Examples of Quality Indicators

• Placement of graduates
• Scholarly productivity
• Research funding of faculty
• GRE scores, 1st-year students with external fellowships
• Completion rates, time to degree
Examples of National Rankings that Matter

• *US News & World Report*
  – Reputation, some use of data

• NRC
  – Data-based (20 variables), illustrative rankings

• World Rankings
  – e.g., Shanghai ARWU: Data-based (Nobel laureates, highly cited researchers, overall citations, per capita performance)
Politics of Assessment

• Need clear goals
• Support of president and provost
• Discussion on process with and feedback from units being assessed
• Openness on criteria for assessment
• Formal communication plan and protocols for announcement of results
Quality Assessment, Budgets, Strategic Plans, Fellowship Allocations

• All are interrelated
• Strategic plans and goals should provide overall direction and priorities
• Quality assessment should be a factor in
  – Budget allocations
  – Fellowship allocations
Quality Assessment and Program Development

• Quality Assessment *plus* strategic plans/goals 
  *plus* budget situation facilitate decisions on
  – Program development
  – Program restructuring
  – Program downsizing or elimination
The Ohio State Review of Doctoral Programs
Goals

• Identify doctoral programs that will enhance the standing of Ohio State
• Identify weak, non-core programs and develop a plan for disinvesting in them
• Reallocate resources to the strongest programs
Process

• A three-way partnership of Graduate School, Academic Affairs, and the colleges

• Used data compiled for NRC survey plus additional information

• Each college submitted a report assessing its programs

• Graduate School and faculty review committee reviewed college reports and prepared findings and recommendations for the provost
Indicators

• GRE scores
• Placement of doctoral graduates
• Overall program quality and centrality
• Time to candidacy and time to degree
• Percentage of entering students completing Ph.D.
• Student diversity
Criteria for Judging the College Reports

• New or emerging opportunities where Ohio State can excel
• Gaining a competitive edge
• Improvements in addressing diversity
• New approaches to recruiting high-quality students
• Commitment of department and college to strengthening the program
Classification

• Doctoral programs were classified into 6 groups:
  — High Quality (12 programs)
  — Strong (17)
  — Good (16)
  — New and/or Developing (11)
  — Reassess and/or Restructure (29)
  — Disinvest or Eliminate (5)
University-Wide Findings

• Need to assess and improve structure and organization of the 21 doctoral programs in the biological and life sciences

• Need similar effort for earth and environmental sciences, which are spread across 8 colleges

• Implement advanced practice doctoral degrees in some professional and health programs so that Ph.D. programs can focus on research
Outcomes

• Enhanced central fellowship stipends and multi-year support packages for the top 29 programs
• Formed task forces to address the organization and structure of the life sciences (LS) and of the environmental sciences (ES)
• Established trans-university networks for both LS and ES to enhance external funding and strengthen research and graduate programs
Next Steps

• Colleges are responding to specific issues in the strategic plans they prepared for the provost

• Several departments and programs restructured in accord with recommendations
  – Chemistry & Biochemistry merged
  – Entomology restructured
  – Mol. Genetics & Plant, Cell., Mol. Biology merged
For More Information

- Graduate School report is available on the internet
- See link on Graduate School web site [www.gradsch.ohio-state.edu/doctoral-review.html](http://www.gradsch.ohio-state.edu/doctoral-review.html)
- Click on “Doctoral Program Assessment”