Evidence Document

Office of the President   Strategic Planning Steering Committee

Strategic Plan Report 2015

Additional information:

Wichita State University

2015 Strategic Plan Report

December 11, 2015

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Wichita State University Strategic Planning Process Update

WSU President John Bardo launched the strategic planning effort for Wichita State University in 2012, envisioning a dynamic, powerful future for WSU.

The planning effort is divided into three phases:

Phase I - Development of a Vision, Mission and Strategic Goals

Phase II - Development of individual plans for:
- Enrollment management, distance education, adult learning, retention and technology transfer
- Academic units and Academic Affairs
- "Student affairs" programs

Phase III - Development of plans for "enabler" units that support Phase II plans

Phase I   Phase I planning was completed in spring 2013. It was managed by a steering committee appointed by President Bardo and co-chaired by Cindy Claycomb, Wichita State University Professor of Marketing, W. Frank Barton School of Business and Ed O'Malley, President and CEO, Kansas Leadership Center. The committee engaged hundreds of people—including faculty, staff, students, business and community leaders and the general public—to generate ideas, gather data and make sense of the results.

The data from the steering committee, town hall meetings, interviews and strategic planning retreats were then distilled into a Strategic Planning Artifact report, a document that informed the recasting of the vision, mission and values statements for the university.

The new statements clearly outline what Wichita State University can become, and set forth big, audacious goals for the university. The clear support of the community, on and off campus, sends the signal that Wichita State University has the ability and resources to harness their unlimited potential.

Phase II   Phase II planning began in fall of 2013. Academic Colleges and units on campus were charged with developing their strategic plans. They were allowed freedom in developing these individual plans, discovering how the University plan relates to their College or unit, and what they plan to change as a result. Plans for Academic Affairs and other units (e.g., Student Engagement, Career Development) were completed in spring 2014.

In November 2014, Cindy Claycomb, Assistant to the President for Strategic Planning and Professor, formed and facilitates a Phase II strategic planning steering committee:

Sandra Bibb	Dean of the College of Health Professions
Barbara Chaparro	Associate Professor & Director of Software Usability Research Lab, Fairmount College of Liberal Arts & Sciences
Cathy Moore-Jansen	Associate Professor & Coordinator for Collection Development, University Libraries
Jay Price	Chair, History Department & Professor, Fairmount College of Liberal Arts & Sciences
Bob Ross	Associate Professor, W. Frank Barton School of Business
Khawaja Saeed	Associate Dean, Graduate Studies in Business & Professor, W. Frank Barton School of Business
Steven Skinner	Associate Dean, Undergraduate Studies, Finance and Administration & Professor, College of Engineering
Aleks Sternfeld-Dunn	Associate Professor, Associate Director & Graduate Coordinator, College of Fine Arts
Clay Stoldt	Associate Dean & Associate Professor, College of Education

The steering committee was tasked to support alignment of WSU Colleges' strategic plans with the University's seven strategic goals. Presentations and discussions with Deans, Chairs, Vice Presidents and Directors occurred throughout the planning cycle. The following was accomplished:

- Review of Colleges' strategic plans
- Development of self-assessment tool for Colleges
- Review of Colleges' self-assessments
- Development and rollout to Colleges of a strategic planning template
- Development of a University Strategic Planning Dashboard
- Launch of Carnegie Community Engagement application process (WSU Service Learning Fellows are spearheading this initiative)
- Review of Career Development Center strategic plan and feedback
- Review of Student Engagement strategic plan and feedback
- Relaunch of Strategic Planning website

As a transition team, the current steering committee will:

- Finalize the University Dashboard by operationalizing targets and measures for attainment of the University strategic plan
- Establish an annual review process to determine how Colleges and units are accomplishing the seven university goals
- Develop a structure for a strategic planning advancement team
- Handoff strategic planning activities to a strategic planning advancement team

Phase III   In Phase III, plans for "enabler" units that support Phase II plans will be developed. The development of this process will begin in 2016.

A recommendation for Academic Year 2017 is the formation of a new standing committee—strategic planning advancement team. Each College and other units will assign a trusted person to ensure outcomes and metrics are set and measured within the College and unit. This person would serve on the strategic planning advancement team.

Tasks for this committee will include:

- Review the assessment process
  - monitor the University Dashboard
  - identify areas of process improvement
  - work with Colleges and units to explore when metric targets are not met
- Conduct annual Colleges' and units' review process
  - handoff implementation responsibility to Provost, Deans and other unit heads
- Review University goals for needed revisions
- Maintain ownership of WSU Strategic Plan website content
- Review Strategic Plan templates, tools and metrics for necessary changes

Wichita State University Dashboard

Wichita State University is a complex system with many components interacting to achieve the strategic goals of the organization. Monitoring and assessment of progress toward our strategic plan is necessary and requires many types of evaluations. Quantitative metrics are one method of monitoring and assessment.

The Wichita State University strategic planning steering committee consulted with University Academic Affairs, including the College Deans, to develop a university dashboard that intentionally gauges collective performance of the university on representative meaningful metrics. Dashboards are used to gauge the performance of a complex system using a small number of metrics to monitor collective performance. The committee researched, deliberated and selected quantitative metrics as indicators of how well the university is achieving its **mission** "*to be an essential educational, cultural and economic driver for Kansas and the greater public good*" and aspiring to its **vision** to be "*internationally recognized as the model for applied learning and research.*"

The Strategic Planning steering committee sought to utilize data already collected or accessible by the university and set the fulfillment of the discrete university strategic plan goals at the WSU Colleges' and support units' level. It developed a self-assessment template and scoring tool for Colleges to use to ascertain alignment with university mission, vision and goals, leaving the particular content and implementation plans up to individual Colleges and support units. An annual review process, proposed to the President and Provost, would ensure the systematic incorporation of the university strategic plan into the WSU culture.

Metric Selection

Metric selection is a subjective process. The steering committee considered a large number of indicators before deciding on the final metrics. The objective was to choose meaningful indicators that provide evidence of progress toward achievement of the strategic plan, while at the same time choosing metrics for which data are already collected at the university. Periodic evaluation of these indicators may result in adjustment as better indicators are collected or indicators are found to not drive the intended behaviors.

The next two pages display a graphical mockup of the Wichita State University dashboard, followed by a narrative explanation for each metric. The steering committee will continue its work during 2016 to finalize the metric selection, data sources, targets and levels of detail data.

WICHITA STATE UNIVERSITY

**Educational, Cultural & Economic Driver** **Applied Learning & Research**

Enrollment
Number of students enrolled
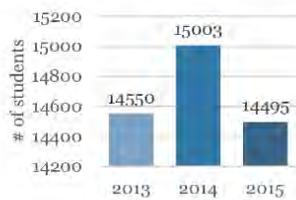
Employment
Percent employed 6 months after graduation
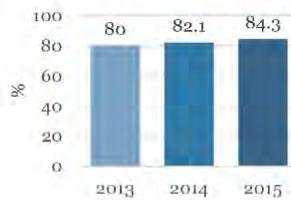
Job Relevance
Percent working in a job related to field of study
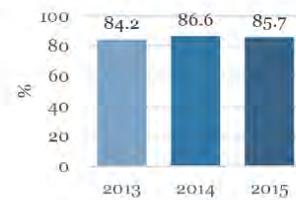
Sponsored Research Funding
Research & Development expenditures

### IP Disclosures
Number of intellectual property disclosures
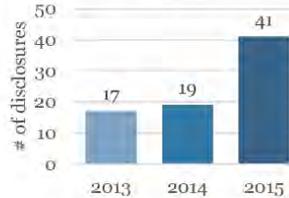

Patents
Number of patents filed
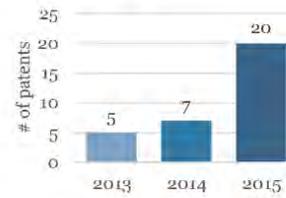
Licensing Agreements
Number of licensing agreements
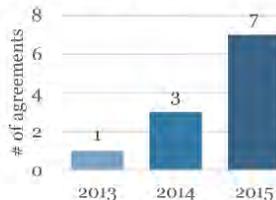


Businesses Launched
Number of new businesses launched

WICHITA STATE UNIVERSITY
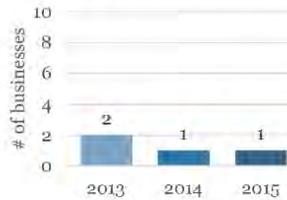
Educational, Cultural & Economic Driver	Applied Learning & Research	2015 Strategic Plan Report

Graduation Rates
Percent of 6-year cohort graduated

Legend: WSU · Institutional Peers · Aspirational Peers

Data points: 57.4, 57.5, 54.6 / 48.4, 47.9, 50.1 / 41.2, 40.1, 44.2
Years: 2006, 2007, 2008
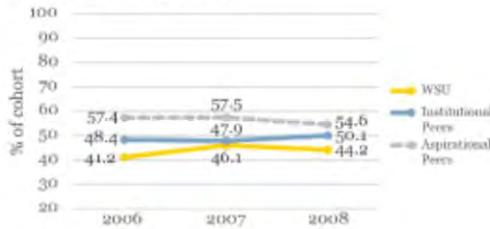
Alumni Donations
Percent of alumni who donated to WSU

8.6 (2013), 7.8 (2014), 8.7 (2015)
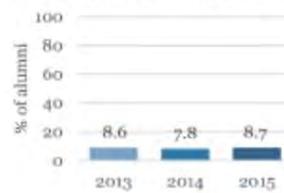
Applied Learning Activities
Percent of graduating students participating in applied learning

40 (2013), 49 (2014), 51 (2015)
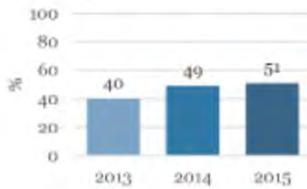
Percentage who participated in applied learning by activity type

2013, 2014, 2015

Legend: coop ed · study abroad · clinical rotations · practica · field placements · other · internships
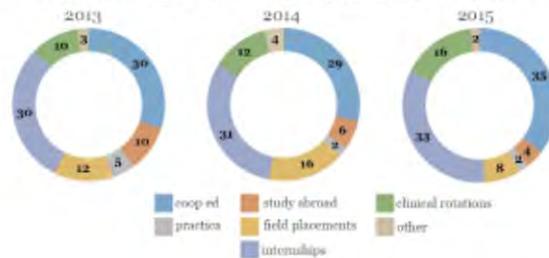
Undergrad Research Initiatives
Number of submissions to URCAF

37 (2013), 28 (2014), 35 (2015)
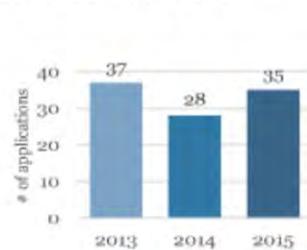
Undergrad Research Awards
Number of awards and dollars awarded

# of awards: 7 (2013), 15 (2014), 22 (2015)
$ awarded: $6, $14, $21

Legend: # of awards · $ awarded
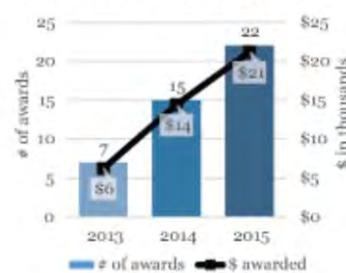
Graduate Research Initiatives
Number of submissions to GRASP

112 (2013), 143 (2014), 72 (2015)
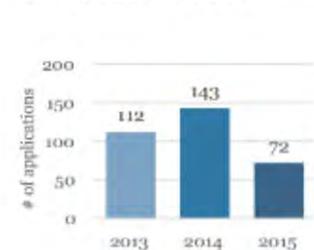
Enrollment

Description:
- Number of students enrolled at Wichita State University based on student head count as of the 20th day of the fall semester
- Data Source: Wichita State University Student Information System, Fall Census
- Updated: annually, 20th day of fall semester

Rationale:
- In order for WSU to fulfill its mission as an educational, cultural and economic driver for Kansas and the greater public good, enrollment growth is essential
- While numerous metrics (e.g., student credit hours) relate to enrollment growth, the annual enrollment figure based on the fall census is the most widely recognized and reported

Target Year 2020:
- 22,000 students

Proposed Detail Data (drill down behind graphical dashboard):
1. percent of resident, nonresident, international
2. percent of historically under-represented groups
3. percent of graduate, undergraduate
4. percent female, male

Employment

Description:
- Percent of students employed six months after graduation
- Data Source: Wichita State University BIPMS SS_AFD_AlumniSurvey; based on completed surveys of alumni; academic year fall-spring-summer sequence
- Updated: annually

Rationale:
- In order for WSU to fulfill its mission as an educational, cultural and economic driver, the university's graduates must find success in the job market
- The settings in which they are employed may vary, but given the breadth of the university's service area—Kansas and the greater public good—equal value is found in different placement settings

Target Year 2020:
- 90% of undergraduate students (based on Foresight 2020)
- 95% of graduate students

Proposed Detail Data (drill down behind graphical dashboard):
1. percent employed in
   a. Wichita metropolitan area
   b. Kansas
   c. U.S. (outside of Kansas)
   d. international
2. percent self-employed

Job Relevance

Description:
- Percent of employed students working in a job directly or indirectly related to their field of study
- Data Source: Wichita State University BIPMS SS_AFD_AlumniSurvey; based on completed surveys of alumni; academic year fall-spring-summer sequence
- Updated: annually

Rationale:
- One of the key outcomes associated with WSU's mission to serve as an economic driver and its emphasis on applied learning is that graduates are able to find employment in areas that are related to their field of study
- Students employed in a job related to their field of study relates to applied learning opportunities and capitalizing on relevant existing and emerging societal and economic trends
- The identified linkage may be either direct or indirect, such as cases in which graduates are applying competencies gained through their field of study to their work in a different area (e.g., a sociology graduate working in marketing research)

Target Year 2020:
- 90% of undergraduate students
- 95% of graduate students

Proposed Detail Data (drill down behind graphical dashboard):
1. percent employed in
   a. Wichita metropolitan area
   b. Kansas
   c. U.S. (outside of Kansas)
   d. international

Sponsored Research Funding

Description:
- Research and development expenditures (1) of funding received from federal, state and local governments, businesses, nonprofit organizations and (2) for internal grants, graduate research student assistant waivers, cost share on grants, and unrecovered indirect costs
- Data Source: WSU Financial Operations, data reported to National Science Foundation for Higher Education R&D (HERD) survey
- Updated: annually, calendar year

Rationale:
- Sponsored research funding relates to numerous WSU strategic goals, including the discovery, creation and transfer of new knowledge
- Sponsored research funding pertains to WSU's mission of being an educational, cultural and economic driver for Kansas and the greater public good
- While not all research is funded (e.g., journal publications, conference presentations), sponsored research funding provides a sampling of research that is vital to the university's sustainability
- The strategic importance of sponsored research funding is further evidenced by the goal's inclusion among WSU's Foresight 2020 indicators under the category of economic alignment

Target Year 2020:
- under development

Proposed Detail Data (drill down behind graphical dashboard):
1. Dollars by college/unit
2. Dollars by department - for Liberal Arts & Sciences combine into 3 categories:
   a. Humanities
   b. Social & Behavioral Sciences
   c. Natural Sciences & Mathematics

Intellectual Property (IP) Disclosures

Description:
- Number of Intellectual Property (IP) disclosure forms received
- An IP disclosure form provides a summary of the most important information related to an idea or invention
- Legal mechanism to identify and protect the intellectual property of the university
- Data Source: WSU Ventures
- Updated: annually, fiscal year

Rationale:
- The number of intellectual property disclosures relates to numerous WSU strategic goals, including the discovery, creation and transfer of new knowledge
- The number of IP disclosures pertains to WSU's mission of being an educational, cultural and economic driver for Kansas and the greater public good
- Intellectual property disclosures are one of the many outcomes associated with WSU's emphasis on creativity, innovation and entrepreneurship
- FY2010-FY2012, 21 total IP disclosures were received from WSU researchers (average seven per year)
- Increased emphasis at WSU on IP disclosures resulted in an increase of IP disclosure submissions (FY2013 = 17; FY2014 = 19)
- Creation of WSU Ventures to serve as an integrated support system resulted in a significant increase in IP disclosures (FY2015 = 41)
- Link between research dollars obtained and IP disclosures is typically found to be $1.5 million to $3 million research dollars per IP disclosure (University of Chicago Tech Transfer Benchmarking Report 2007 http://tech.uchicago.edu/docs/techtransfer_benchmarking.pdf)
- Based on 2013, WSU spends approximately $60 million in total research dollars per year
- Using FY2013 as the base, an average of 15% increase each year results in 45 disclosures in FY2020

Target Year 2020:
- 45 IP disclosures

Proposed Detail Data (drill down behind graphical dashboard):
1. Number of disclosures by college/unit
2. Number of interdisciplinary disclosures

Patents Filed

Description:
- Number of provisional and non-provisional patent applications filed with the United States Patent and Trademark Office (USPTO)
- A patent is a set of exclusive rights granted to an inventor for a limited period of time in exchange for detailed public disclosure of an invention (i.e., a product or process solution to a specific technological problem)
- A patent excludes others from making, using, selling, offering for sale or importing the invention
- Data Source: WSU Ventures
- Updated: annually, fiscal year

Rationale:
- The number of patents filed relates to numerous WSU strategic goals, including the discovery, creation and transfer of new knowledge and applied learning experiences for students
- Patents filed also pertain to WSU's mission of being an educational, cultural and economic driver for Kansas and the greater public good
- Patents are one of the many outcomes associated with WSU's emphasis on creativity, innovation and entrepreneurship
- The patent application is an expensive process; therefore, chances of smaller research universities, such as WSU, recovering the money spent is limited in terms of likelihood and timeframe
- Nationally, approximately 50% of IP disclosures result in patents (University of Chicago Tech Transfer Benchmarking Report 2007 http://tech.uchicago.edu/docs/techtransfer_benchmarking.pdf)
- Given the high costs of patenting, it would be anticipated that the percentage of patents filed by WSU of total IP disclosures would be less than the national average
- Using FY2013 as the base, an average of 15% increase each year results in 20 patent filings in FY2020

Target Year 2020:
- 20 patent applications filed

Proposed Detail Data (drill down behind graphical dashboard):
1. Number of patent filings by college/unit

Licensing Agreements

Description:
- Number of agreements signed by WSU to enable external use of WSU inventions or technologies (includes exclusive licenses, non-exclusive licenses and option agreements)
- Data Source: WSU Ventures
- Updated: annually, fiscal year

Rationale:
- The number of licensing agreements relates to numerous WSU strategic goals, including the discovery, creation and transfer of new knowledge
- The number of licensing agreements also pertains to WSU's mission of being an educational, cultural and economic driver for Kansas and the greater public good
- Licensing agreements are one of the many outcomes associated with WSU's emphasis on creativity, innovation and entrepreneurship
- There is a long time lag between a patent application and an institution receiving a patent
- Nationally, approximately 30% of patent applications result in a license
- There is typically a time lag between five and 15 years between a disclosure and significant commercial activity (University of Chicago Tech Transfer Benchmarking Report 2007 http://tech.uchicago.edu/docs/techtransfer_benchmarking.pdf)
- Patents on university discoveries are typically filed five to 12 years before commercial activity results (https://www.autm.net/AUTMMain/media/Resources/Documents/AUTM_US_Highlights_FY2013_no_Data_Appendix.pdf)
- Based on these benchmarks, Wichita State University should generate approximately five to six license agreements in FY2020

Target Year 2020:
- 5 license agreements

Proposed Detail Data (drill down behind graphical dashboard):
None

Businesses Launched

Description:
- Number of new businesses launched with WSU technology, as evidenced through some type of contractual relationship
- Data Source: WSU Ventures
- Updated: annually, fiscal year

Rationale:
- The number of new businesses launched relates to numerous WSU strategic goals, including the discovery, creation and transfer of new knowledge
- The number of new businesses launched also pertains to WSU's mission of being an educational, cultural and economic driver for Kansas and the greater public good
- New businesses are one of the many outcomes associated with WSU's emphasis on creativity, innovation and entrepreneurship
- Estimates indicate startups form around 1.5% of intellectual property coming out of universities (University of Chicago Tech Transfer Benchmarking Report 2007 http://tech.uchicago.edu/docs/techtransfer_benchmarking.pdf)
- Variance in startup activity is linked to research funding (University of Chicago Tech Transfer Benchmarking Report 2007 http://tech.uchicago.edu/docs/techtransfer_benchmarking.pdf)
- Businesses launched are influenced by various innovation ecosystem variables (e.g., availability of private sector early stage venture capital, entrepreneurial cultivators in the region) (http://www.brookings.edu/about/programs/metro/innovation-districts)
- Using FY2013 as the base, an average of 15% increase each year results in five businesses launched in FY2020

Target Year 2020:
- 5 businesses launched

Proposed Detail Data (drill down behind graphical dashboard):
1. Number of businesses launched by:
    a. faculty
    b. staff
    c. students
    d. community partners

Graduation Rates

Description:
- Six-year graduation rate of IPEDS-based full-time freshmen compared to institutional and aspirational peers

Institutional Peers include:	Aspirational peers include:
– New Mexico State University	– Auburn University
– University of Massachusetts-Lowell	– Clemson University
– University of Nevada-Reno	– Oklahoma State University
– University of North Dakota	– University of Akron
– Wright State University	– University of Texas-El Paso

- The number of students completing their program within six years or the number of students that transfer to other institutions if transfer is part of the institution's mission as a percentage of students entering the institution as full-time, first-time, degree/certificate-seeking undergraduate students in a particular year (cohort)
- The computation is done on a cohort basis. For example, computation for 2008 will require collection of data for new students that enrolled in a degree program in 2008 and what percentage of those students actually graduated by 2014 (six-year period)
- Data Source: Wichita State University WSU_Retention_Grad_Rates.pdf & IPEDS; Fall census cohorts
- Updated: annually

Rationale:
- Student engagement plays an important role in improving graduation rates
- Implementation of ideas related to applied learning and research is likely to affect student engagement and consequently improve graduation rates
- This measure is related to strategic goals, including goals associated with guaranteeing applied learning and research experiences for students, pioneering interdisciplinary curricula, capitalizing on existing and emerging societal and economic trends, accelerating the discovery, creation and transfer of new knowledge and empowering students to create a campus culture and experience that meets their changing needs

Target Year 2020:
- 52.1% (Foresight 2020))

Proposed Detail Data (drill down behind graphical dashboard):
1. percent by College
2. percent by Degree
3. percent by Major

Alumni Donations

Description:
- Percent of living alumni with at least a bachelor's degree from Wichita State University who donated to the university in a specific year
- Data Source: Wichita State University Foundation
- Updated: annually, fiscal year

Rationale:
- An important gauge of engagement with alumni, faculty, staff and the greater community is their willingness to make financial contributions to support the university's strategic goals
- Recognition of WSU across the nation and internationally as a model for applied learning and research should reflect in increased donations
- This measure is related to strategic goals, including goals associated with pioneering interdisciplinary curricula, capitalizing on existing and emerging societal and economic trends, accelerating the discovery, creation and transfer of new knowledge and empowering students to create a campus culture and experience that meets their changing needs

Target Year 2020:
- 11%

Proposed Detail Data (drill down behind graphical dashboard):
1. percent by College

Applied Learning Activities

Description:
- Percent of graduating students participating in applied learning activities
- Measures the percent of graduating students that have had an applied learning experience, by academic year
- The type of activities are broken down into four categories: 1) voluntary cooperative education; 2) required off-campus practicum; 3) study abroad; 4) field placements; 5) internships; 6) clinical rotations; and 7) other
- Over time, this measure will be modified to ensure that every student engages in applied learning or research experiences in their specific program of study
- Data Source: Wichita State University BIPMS SS_AFD_AlumniSurvey; based on completed surveys of alumni; academic year fall-spring-summer sequence
- Updated: annually, academic year

Rationale:
- This measure applies to WSU's vision, mission and the goal of guaranteeing an applied learning or research experience for every student
- Graduates with applied learning experiences take less time and training to become productive in initial employment
- Graduates with applied learning experiences have a competitive advantage when seeking employment

Target Year 2020:
- under development

Proposed Detail Data (drill down behind graphical dashboard):
1. percent of Graduate students participating
2. percent of Undergraduate students participating
3. percent of students in each College participating
4. percent of students in each Department participating

Undergraduate Research Initiatives

Description:
- Number of abstract submissions to the Undergraduate Research in Creative Activity Forum (URCAF)
- URCAF provides an annual opportunity for undergraduate students at Wichita State University to present their scholarly and creative activity to a faculty, student and community audience, while competing for cash awards (http://www.wichita.edu/thisis/home/?u=urcaf)
- Undergraduate students from all disciplines are encouraged to apply
- There are three presentation categories: oral presentation, poster presentation and exhibition/performance
- Each activity is mentored by a WSU faculty member
- Competition for cash awards: winning entries receive $250 and second-place finishers receive $100
- Data Source: URCAF Committee
- Updated: annually

Rationale:
- A higher number of URCAF submissions would reflect growing undergraduate interest in seeking research and creative opportunities and collaborating with faculty in those activities
- Support and encouragement by faculty and others for undergraduate research and creative activities affects participation and is reflected in the number of URCAF submissions
- Overall university support for fostering an environment and campus culture conducive to collaborative and interdisciplinary research and creative activity at the undergraduate level is critical to the participation of students in these activities and, therefore, reflected in the number of submissions
- This measure is related to strategic goals, including goals associated with guaranteeing applied learning and research experiences for students, pioneering interdisciplinary curricula, capitalizing on existing and emerging societal and economic trends, accelerating the discovery, creation and transfer of new knowledge and empowering students to create a campus culture and experience that meets their changing needs
- Action plans developed by the URCAF committee indicate that a 2020 target of 60 submissions, while representing a 74% increase over the next five years, is reasonable

Target Year 2020:
- 60 submissions

Proposed Detail Data (drill down behind graphical dashboard):
1. number of submissions by College

Undergraduate Research Awards

Description:
- Number and dollar amount of Undergraduate Student Research Grants awarded by the Dorothy and Bill Cohen Honors College
- Undergraduates from all disciplines are encouraged to participate in research and creative projects in collaboration with WSU faculty
- Grants of up to $1,000 each, are awarded with proposals reviewed on a continuous cycle from September through March 15
- Funds must be used within one year from the date of the award
- Data Source: Honors College
- Updated: annually

Rationale:
- A higher number of awards reflect growing undergraduate interest in seeking research and creative opportunities and collaborating with faculty in those activities
- Support and encouragement by faculty and others for undergraduate research and creative activities affects participation and is reflected in the number of awards
- Overall university support for fostering an environment and campus culture conducive to collaborative and interdisciplinary research and creative activity at the undergraduate level is critical to the participation of students in these activities and, therefore, reflected in the number of awards
- This measure is related to strategic goals, including goals associated with guaranteeing research experiences for students, pioneering interdisciplinary curricula, capitalizing on existing and emerging societal and economic trends, accelerating the discovery, creation and transfer of new knowledge and empowering students to create a campus culture and experience that meets their changing needs

Target Year 2020:
- 40 awards

Proposed Detail Data (drill down behind graphical dashboard):
1. number of awards by College

Back to dashboard

Graduate Research Initiatives

Description:
- Number of submissions to the Graduate Research and Scholarly Projects (GRASP) competition
- The WSU Graduate School has held the GRASP symposium every year since 2003 (http://webs.wichita.edu/?u=grasp&p=/index/)
- The GRASP symposium is a key showcase for the diversity of graduate education at WSU
- Students present posters and papers that are judged by GRASP faculty committee
- Abstracts are collected into a GRASP bulletin that is archived digitally on the Wichita State University Library's SOAR (Shocker Open Access Repository) system
- Students judged to present the best works, in addition to receiving awards, are part of a group that travels to Topeka each year to showcase student research to state legislators
- Source: Graduate School
- Updated: annually, academic year

Rationale:
- GRASP is interdisciplinary with posters and presentations from all the colleges and many departments
- Each student works with a faculty member, ensuring a connection between the research and scholarship that is taking place among faculty, and responds to an editorial board made up of faculty that also ensures a professional level of quality, thus capitalizing on existing and emerging societal and economic trends
- Judging takes place with a team that represents a range of disciplines, ensuring that each presenter has to convey their work to a non-specialist audience, a key element of applied learning and scholarship and empowering students to create a campus culture and experience that meets their changing needs
- The presentation of research in a public setting helps develop an essential set of social skills important in the workforce, contributing to our graduates being better at functioning in careers once they graduate
- Action plans developed by the Graduate School and the GRASP committee indicate that a 2020 target of 140 submissions (an increase of five applications per year over a baseline average of academic years 2011-2015) is reasonable

Target Year 2020:
- 140 submissions

Proposed Detail Data (drill down behind graphical dashboard):
1. number of submissions by College
2. number of submissions by Departments
3. number of submissions by Degree Type (Masters/Ph.D.)