

**Performance Plan- FY '09
Office of Graduate Education**

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Background, Achievements, and Current Status

As **background**, the **role and responsibilities of the OGE** is to recruit and financially support students, establish and enforce policy, evaluate and insure quality, and provide student and faculty support and orientation as these relate to graduate programs. Specifically, the OGE has oversight over 53 graduate programs and 102 graduate degrees, provides and distributes graduate financial aid (GFA) and fellowships, coordinates and participates in graduate student recruiting, establishes graduate tuition policies and procedures among others, evaluates and reviews quality of department programs and individual students, approves and coordinates external approval of new degrees, provides graduate student counseling and enhances the educational environment, promotes research support of graduate students, and has had responsibility for Education for the Working Professional particularly part time students at the Troy campus and offerings by distance learning technologies.

Notable achievements of FY '08 thus far include:

Under the targeted faculty based recruiting program begun in fall, 2006, the number of recruiting visits more than doubled, and created an improved profile for graduate applications stressing domestic peer and peer aspirant schools. We also initiated a Rensselaer supported campus visit program, and had over 100 students participate in our first year. This Campus Visitation Program has been expanded and is now approved for all accepted graduate students (@\$750), and is being implemented with FY '08 recruiting;

New Fellowships were secured from the Luce Foundation, and approval obtained for expansion of the Starr Fellowships to span five departments. It was awarded in FY '08 for the first time in five years. Due to Institute Advancement (IA), new externally sponsored graduate fellowships were obtained from the Weisman family. A new program for Patron Fellowships was established with the help and support of Institute Advancement, and support obtained for two of these;

The largest number of fellowships was offered to and accepted by women and underrepresented minorities. In the last two years those percentages were 55% and 70% respectively. In addition, the HHMI Program was conducted again with another group of 20 underrepresented minorities and women, as part of graduate recruiting, of which half were extended offers to the graduate program;

A study of doctoral degree requirements was completed with a recommendation to offer a 72 minimum credit hour doctoral degree (reduced from 90). This was approved

by the Faculty Senate Curriculum Committee, and voted upon by the entire campus faculty in the spring, 2007 with an overwhelming 83% favorable vote. An Implementation Committee was established, and the new 72 minimum credit hour PhD will be initiated as of 2008;

Full implementation of electronic publication of doctoral dissertations was begun;

A childbirth policy for graduate students was formulated and submitted, and awaits Presidential approval which is expected; financial support for it was included in the FY '09 budget

A proposal for increasing the minimum graduate student stipend to \$16,500, in addition to regular \$500 minimum annual increases, and guaranteed four years awards for financial support was developed. The four year guaranteed awards was approved. The stipend increase was approved @ \$16,000;

A recruiting and contact management software (RCM) project was undertaken as a first step towards paperless graduate recruiting;

Three new PhD degrees in BioChemistry/BioPhysics, Electronic Arts, and Built Ecologies, were approved by NYS in FY '08. A PhD proposal in Lighting was prepared with the School of Architecture, and submitted for approval;

In terms of quality evaluation, departmental reviews were conducted by the OGE of the DSES Department in February, 2007, and the Materials Science and Engineering Department in the spring, 2007. The Biomedical Department review was conducted in November, 2007 and the Computer Science Department review was conducted in January, 2008. Chemistry and also the School of Architecture are scheduled for later in the spring, 2008; Additionally, OGE conducted an annual review of all doctoral students. A Committee was appointed to study all issues relating to TA Quality to report by December, 2007, in concert with the Student Senate. Training for TAs and Master TAs, seminars for new faculty hires, and seminars for CAREER proposal development were conducted for the largest audience to date;

The development of an integrated new web site focused on graduate recruiting was completed. Release was in fall, 2007;

A re-allocation plan of GFA support to academic units to emphasize signature thrusts, underrepresented minority and women recruiting was put in place in concert with Deans;

The Graduate Tuition Policy (GTP) was refined to provide not only internal support for up to two years, but also to permit one year of TA support on GFA following two years of GFA support as an start-up RA (SRA) in special cases;

A complete audit by KPMG was conducted in the fall, 2007 of the OGE including the handling of international students, and all processes were found to be adequate with no major findings for those academic schools operating under the GTP;

Personnel changes were made in the OGE office, the Graduate Planning Committee, the Dean's Advisory Committee, and faculty school recruiting coordinators;

The **current status** of the graduate program is best considered in the light of the original Rensselaer Plan. One of the major goals of the Plan is to establish a first class research university at Rensselaer. This reputation is normally attributable to the graduate programs and research conducted at a university. The Rensselaer Plan cites annual research expenditures and PhD productivity as the key metrics by which to assess achievement of that goal. \$100 million of annual research expenditures and 250 doctoral degrees annually are the two goals set. Also established is the goal to achieve 80% doctoral students,

By the end of FY '07, we produced 163 doctoral degrees, the largest in over several decades, with the exception of one year, 1993 when we graduated 180. In FY '07 we exceeded \$70 million, and in FY '08 we anticipate over \$80 million according the VPR. Moreover, according to the Registrar's 5th week numbers for the fall, 2007, we have 813 doctoral students which represent 77% of our full time graduate students. As such, we are well on target to these long term goals, the most difficult of which to reach will be the annual number of doctorate degrees granted. I feel this will greatly improve with time as more students are attracted to the 72 credit hour doctorate degree which will begin in 2008, along with an increased stipend level, four year guaranteed awards, and supported campus visits.

The main challenge is to reach these goals in an environment which calls for the full support of graduate students in most of the fields we offer. Sources of support include external research support, fellowship support, and internal support. Overall we now have almost 850 graduate students supported on either external research or internal support. We are approaching supporting almost an equal number on external research as we support on Rensselaer funding. However, we only utilize about 90% of our Rensselaer support for graduate students (only in the SoE has this been fully utilized), given the constraints of the GTP. Again according the Office of the VPR, we are about 2/3 the way towards the OGE ideal goal of supporting graduate students on external RAs, and interestingly we are slightly above 2/3 the way towards the annual research expenditure goal. It would appear that as we continue to grow the research base, with an only a slight increase in percentage of research support used for funding graduate students, we will reach the targets previously described. The number of PhD degrees cited in the SoE and the SoS Performance Plans will provide the strongest base for this, and support the OGE optimism expressed.

In more detail, the Table that follows appeared in the FY '08 Performance Plan. We remain reasonably on target through FY '07 in all metrics except part time students which now are at 92. The set of metrics for FY '11 are predicated on \$100 million of research which is the most critical parameter. Given that amount of external funding, and with about 1/3 of research expenditures used for support of graduate students, we could afford to support 600 RAs as cited. With 530 internal support packages, we would then support 1130 graduate students. Adding 100 fellowships to that, would give us the support needed to cover all doctoral students, and reach our 80% doctoral student goal with an overall base of 1600 as shown. These remain attainable goals, but are nonetheless a 'reach' for Rensselaer. Nonetheless, it is where we need to be if we aspire to first class research university status.

Metric	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
Annual Research Expenditures	\$70M	\$75M	\$85M	\$90M	\$95M	\$100M
Total Graduate Students (PT&FT)	1200	1265	1380	1455	1530	1600
Externally Supported Graduate Students (FT)	360	390	450	500	550	600
Self Pay Graduate Students (FT)	112	120	150	150	150	150
Graduate Students on Fellowships (FT)	39	45	60	75	90	100
Part Time Graduate Students	100	150	150	150	150	150

However, the original goals for FY '11 now need to slip to FY '12 (for the SoE) and even FY '13 (for the SoS) to fully realize the \$100 million and the related 600 RAs to be supported by it. Specifically, the FY '09 Performance Plans for the dominant SoE and SoS cites the following:

	SoE (FY '12)	SoS (FY '13)
Doctorate Degrees Awarded	150	80
Research Expenditures	\$70 M	\$40 M
Graduate Students	950	480
Ext. Supported Grad. Stud.(RA)	530	?

Accepting these performance goals of the two dominant Schools, and adding in the stated objectives of the other three Schools, it is clear we will achieve and exceed the OGE stated objectives of \$100 million of research expenditures, 600 externally supported graduate students, and the 250 doctorate degrees cited in the original Rensselaer Plan, while maintaining the base of 530 graduate students on internal GFA.

The biggest concern is and has been the faculty hiring needed to both replace retirements and grow the programs. Despite an aggressive hiring campaign, the net gain of faculty has been very small due mainly to the retirements, a trend destined to continue for some time. Moreover, as we lose senior faculty with a large research base, new hires emphasize the aP level. A new hire does not gain external research for at least two to three years, and at that usually not at the level of the person she/he replaced for several years to come. These are the factors causing a slippage of the original objectives.

Second, there is increased dependency on securing the additional external research support external to the SoE, especially in the SoS, but not all fields in which we seek to offer doctorate degrees have an abundance of sources of external funding available. Moreover, the SoE had over 70% (\$50+ million) of the FY '07 annual research expenditure, and itself is at a long term low in faculty size due mainly to retirements. An increase in research faculty is called for to not only bridge the current gap, but to shoulder the research responsibilities anticipated in the future. Availability of diverse sources of external research support is a formidable challenge for us as well.

Third, we need many more fellowships as discussed later. Although we have made some strides here, we must have at least 100 fellowships to support students in areas not otherwise funded, or we will be unable to attract new students to these fields.

The net result is that we must seek more highly diversified external research support, gain more support for fellowships, and seek more self pay students especially at the Masters level. The desirable model on which the SoE operates, is not attainable by all the other schools, and we need to exercise more flexibility in the application of our GTP.

The Three Rs of Graduate Education and the Big Picture Issues

We all need to be guided by the goal, and not mesmerized by the metrics.

The three Rs of graduate education remain to be:

Recruiting
Research
Revenues

The integrated OGE Performance Plans for FY '07, FY '08, and FY '09 are all directed at these three key interrelated elements.

Recruiting involves both domestic and international aspects. The targeted faculty based recruiting is the pivotal component, since it is the faculty, individually and collectively that serve as the attraction to graduate students. It will be continued at increased levels, and includes financial support for faculty travel by the academic schools, for augmenting established and otherwise supported faculty travel.

We are and will continue to emphasize recruiting from peer and peer-aspirant universities domestically. Recruiting visits have already more than doubled since last year, and include admissions staff personnel, department admissions coordinators, graduate students, and faculty. Funding sources include admissions, the OGE, and the individual school dean's offices. We are also expanding to international targeted recruiting in this year's plan. The intent is to use internationally placed alum along with graduate students from the country of interest to recruit locally and by phone respectively. We also plan to use our international contacts established through our exchange programs to promote 'feeder universities' internationally, especially concentrating in Europe to attract graduates of their three year Bachelor Degree programs to our doctoral programs.

The goal is to change the applications draw. We now have 7% applications from our own undergraduates, 19% from other domestic universities, and 74% internationally based. We will seek to attain an on campus mix of 10% students from Rensselaer, 40% from other domestic students, and 50% international students.

Promoting the Rensselaer Continuum as originally proposed at the President's Retreat, we will seek to cultivate special undergraduate cohorts, such as Rensselaer Medalists, in addition to promoting the accelerated programs, to encourage pursuit of a PhD at Rensselaer, and raise our number to 10% of applications. We will also use the UG international exchange programs to entice international students to return to Rensselaer to continue their graduate education. We will aggressively seek to increase the other domestic students from peer and peer-aspirant universities, and success in this dimension will be the 'hallmark evidence' of our overall growth in quality and reputation.

Processes will be improved using NOLIJ, to ease the application process.

Regarding the **research** component, the main point here for Rensselaer is the need to attain \$100 million in research expenditures, AND to use a larger portion of these funds to support graduate students on research assistantships. Specifically, we have a goal of 600 RAs to be externally supported, which is greater than our current base, but achievable based on benchmarking of other universities by discipline. We need to only slightly grow the percentage of research expenditures we apply to support graduate students to reach our goal.

The goal of the Rensselaer Plan to increase research expenditures to \$100 million annually, of course needs to be considered in the light of the current state and future trends in the degree of difficulty of securing types of external research support. With strong faculty hiring since 2000, national competition for contracts and grants has significantly increased, and in several government agencies has resulted in decreased

'award/application' rates. Some university based hit rates have dropped as well. More government agencies are trending towards caps on tuition, which require much larger contributions on our part, which will manifest in lower yields on graduate tuition. There is also some talk about unilateral caps on tuition at perhaps a flat \$18,000, which would cause us to 'discount' graduate tuition, or otherwise subsidize it such as we do now with our across the board 35% cost sharing, which might need to be increased. Our overhead return has been declining, from just under 50% of the audited rate, to now almost 1/3 of the audited rate, and needs to be reversed. Declining corporate support is expected to reverse with the implementation our new IP policy, anticipated to be more attractive to the industrial sector. Increased over the past years, the IP generated income was recently cited as about \$1 million. We also will need to more aggressively address the governmental practices on graduate students as a 'deemed export', and may find ourselves declining more contracts and grants than in the past due to such constraints.

The Dean of Graduate Education will need to be more global in perspective than ever before.

In terms of **revenue**, we can financially and educationally run the graduate program at a high quality level and size of 1600 students with 80% doctoral students using our current base of 530 'packages', provided we meet the research goal above and have 100 fellowships to support students.

With respect to growth of fellowship support, the plan is to aim at more fully endowed fellowships, and to incorporate fellowships as part of CAREER (junior) Chairs, each directed at a newly hired Assistant (and a few untenured Associate) Professors, and each endowed at \$1.5 million. It would be an easier 'sell' to promote philanthropic contributions in the aggregate aimed at supporting a \$1.5 million level CAREER Chair, rather than for a stand alone Fellowship at \$1.25 million, as was the prior strategy. The draw on this endowment would in part be directed to support a student in the professor's field of interest, and in this way the Chair would incorporate the Fellowship in the specific field and assure continuity via the Professor. In steady state, and with the strong support of IA and an increased sense of priority as part of the last phase of the campaign, we could realize a faculty hiring environment such that all newly hired untenured professors would be recruited as CAREER Chairs. Each Chair would be relinquished to a new Chair-holder once the awardees become tenured. Currently, newly hired Assistant Professors are provided with a start-up package which usually includes one or more start-up RAs or SRAs for student support. This obligation for these internally supported packages may be able to be reduced by providing such fellowships. Salary for the professorial hire would still need to be committed.

The Patroon Fellowship Program, now underway, must be aggressively pursued by IA and OGE, and become an integral part of the Campaign. This four year stipend support will work well with the guaranteed four year support offers to begin in FY '08 for the class to be entering in fall, 2008. As of December, 2007, two such Patroon Fellowships has been contributed.

Even with 100 fellowships, this would still only account for 8% of our plan for supported graduate students, significantly lower than our peer aspirant universities.

With this balance, Rensselaer would support 530 of the 1600 graduate students, or 33%, rather than the 50% we are now supporting on internal funds. The graduate program would be financially stable and self supporting in this regard.

Finally, in terms of revenue issues, consideration of what has now evolved to a blanket and automatic tuition discounting on contracts and grant of 35% should be revisited, and compared to focusing on a more strategic tuition cost sharing methodology, which might better serve the faculty seeking large interdisciplinary awards in the key signature thrusts, among other areas.

In the **bigger picture**, Rensselaer needs to prioritize graduate education to a significantly higher level. The OGE staff and role needs to be expanded to properly attract the best graduate students, and provide the support needed once they are here. The OGE needs to be integrated in a common high quality space, appropriate to accommodate the large student base it handles, in a central location on campus.

OGE also needs stronger linkages to Admissions. This has been working much better with the hiring of the VP of Enrollment, Jim Nondorf, and we seek to grow the level of integration still further. The dual reporting role of the Director of Graduate Admissions has helped considerably in this regard. However, at this point, with the overriding importance and recent dramatic growth of the undergraduate program to admissions, coupled with the different methodologies of graduate and undergraduate recruiting, it would be in the best interests of Rensselaer to incorporate graduate admissions as part of the OGE reporting to the to be hired new Associate Dean of Graduate Education. Close ties would continue with Admissions.

Finally, it is essential we formulate our competitive position internationally so as to compete with the current and developing quality international universities, as outlined in great detail in the OGE Plan last year. Although the US remains the biggest host country for international students at 40%, other countries are increasing their market share at a rapid rate, and offer quality programs at greatly reduced costs. They are for the most part teaching in the Bachelor, Masters, and Doctoral model of the US, teaching in English, and seeking a highly diversified student body. All of these together have been traditionally our competitive edge. We need to face this challenge now, and as a campus-wide fundamental strategic initiative. Campus Globalization calls for an expansion of the role of the Dean of Graduate Education.

Key Initiatives-FY '09 Office of Graduate Education

The FY '09 key initiatives are presented and discussed in this section. They represent those to be expanded upon or further emphasized and additional initiatives not previously cited in the FY '08 Performance Plan. They were originally presented and discussed as part of both the Academic Retreat and the President's Retreat. Comments as received, including those at the Provost's November 19, 2007 meeting, have been incorporated as part of this current version.

In formulating this Performance Plan and these initiatives, input was solicited from many constituencies, groups, and individuals. These included the OGE staff, academic deans, school faculty recruiting coordinators, the Office of Enrollment Management, graduate students via the Graduate Student Council, Department Admission Coordinators (DAC), the campus-wide Graduate Planning Committee, and of course the faculty.

The four fundamental long term objectives are to grow the 1) quality, 2) size, and 3) diversity of the graduate student body, assuring 4) financial stability in the transition and in steady state, all as appropriate for a major research university. This will be done using the doctoral degree as the flagship degree (80% of graduate students and granting 250 doctoral degrees/yr.), and focusing on the five signature thrusts of Rensselaer-Nanotechnology, Computation and IT, Biotechnology, Media and the Arts, Energy and the Environment.

1. Recruiting

Recruiting will continue to stress targeted and faculty based recruiting, and increased numbers of faculty will be sought, in cooperation with the academic schools and their augmented support. The improved application profile draw serves to support and further encourage this strategic approach.

International recruiting will be also targeted by country and university, and enhanced using alum living in the countries of interest as well as current graduate students at Rensselaer from that country. Recruiting from Europe will be targeted appealing to graduates of the three year Bachelor Degree model, now made prevalent with the Bologna Process two cycle system, as 'feeder schools, specifically using our international contacts established with our UG exchange programs, MOUs and alum.

Rensselaer UGs will be recruited promoting the concept of the Rensselaer Continuum and accelerated degree programs, to a level of 10% (now 7%), focusing on Medalists, and other identifiable UG cohorts. Co-terminal degrees (Bachelor and Master) will be encouraged as well.

All recruiting components will promote and target underrepresented minorities and women. Continuation of the summer HHMI Program will be sought via proposals for major long term support associated with IA.

The 72 minimum credit hour doctoral degree in place as of January, 2008 should further enhance our competitive position on all fronts.

The goal for full time graduate student recruiting will be increased to 3500 applications with 40% sought from non-Rensselaer domestic students, two thirds of which will be from peer and peer-aspirant universities; 10% from Rensselaer; and the remaining 50% from international students with one half from peer universities. Emphasis will be on confirming accepted students, and promoting the five major signature thrusts. The following initiatives will serve to realize these goals.

- a. Expanded faculty based targeted recruiting under the direction of newly hired Associate Dean of Graduate Education, in cooperation with Admissions, domestically and internationally
- b. Target 3500 graduate applications
- c. Increased recruiting visits by increased staff and faculty
- d. Expanded funded Campus Visitation Program for all accepted students
- e. Minimum stipend levels of \$16,000 for the academic year
- f. Guarantee of four years of support, with a maximum of two by the OGE, and a minimum of two by the Schools
- g. Expansion of Fellowship support with a goal of doubling the current number, focusing on newly admitted students as recipients, the major signature thrusts, and underrepresented minorities and women
- h. Promote the 72 credit hour PhD

2. GFA Distribution and Balance

As shown in the FY '08 Performance Plan, the Research Assistantships, supported by external research, are divided approximately 2/3 to the SoE and 1/3 to the SoS. This distribution is highly correlated to the distribution of doctoral degrees granted as to be expected, with about 60% granted out of the SoE and 30% granted out of the SoS. On the other hand, the Teaching Assistantships are internally supported via our own Graduate Financial aid (GFA). These are about equally split between the SoE and SoS each at 40%, with about 10% for the SoM and H&SS. One might expect this to directly correlate to the Bachelor's degree awarded, but the SoE produces about two times the number of Bachelor Degrees as compared to the SoS. One needs to appreciate, however, the heavy teaching responsibilities of the SoS to engineering undergraduates, and a similar comment can be made for H&SS. In other words, there is a strong interplay between Schools, and using the degree numbers as the sole outcome assessment is not valid. In short, we actually have been distributing our GFA based on our undergraduate distribution and related teaching support needs, more than on the graduate needs of the various academic units. The skewness of the distribution is made even more obvious

when considering this at the department level. For example, Computer Science in the SoS has about 46% of the UG students, whereas the MANE Department in SoE has over 50% of the UGs in that school. Overall, in consideration of the Rensselaer Plan goal of 250 PhD degrees/year, reflecting on our current distribution of the 163 doctoral degrees granted in 2006-07 over the campus disciplines, this at the moment is not well matched to the combination of internal and external support either available or currently attainable, or with the distribution of our undergraduate enrollment.

Consequently, we need to consider BOTH the undergraduate needs for the academic programs in coordination with the graduate needs for support taking into account the opportunities and difficulties for acquiring external research support in different fields. Moreover, as we build to 100 externally supported Fellowships, we need to factor in these circumstances when determining their allocation and distribution.

Finally, as we seek to build and promote the five signature thrusts identified for FY '08, we must define the allocation taking the planned growth of these 5 areas into full account as well. Overall, we need to consider our academic and research responsibilities as an integrated process, and assure the realization of our goals by providing guidance and direction as well as feedback to effect the desired distribution and balance sought. This includes the study and evaluation of this entire topic which may include such steps as differential stipends by area, faculty hiring, and perhaps caps on enrollments by area.

The lack of full utilization of our own GFA, coupled with the above points, calls for re-evaluation and re-allocation of the GFA which will be addressed.

3. Quality

- a. Improve student quality by increased draw from peer and peer-aspirant schools
- b. Annually review progress of all graduate students, both PhD and Masters
- c. Expand TA training for all graduate students anticipating involvement in the academic programs during their education. Expand scope to cover cheating and plagiarism
- d. Implement results of FY '08 TA Quality Study and provide for OGE oversight of department based TA quality and performance evaluations
- e. Assure exposure and involvement to both research and the teaching profession to all doctoral students
- f. Departmental Reviews at the rate of three per semester insuring a four year review cycle

4. Programs

- a. Full implementation of the 72 credit hour minimum for a doctorate degree
- b. Maintain the PhD as the flagship degree with 80% PhD students

- c. Emphasize the Rensselaer Continuum by promoting accelerated degree programs (BS/MS, BS/PhD, BS/MD, BS/JD)
- d. Promote the Masters degree as the first Professional Degree in Engineering taking advantage of the Rapidly Accelerated Masters Program, and the 18 hour rule already in place.
- e. Promote self pay students mainly via the Masters degree, both part time and full with one level of quality independent of location and method of delivery
- f. Promote and process new degree initiatives to support major signature thrust areas
- g. Explore and evaluate the concept of a continuous three semester/year, all year educational program at both the undergraduate and graduate level

5. School Centric Policies and Processes

- a. Under the common GTP, tailor the GTP to meet the specific needs of different schools (e.g. SoM, H&SS)
- b. Establish balance by distribution of OGE resources to Schools in accordance with student demand, external resources available, and Performance Plan goals (refer to item #2.)
- c. Use overall metrics and goals to establish School based goals and metrics with respect to Fellowships for underrepresented minorities

6. Fellowship Initiatives

- a. Seek a doubling of the number of Fellowships focusing on new students
- b. Promote the Patroon Fellowship Program
- c. Establish Research Fellowships via the VPR for campus wide centers under major signature thrust areas
- d. Increase the number of other externally supported Fellowships
- e. Increase the number of OGE GFA based Fellowships
- f. Assure 50% of Fellowships are awarded to underrepresented minorities and women

7. Underrepresented Minorities and Women

- a. Establish School centric goals for GFA and Fellowships for underrepresented minorities and women in accordance with the overall OGE objectives of a minimum of 50% for Fellowships
- b. Increase specialized targeted recruiting for underrepresented minorities and women
- c. Secure long term support for summer programs for research experience for underrepresented minorities as initiated by HHMI

8. Process Improvements

- a. Fully implement paperless graduate student admissions process from application to confirmation
- b. Refine policies to reflect 72 minimum credit hour doctoral degree
- c. Modernize definition of residency in terms of registration, physical location, & time, for full and part time students to enhance marketability and opportunities
- d. Increase policy awareness on campus with respect to the GTP, Fellowships, etc.

9. Prioritize Graduate Education

The Rensselaer Graduate Program in too many ways often finds itself in the shadow of the Undergraduate Program. The undergraduate program has been the recognized foundation of Rensselaer since its creation in 1824, and is fully for times larger than the graduate program. Its formidable history is the image most senior alum identify with Rensselaer, and still remains to be the major attraction for new entering students. It also has a significant positive financial impact on our budgets with each percentage point reduction of the tuition discount rate yielding over \$1 million to our bottom line.

We need to continue that strength. However, the graduate program and its related research are the hallmark by which a research university is measured, and we need to improve the size, quality, and image of the graduate program by direct actions to further prioritize it both on and off campus.

We need to better recognize the differences inherent between undergraduate and graduate recruiting as previously discussed. The recruiting for the undergraduate program has become the dominant driver for Admissions, especially with the more than doubling of the undergraduate applications in the last two years. It is therefore now recommended that as one of the steps to prioritize graduate education at Rensselaer, we have graduate recruiting be the responsibility of OGE, and that current and future staff involved in graduate student recruiting report up through the OGE and Dean of Graduate Education. A new Associate Dean for Graduate Education will be hired to which the recruiting function will directly report. In some sense, this is similar to the successful merging we made in Research Administration and Finance, combining 'pre-award' and post award' functions. Recruiting is a type of 'pre award' process with respect to graduate students, while the 'post acceptance' functions are essential what has been the main function of the OGE. Combining both would be advantageous in many respects, especially in terms of the students and the integrated process.

Additionally, let us

- a. Establish integrated and centralized campus location for the Office of Graduate Education
- b. Provide a returnable financial 'cushion' not subject to the GTP, to be used to mediate special cases involving temporary loss of student support
- c. Make graduate education the major priority in the remaining period of our campaign
- d. Develop improved hard copy and web based publicity to promote graduate both existing and new programs, including the accelerated undergraduate/graduate offerings
- e. Expand staff to reflect increased enrollments.
- f. Integrate graduate recruiting as part of OGE