

To: Dr. Moheb Ghali
From: Dennis R. Murphy
Date: January 20, 2009
Subject: Review of the Role of Graduate Studies

We have discussed your leading a comprehensive review of the role of graduate programs at Western Washington University several times. By this memo I am asking you to constitute an appropriate committee with broad representation of stakeholders, to undertake such a review. I would like a preliminary or draft White Paper on the subject by the close of this academic year.

The review is not meant to be a program by program assessment but rather a broad look with an eye toward developing a comprehensive plan for the next several years. The Paper might address such issues as:

- Clearly articulate the purposes of graduate programs at the university.
- How large should the graduate sector of the university be as a goal?
- What types of programs, current and prospective, will the university encourage?
- What is the appropriate role of graduate students in the teaching and research missions of the university?
- What is the future of professional type doctoral programs such as CSD
- Should graduate programs have minimum degrees granted annually as a performance metric? If so, what minimum size should the university require?
- If we are to move toward the currently stated (or revised) ratio of graduate to undergraduate students, what strategies might be recommended to attain the targets?

The above list is meant to be suggestive rather than directive or exhaustive. I rely on your profession judgment to refine and augment the list as appropriate.

Thank you for attending to this long pending issue.