



OLD DOMINION UNIVERSITY

The Graduate School

Strategic Plan 2017-2021

(November 1, 2017)

Background

The Graduate School at Old Dominion University was established in July 2016. The Graduate School supports the University's Strategic Plan 2014-2019 by providing for strategies to more efficiently devote resources to graduate education and scholarship, enhancing student support initiatives for graduate students, strengthening the University's identity as a research institution, and assisting in the coordination of interdisciplinary graduate programs. ***The purpose of the plan is to identify the strategic direction and strategic role that the Graduate School should play in advancing graduate education at ODU.***

This 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, Office of Research, and the Graduate Student Organization. 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.

Process

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 key issues in graduate education at ODU; priorities for graduate education; and strengths, weaknesses, opportunities, and threats for graduate education. A presentation of preliminary strategic planning was made to Graduate Program Directors during a January 2017 GPD Brown Bag session. An initial implementation plan for 2017-2019 was developed jointly with Graduate School staff in April 2017.

A draft Graduate School Strategic Plan was circulated to the Faculty Senate Committee for Graduate Studies (Committee C) in July 2017, and additional comments were solicited in September 2017 from other stakeholder groups. The draft plan was shared with the College Deans who were asked to disseminate the plan for comment and feedback to their graduate faculty and staff. Comment and feedback was also solicited the Faculty Research Advisory Committee, Career Pathways Steering Committee, ACE International Laboratory, the Academic Affairs Action Plan committee, and graduate student organizations. Comments and feedback were compiled and reviewed by the Graduate School Strategic Planning Committee, and revisions made to the strategic plan as appropriate.

The Graduate School's Role

The Graduate School strategic plan was developed to be consistent with the role of the Graduate School committed to the following principles outlined in the Graduate School Exploratory Committee report:

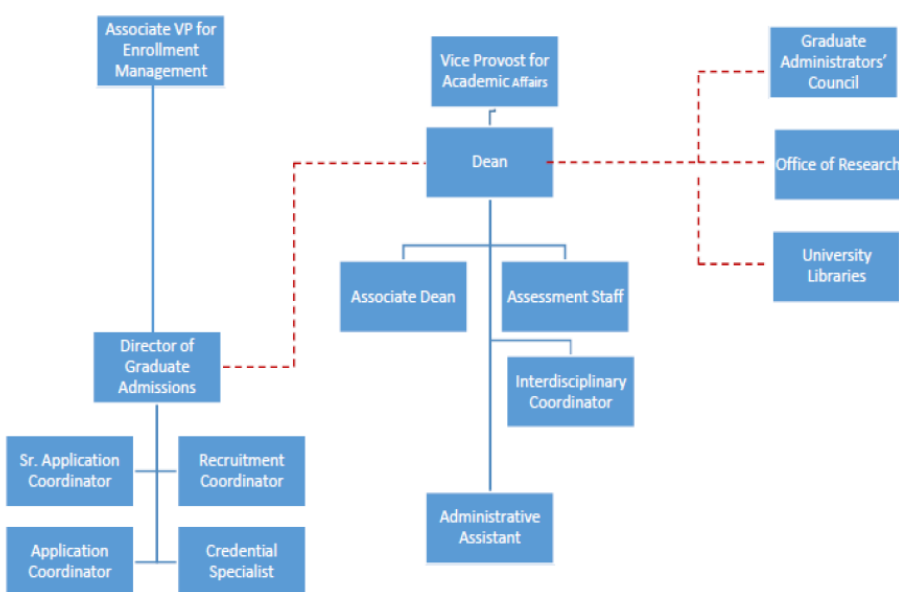
- *Service* – the school exists to serve students, faculty, and graduate programs (not control them).

- *Budgeting* – zero sum budgeting processes that disadvantage other units in order to support the graduate school should be avoided so that the entire university benefits from a graduate school.
- *Advocacy* – advocating for graduate education should be the focus of all efforts.
- *Communication* – faculty feedback has been and should remain a critical part of the future of graduate education.
- *Balance* – graduate education must be balanced appropriately with undergraduate education.
- *Program diversity* – ODU administers many different types of graduate programs. From research and professional programs to STEM and Humanities programs, our university boasts a wide variety of graduate programs. The differences between these programs must be recognized, embraced, and considered in preparing for the future of graduate education at Old Dominion University.
- *Excellence*—the mantra of the graduate school will be “Supporting Excellence in Graduate Education.”

To serve and advocate for graduate students, graduate faculty, and graduate programs, the Graduate School will play an important role in ensuring consistency of relevant policies, processes, and procedures across the University. This focus on consistency is important, as the Graduate School also recognizes the diversity of ODU’s graduate programs and that a one-size fits all approach would not be appropriate.

Graduate School Administrative Structure

The Graduate School administrative structure, as proposed in the Graduate School Exploratory committee report and approved by the ODU Board of Visitors is shown below.



The Graduate School leadership consists of the Dean and Associate Dean, with support from a Program Manager, an Interdisciplinary Coordinator, an assessment/research analysts, and an administrative assistant. Two Provost's Fellows support the Graduate School in its first two years of operations (AY 2016/17 and AY 2017/18).

The primary responsibilities of the Dean of the Graduate School include:

- Secure new base funding for graduate education
- Advocate for centrality and importance of graduate education to university community
- Identify external funding possibilities for graduate assistantships
- Develop student support mechanisms for all types of graduate students
- Oversee development and implementation of graduate education five-year strategic plan
- Work with disciplinary deans, associate deans, and the Graduate Administrators' Council to stabilize graduate enrollments
- Coordinate and support interdisciplinary graduate program

The primary responsibilities of the Associate Dean of the Graduate School include:

- Oversee centralized student support initiatives
- Address student complaints and concerns
- Provide CourseLeaf administration and training
- Oversight of the graduate health insurance program
- Process theses and dissertations
- Serve as academic advisory for undecided students

The Graduate School Dean is advised by a Graduate Administrators' Council (GAC) comprising of Associate Deans responsible for graduate education in the respective colleges and GPDs representing each college.

In April 2016, a Transition Team was created to oversee the establishment of the Graduate School consistent with the transition plan included in the proposal to establish the Graduate School. This Transition Team was replaced by the Strategic Planning Committee in October 2016. Upon completion of the strategic planning process, the Strategic Planning Committee will be replaced by Graduate School Advisory Committee. This Advisory Committee will consist of one graduate-certified faculty member from each College (appointed by the College Dean), a representative from Faculty Senate Committee C, and a representative from the Office of Research. The Committee will also include two graduate student representatives, one representing Master-level students and one representing doctoral-level students. The Advisory Committee will provide advice and guidance to the Graduate School Dean concerning needs and trends in graduate education and scholarship, while representing the views of their respective colleges, graduate programs, and graduate faculty. The Advisory Committee also serves as an advocate for the Graduate School.

Moving Forward

This Strategic Plan identifies seven goals and associated objectives and action items. These goals are organized into three themes relevant to pursuing excellence and prominence of graduate education by promote a culture that supports graduate education and advocate for graduate programs and resources: (1) Excellence in graduate education and scholarship, (2) A culture that supports graduate student success, and (3) and Advocacy for graduate education and scholarship. To ensure that the strategic action items are consistent with the guiding principles and values, the Strategic Plan includes a matrix that matches action items to the Graduate School guiding principles and values.

Recognizing that the Graduate School has limited staff and resources, the Strategic Planning Committee also identified high priority action items for the next two years (AY 2017/18 and AY 2018/19) and established a 2-year implementation plan to guide Graduate School efforts and activities. In the plan, the high priority action items are indicated in italics and *. Action items that require additional resources are indicated with (\$).

This Strategic Plan is designed to provide a roadmap for the Graduate School to meet the needs of graduate education and scholarship in the pursuit of excellence. However, in its early years the Graduate School needs to be nimble and flexible, to be able to respond to unexpected opportunities, address potential threats, and be responsive to broader University needs and priorities.



OLD DOMINION UNIVERSITY

The Graduate School

Strategic Plan 2017-2021

(August 16, 2017)

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 programs
- 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

Notes:

*High priority action items for the first two years of strategic plan implementation are italicized and noted with **
Action items requiring significant additional resources are noted with (\$)

Theme A: Excellence in Graduate Education and Scholarship

Goal 1: Create an infrastructure that supports excellence in graduate education and scholarship

Objectives:

- Recognize the central role of faculty in achieving excellence in graduate education and scholarship
- Recognize that graduate education excellence involves diverse types of academic programs
- Support colleges and programs for review, assessment, and accreditation
- Support colleges, programs, and GPDs in administration of graduate programs
- Support faculty activities that contribute to graduate education and scholarship
- Ensure responsiveness to program and GPD needs

Action items:

*A.1.1 Identify a direct Graduate School role for administering interdisciplinary academic programs to enhance coordination across department and reduce administrative burden**

*A.1.2 Investigate mechanisms to encourage interdisciplinary programs such as by removing administrative barriers or through designated funding or cost-sharing**

*A.1.3 Support program review that is coordinated with university and accreditation review processes**

*A.1.4 Implement follow-up mechanisms to address results of the program review**

- A.1.5 *Ensure consistent standards for certification of graduate faculty**
- A.1.6 Address GPD and graduate faculty work load
- A.1.7 Facilitate requests for administrative support for graduate programs
- A.1.8 *Play a key role in collaborating with GPDs and appropriate university units to address policies and issues affecting graduate programs, students, and faculty**
- A.1.9 *Coordinate with the Office of Research to grow scholarship that supports and enhances graduate education**
- A.1.10 Support colleges and programs with data collection, tracking, and reporting by coordinating across the university
- A.1.11 Support colleges and programs in achieving national ranking through data collection, reporting, and marketing

Goal 2: Develop and promote diverse scholarship and graduate programs

Objectives:

- Collaborate across academic units, programs, faculty to *develop* diverse scholarship and academic programs
- Collaborate across academic units , programs, faculty to *promote* diverse scholarship and academic programs
- Pursue opportunities for growing and enhancing graduate programs
- Enhance graduate education and scholarship consistent with the university-wide approach to internationalization

Action items:

- A.2.1 *Identify opportunities that build on existing strengths or as indicated by the university's strategic plan**
- A.2.2 *Identify opportunities that leverage ODU's geographic location and area connections**
- A.2.3 *Facilitate partnerships among the colleges to identify and offer graduate certificates and workforce development programs**
- A.2.4 Encourage more international opportunities for faculty and graduate students
- A.2.5 Encourage more opportunities for graduate student study abroad and study away as appropriate for different graduate programs

Theme B: A Culture that Supports Graduate Student Success

Goal 3: Enhance the graduate school experience to enable student success

Objectives:

- Increase recruitment, retention and graduation of excellent students
- Improve the graduate student experience from start to finish
- Help prepare graduate students for careers
- Advocate for graduate students
- Improve support services to ensure success of part-time and distance graduate students

Action Items:

- B.3.1 *Review Graduate School policies to encourage student success and support degree completion**
- B.3.2 *Ensure consistent application of policies and procedures affecting student success and degree completion**
- B.3.3 *Create a graduate student information packet/guide (i.e., Guide to Graduate School) **
- B.3.4 *Develop an effective communication system that allows a single source of up-to-date, comprehensive, salient information for graduate students**

*B.3.5 Create a professional development program for graduate students interested in multiple career pathways (\$)**

*B.3.6 Expand training and development opportunities for graduate students to better incorporate teaching and pedagogy, scholarship, and publishing (\$)**

*B.3.7 Explore options to better prepare international graduate students such as by addressing English-language needs (\$)**

B.3.8 Expand opportunities and support for commercialization of graduate student research and projects through the Strome Entrepreneurial Center and other partners

B.3.9 Assess and address the accessibility and quality of student support services for all graduate students, including part-time and distance graduate students

Goal 4: Enhance graduate student quality of life

Objectives:

- Support graduate student work-life balance
- Support graduate student health and well-being
- Support efforts to build community among all graduate students, especially part-time and distance students

Action Items:

*B.4.1 Strengthen student support and programming through cooperation and partnership with SEES offices (e.g., Recreation and Wellness, Counseling Services, Student Health), University Libraries, Transportation and Parking Services, and others**

*B.4.2 Strengthen international student support and programming through cooperation and partnership with the Office of International Programs**

*B.4.3 Investigate the need for quality of life infrastructure such as graduate student housing (on-campus and off-campus), social interaction space (physical and online), and work space (\$)**

*B.4.4 Increase graduate student safety through partnership with University Police to increase awareness of safety issues**

B.4.5 Support graduate student quality of life in partnership with graduate student organizations

*B.4.6 Assess and address the need for greater support for mental health and work-life balance issues**

Goal 5: Empower graduate students and increase graduate student voice

Objectives:

- 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.5.1 Identify a liaison for graduate student organizations**

*B.5.2 Assess and address how to strengthen graduate student organizations separately from undergraduate student organizations**

B.5.3 Pursue methods to better fund graduate student organizations

*B.5.4 Designate an ombudsperson for graduate students to advocate for and address specific graduate students needs and issues (\$)**

Theme C: Advocacy for Graduate Education and Scholarship

Goal 6: Promote graduate education and scholarship outside the university

Objectives:

- Enhance strategic communications with external constituents
- Support marketing and promotion of graduate programs
- Cultivate support for graduate education among external stakeholders
- Increase resources to market graduate programs and recruit graduate students nationally and internationally

Action items:

*C.6.1 Develop a unique identity (brand) for the ODU Graduate School that reflects the excellence and diversity of graduate programs (\$)**

*C.6.2 Create a one-stop informational/recruitment website for all graduate programs (\$)**

*C.6.3 Develop collaboration/partnership with Distance Learning to promote on-line graduate programs**

*C.6.4 Work with departments, programs, Alumni Association, and Office of Development to maintain current information on graduate alumni (\$)**

*C.6.5 Increase visibility of the Graduate School by highlighting faculty, student, and alumni success**

*C.6.6 Develop a comprehensive recruitment strategy for national and international graduate students**

Goal 7: Promote and increase resources for graduate education and scholarship

Objectives:

- Position graduate education and scholarship centrally and visibly within the university
- Improve financial support for graduate students
- Increase funding to support graduate programs
- Promote the value of graduate education among undergraduate students

Action items:

*C.7.1 Improve the competitiveness of graduate student stipends, availability of tuition waivers, and financial assistance for health insurance (\$)**

*C.7.2 Expand the availability of funding by identifying funding sources/opportunities and enabling/encouraging teams to pursue funding**

C.7.3 Explore financial models that provide resources to enable program development and growth

C.7.4 Strengthen partnerships and collaborations across the university to promote graduate education and scholarship

C.7.5 Enhance strategic communications with university units to highlight graduate education and scholarship

*C.7.6 Establish undergraduate recruitment pipeline such as by leveraging the Linked (or 4+ Bachelors/Masters) programs**

Mapping Action Items to Graduate School Guiding Principles/Values

	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
Theme A: Excellence in Graduate Education and Scholarship					
Goal 1: Create an infrastructure that supports excellence in graduate education and scholarship					
A.1.1 Identify a direct Graduate School role for administering interdisciplinary academic programs to enhance coordination across department and reduce administrative burden	X	X		X	
A.1.2 Investigate mechanisms to encourage interdisciplinary programs such as by removing administrative barriers or through designated funding or cost-sharing	X	X	X	X	
A.1.3 Support program review that is coordinated with university and accreditation review processes	X	X			
A.1.4 Implement follow-up mechanisms to address results of the program review	X	X	X	X	
A.1.5 Ensure consistent standards for certification of graduate faculty	X		X		
A.1.6 Address GPD and graduate faculty work load	X	X	X		X
A.1.7 Facilitate requests for administrative support for graduate programs	X	X	X	X	
A.1.8 Play a key role in collaborating with GPDs and appropriate university units to address policies and issues affecting graduate programs, students, and faculty	X		X		
A.1.9 Coordinate with the Office of Research to grow scholarship that supports and enhances graduate education	X		X		
A.1.10 Support colleges and programs with data collection, tracking, and reporting by coordinating across the university	X		X	X	

	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
A.1.11 Support colleges and programs in achieving national ranking through data collection, reporting, and marketing	X	X	X		
Goal 2: Develop and promote diverse scholarship and graduate programs					
A.2.1 Identify opportunities that build on existing strengths or as indicated by the university's strategic plan	X	X	X		
A.2.2 Identify opportunities that leverage ODU's geographic location and area connections	X	X	X		
A.2.3 Facilitate partnerships among the colleges to identify and offer graduate certificates and workforce development programs	X	X	X		
A.2.4 Encourage more international opportunities for faculty and graduate students	X			X	X
A.2.5 Encourage more opportunities for graduate student study abroad and study away as appropriate for different graduate programs	X			X	X
Theme B: A Culture that Supports Graduate Student Success					
Goal 3: Enhance the graduate school experience to enable student success					
B.3.1 Review Graduate School policies to encourage student success and support degree completion	X		X		X
B.3.2 Ensure consistent application of policies and procedures affecting student success and degree completion	X		X		X
B.3.3 Create a graduate student information packet/guide (i.e., Guide to Graduate School)	X		X		X
B.3.4 Develop an effective communication system that allows a single source of up-to-date, comprehensive, salient information for graduate students	X	X	X		X
B.3.5 Create a professional development program for graduate students interested in multiple career pathways (\$)	X	X	X		X
B.3.6 Expand training and development opportunities for graduate students to better incorporate teaching and pedagogy, scholarship, and publishing (\$)	X	X	X		X

	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
B.3.7 Explore options to better prepare international graduate students such as by addressing English-language needs (\$)	X				X
B.3.8 Expand opportunities and support for commercialization of graduate student research and projects through the Strome Entrepreneurial Center and other partners	X				
B.3.9 Assess and address the accessibility and quality of student support services for all graduate students, including part-time and distance graduate students	X		X		X
Goal 4: Enhance graduate student quality of life					
B.4.1 Strengthen student support and programming through cooperation and partnership with SEES offices (e.g., Recreation and Wellness, Counseling Services, Student Health), University Libraries, Transportation and Parking Services, and others	X	X	X		
B.4.2 Strengthen international student support and programming through cooperation and partnership with the Office of International Programs	X		X		X
B.4.3 Investigate the need for quality of life infrastructure such as graduate student housing (on-campus and off-campus), social interaction space (physical and online), and work space (\$)	X		X		X
B.4.4 Increase graduate student safety through partnership with University Police to increase awareness of safety issues	X		X		
B.4.5 Support graduate student quality of life in partnership with graduate student organizations	X		X		X
B.4.6 Assess and address the need for greater support for mental health and work-life balance issues	X		X		X
Goal 5: Empower graduate students and increase graduate student voice					
B.5.1 Identify a liaison for graduate student organizations	X		X		
B.5.2 Assess and address how to strengthen graduate student organizations separately from undergraduate student organizations	X	X	X		X

	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
B.5.3 Pursue methods to better fund graduate student organizations	X	X	X		
B.5.4 Designate an ombudsperson for graduate students to advocate for and address specific graduate students needs and issues (\$)	X		X		X
Theme C: Advocacy for Graduate Education and Scholarship					
Goal 6: Promote graduate education and scholarship outside the university					
C.6.1 Develop a unique identity (brand) for the ODU Graduate School that reflects the excellence and diversity of graduate programs	X		X		X
C.6.2 Create a one-stop informational/recruitment website for all graduate programs	X		X	X	X
C.6.3 Develop collaboration/partnership with Distance Learning to promote on-line graduate programs	X		X	X	
C.6.4 Work with departments, programs, Alumni Association, and Office of Development to maintain current information on graduate alumni	X		X	X	
C.6.5 Increase visibility of the Graduate School by highlighting faculty, student, and alumni success		X	X		X
C.6.6 Develop a comprehensive recruitment strategy for national and international graduate students	X	X	X	X	X
Goal 7: Promote and increase resources for graduate education and scholarship					
C.7.1 Improve the competitiveness of graduate student stipends, availability of tuition waivers, and financial assistance for health insurance	X	X	X	X	X
C.7.2 Expand the availability of funding by identifying funding sources/opportunities and enabling/encouraging teams to pursue funding	X	X	X		
C.7.3 Explore financial models that provide resources to enable program development and growth	X	X	X	X	
C.7.4 Strengthen partnerships and collaborations across the university to promote graduate education and scholarship	X	X	X		

	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
C.7.5 Enhance strategic communications with university units to highlight graduate education and scholarship	X		X		
C.7.6 Establish undergraduate recruitment pipeline such as by leveraging the Linked (or 4+ Bachelors/Masters) programs	X		X		X

Implementation Plan Identifying High Priority Action Items for Year 1 (AY 2017/18) and Year 2 (AY 2018/19)

Action Item	Yr 1	Yr 2	Responsibility
A.1.1 Identify a direct Graduate School role for administering interdisciplinary academic programs to enhance coordination across department and reduce administrative burden			Graduate School
A.1.9 Coordinate with the Office of Research to grow scholarship that supports and enhances graduate education			- Graduate School - Office of Research
A.1.5 Ensure consistent standards for certification of graduate faculty			- Graduate School - College Graduate Committees - Institutional Effectiveness and Assessment
A.1.8 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 - Colleges, Departments, Programs - GPDs - Academic Affairs - Student Engagement and Enrollment Services
A.2.3 Facilitate partnerships among the colleges to identify and offer graduate certificates and workforce development programs			- Graduate School - Colleges, Departments, Programs
B.3.1 Review Graduate School policies to encourage student success and support degree completion			- Graduate School - Colleges, Departments, Programs - GPDs
B.3.2 Ensure consistent application of policies and procedures affecting student success and degree completion			- Graduate School - Colleges, Departments, Programs - GPDs
B.3.5 Create a professional development program for graduate students interested in multiple career pathways (\$)			- Graduate School - Provost's Fellow - Career Development Services
B.3.6 Expand training and development opportunities for graduate students to better incorporate teaching and pedagogy, scholarship, and publishing (\$)			- Graduate School - Provost's Fellow - University Libraries - Office of Research - Career Development Services - Center for Learning and Teaching

C.6.3 Develop collaboration/partnership with Distance Learning to promote on-line graduate programs			• Graduate School • Office of Distance Learning
A.1.2 Investigate mechanisms to encourage interdisciplinary programs such as by removing administrative barriers or through designated funding or cost-sharing			• Graduate School • Colleges, Departments, Programs • GPDs • Office of Research • Academic Affairs
A.1.3 Support program review that is coordinated with university and accreditation review processes			• Graduate School • Academic Affairs • Colleges, Departments, Programs
A.1.4 Implement follow-up mechanisms to address results of the program review			• Graduate School • Academic Affairs • Colleges, Departments, Programs
A.2.1 Identify opportunities that build on existing strengths or as indicated by the university's strategic plan			• Graduate School • Colleges, Departments, Programs • GPDs • Office of Research • Office of Distance Learning • Graduate Admissions • University Libraries • Academic Affairs • Alumni Association • Strategic Communication & Marketing
A.2.2 Identify opportunities that leverage ODU's geographic location and area connections			• Graduate School • Colleges, Departments, Programs • GPDs • Office of Research • Office of Distance Learning • Graduate Admissions • University Libraries • Academic Affairs • Alumni Association • Strategic Communication & Marketing
B.3.3 Create a graduate student information packet/guide (i.e., Guide to Graduate School)			• Graduate School • Provost's Fellow
B.3.4 Develop an effective communication system that allows a single source of up-to-date,			• Graduate School • Strategic Communication & Marketing

comprehensive, salient information for graduate students			• Web Communications
B.4.3 Investigate the need for quality of life infrastructure such as graduate student housing (on-campus and off-campus), social interaction space (physical and online), and work space (\$)			• Graduate School • University Libraries • Graduate student organizations • Student Engagement and Enrollment Services
B.4.6 Assess and address the need for greater support for mental health and work-life balance issues			• Graduate School • Graduate student organizations • Student Engagement and Enrollment Services
B.5.2 Assess and address how to strengthen graduate student organizations separately from undergraduate student organizations			• Graduate School • Student Government Association • Graduate student organizations • Student Engagement and Enrollment Services
C.6.1 Develop a unique identity (brand) for the ODU Graduate School that reflects the excellence and diversity of graduate programs (\$)			• Graduate School • Strategic Communication & Marketing
C.7.1 Improve the competitiveness of graduate student stipends, availability of tuition waivers, and financial assistance for health insurance (\$)			• Graduate School • Academic Affairs • Colleges, Departments, Programs • Office of Research
C.7.2 Expand the availability of funding by identifying funding sources/opportunities and enabling/encouraging teams to pursue funding			• Graduate School • Academic Affairs • Colleges, Departments, Programs • Office of Research • Office of Development
B.4.1 Strengthen student support and programming through cooperation and partnership with SEES offices (e.g., Recreation and Wellness, Counseling Services, Student Health), University Libraries, Transportation and Parking Services, and others			• Graduate School • Student Engagement and Enrollment Services • University Libraries • Office of Research
B.4.2 Strengthen international student support and programming through cooperation and partnership with the Office of International Programs			• Graduate School • Office of International Programs

B.4.4 Increase graduate student safety through partnership with University Police to increase awareness of safety issues			• Graduate School • University Police
B.5.1 Identify a liaison for graduate student organizations			• Graduate School
C.6.4 Work with departments, programs, Alumni Association, and Office of Development to maintain current information on graduate alumni (\$)			• Graduate School • Colleges, Departments, Programs • Alumni Association • Office of Development
C.6.5 Increase visibility of the Graduate School by highlighting faculty, student, and alumni success			• Graduate School • Colleges, Departments, Programs • Alumni Association • Office of Development
C.6.6 Develop a comprehensive recruitment strategy for national and international graduate students			• Graduate School • Graduate Admissions
C.7.6 Establish undergraduate recruitment pipeline such as by leveraging the Linked (or 4+ Bachelors/Masters) programs			• Graduate School • Graduate Admissions • Colleges, Departments, Programs

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

Brian Pitman, Graduate Student Organization

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

DRAFT