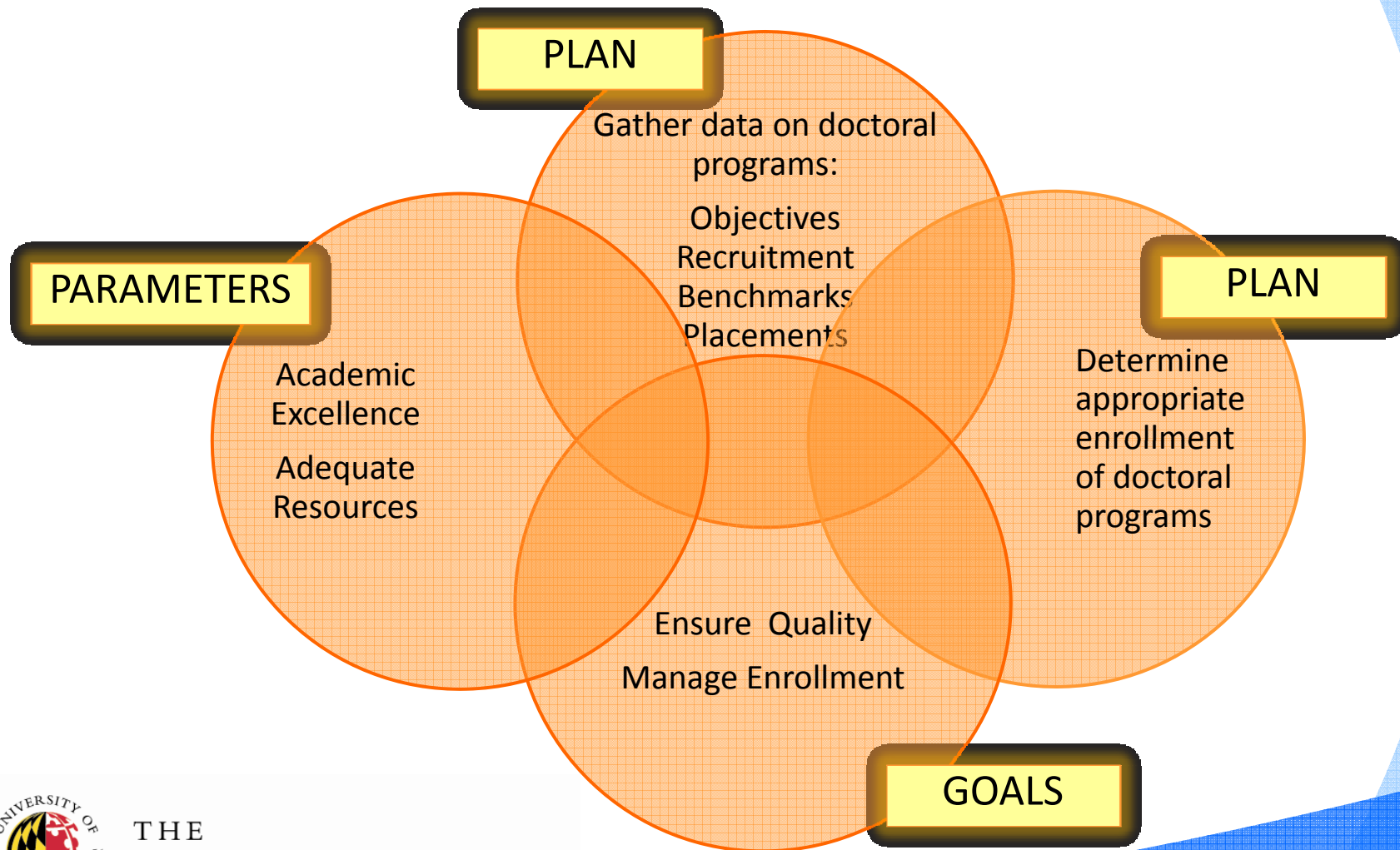
Transforming Maryland: Higher Expectations

- Create doctoral program of **true excellence**
 - Raise standards for new students
 - Provide more competitive financial support packages
 - Enhance mentoring, advising, professional development
 - Enable and require a high level of student accomplishment
 - Increase completion rate / decrease TTD
 - Improve quality of placements in all sectors
- Identify **appropriate enrollment** for doctoral program
 - Shift to leaner and more efficient doctoral program
 - Implement enrollment reduction over 3-5 years



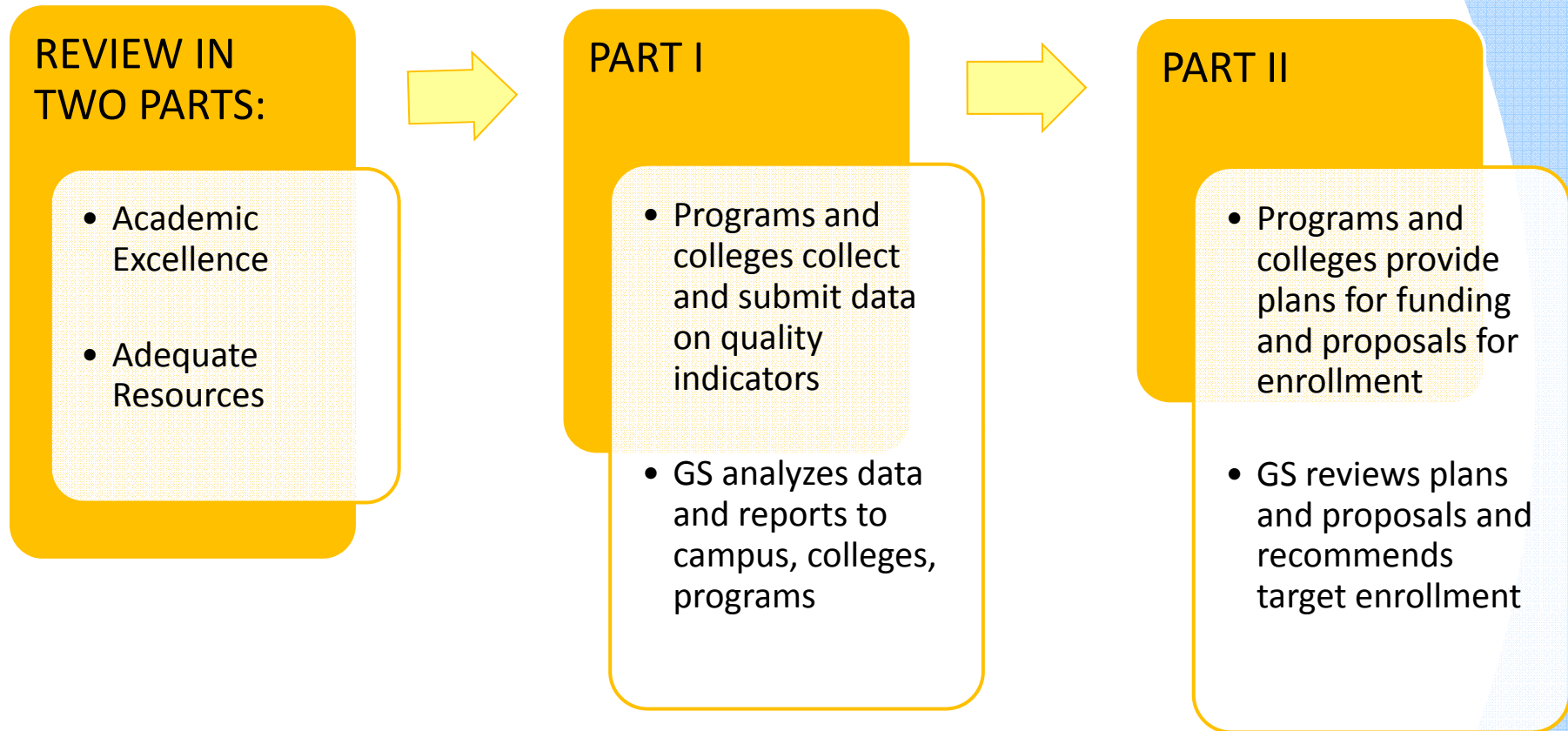
PRESIDENT'S RETREAT

Strategic Priorities in Year One



PROGRAM REVIEW

Excellence in Graduate Education, Parts I and II



II. PROGRAM/COLLEGE REPORTS



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GUIDELINES – PART I REPORTS

Programs asked to report on quality indicators and fellowships:

- scholarly content and goals of program
- quality of program, faculty, and students
- recruitment strategies and fellowship funding
- benchmarks for satisfactory progress to degree
- expectations for faculty mentoring and program support
- expectations for student accomplishment
- record of student placements in multiple sectors



SOLICITING DATA– PART I

- Programs receive guidelines with “data books,” templates, and questions inviting discursive responses
- Programs offered great latitude in shaping their data and in choosing report “languages”
- Deans asked to provide college-level executive summary and assessment of program reports
- Dean and Assistant Dean of Graduate School visit each college and meet with Chairs and Directors of Graduate Studies



GUIDELINES– PART II REPORTS

Programs asked to assess capacity and propose enrollment targets:

Assess capacity to

- recruit students of outstanding achievement and promise
- award competitive financial support to all students making satisfactory progress toward degree
- provide students with excellent courses, mentoring, advising, professional development, and financial support
- place students in appropriate positions with high impact

Propose targets for

- total program enrollment
- annual enrollment of new students



SOLICITING PROPOSALS – PART II

- Programs receive guidelines with two instructions:
 - describe program’s current student financial support packages, and propose plan for financial support responsive to program benchmarks and to normative time to degree in discipline
 - propose optimal program size based on existing budget, existing levels of fellowships and assistantships, and any expected changes in external funding
- Programs again offered latitude in shaping data and choosing “language”
- Deans asked to evaluate program proposals and to provide *their* proposals for enrollment
- Dean and Associate Dean of Graduate School make second visits to colleges



DATA AND PROPOSALS SUBMITTED

Part I

- 83 Programs and 13 Colleges submit data on quality indicators and fellowships
- Data totals 1,383 pages
- Data is both quantitative and qualitative

Part II

- 83 Programs and 13 Colleges provide funding plans and enrollment proposals
- Plans and proposals total 369 pages
- Data is both quantitative and qualitative



CHALLENGES

PART I

- Disciplinary differences complicate internal comparisons
- Lack of external data complicate external comparisons

PART II

- Multiple financial variables including teaching obligations
- Economic and budgetary changes after initiation of project

BOTH

- Self-reported and hybrid data



III. GRADUATE SCHOOL REPORTS



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GRADUATE SCHOOL – PART I REPORTS

Contents of Reports

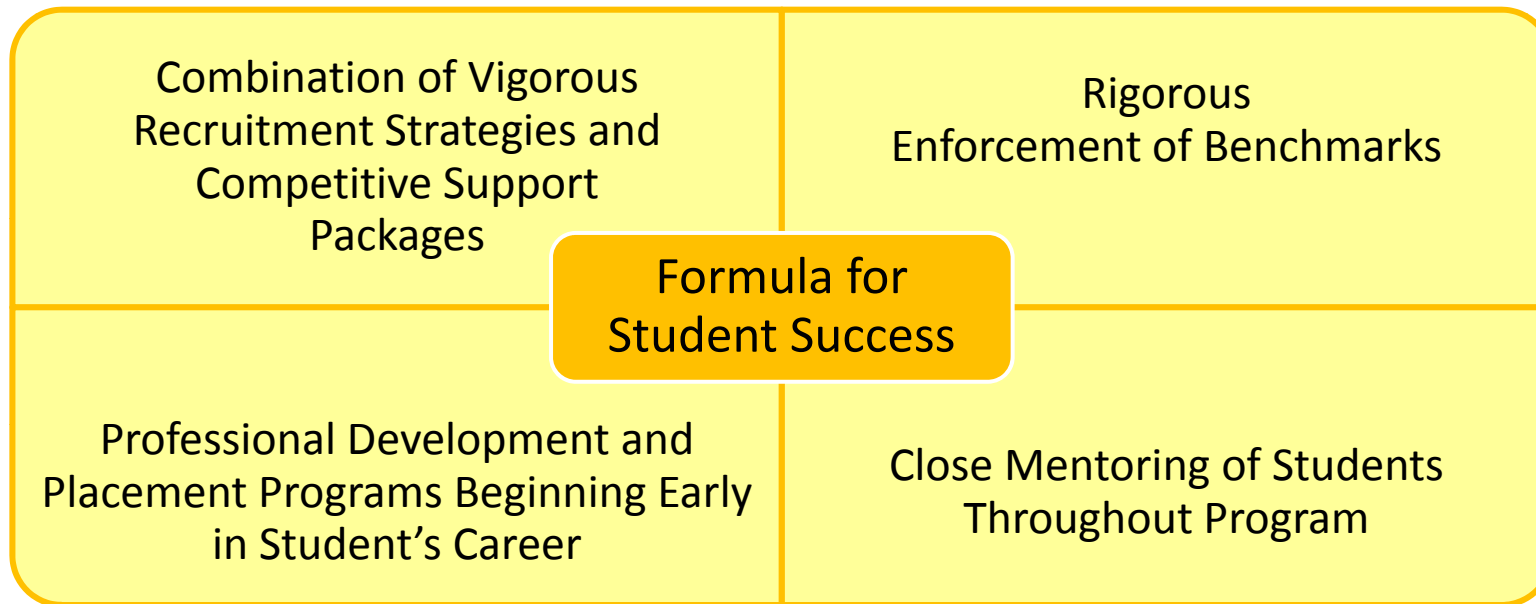
1. RECRUITMENT
2. FELLOWSHIPS
3. BENCHMARKS
4. PLACEMENT
5. INFERENCES

Levels of Reports

- Campus report (50+ slides)
- Campus report broken out by colleges (100+ slides)
- College reports broken out by programs (650+ slides)



CONCLUSIONS – PART I



GRADUATE SCHOOL – PART II REPORTS

- Setting Enrollment Targets
 - Program Worksheet
 - College Summary
- Communicating Enrollment Targets
 - Memo to Programs



SETTING ENROLLMENT TARGETS

- GS analyzes program/college proposals and determines preliminary recommended targets
- GS Dean and College Deans consult on program/college proposed targets and GS recommended targets and arrive at consensus
- Targets set and communicated to programs/colleges
- Programs/colleges report at end of 2011 recruitment cycle



COMMUNICATING ENROLLMENT TARGETS

MEMO: *Target Enrollment Figures for Doctoral Programs*

1. Background to Exercise
1. Process of Setting Enrollment Targets
2. Targets for Program XXXX with Explanation
3. Five Year Campus Enrollment Projection



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IV. OUTCOMES



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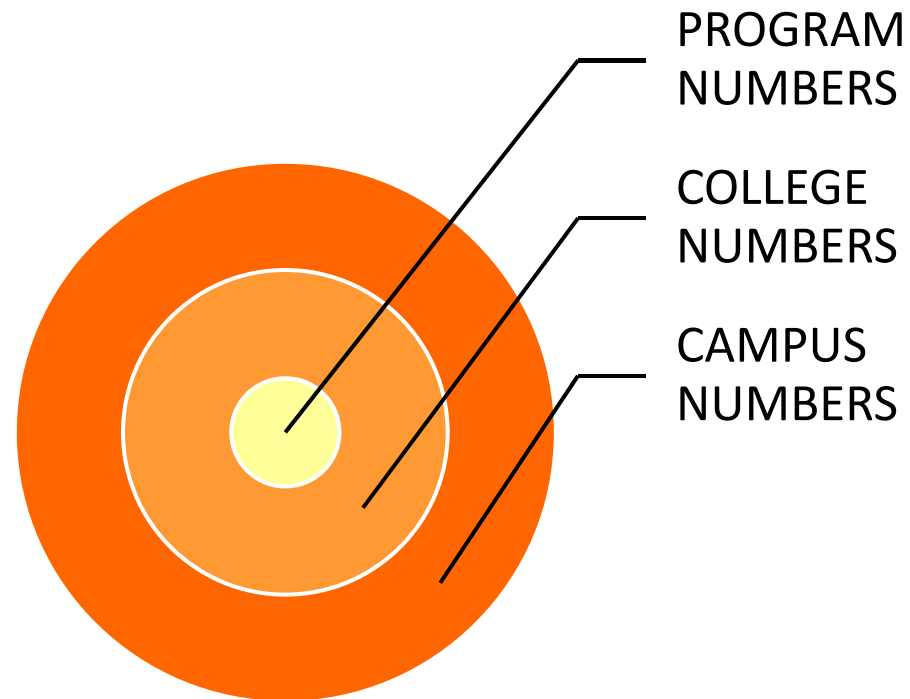
DELIVERABLES – PART I

- Slide shows presented to several campus constituencies
- Slide shows distributed at three levels of detail
- Best practices identified, mapped, and disseminated



DELIVERABLES – PART II

- Target total program enrollment at three levels
- Target annual new enrollment to reach totals



OUTCOMES

- Extensive **self-assessments** throughout university
- **Measures** for assessing program and student success
- Catalog of **best practices** in recruitment, mentoring, placement
- Bases for deciding **appropriate** program enrollment
- Discovery and identification of important **policy issues**
- Comprehensive **picture** of graduate education
- Template for **ongoing** graduate program review
- Possible **model** for graduate program review at other institutions



V. DISCUSSION



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