

Annual Report of the Graduate School 2013-2014

I. SUCCESSES OF THE UNIT

Because the Graduate School's strategic plan is aligned with the university's, we will identify the items that are consonant with the goals of the university's plan.

Thesis and Dissertation Support Services (Goal 1 Student Success)

The Graduate School inaugurated the TDSS, whose goal is to empower graduate students to finish their degrees by offering various kinds of support grounded in principles of scholarly writing and best practices in graduate education. In its first year, the TDSS hosted a total of 22 workshops and seminars attended by 422 students. These offerings included "Forming an Advisory Committee," "Writing Research Article Introductions in the Sciences," "Thesis 101," "Writing Your Dissertation Proposal," and "Planning for Your Dissertation Defense." The TDSS also provided a Dissertation Institute, a weeklong writing "boot camp" for students who need a push to get their dissertations finished.

Preparing Future Leaders (Goal 1 Student Success)

PFL offered 101 events with a total attendance of 2,131, including 1,530 graduate students, 588 postdoctoral scholars, and 13 other participants. Nineteen graduate students completed the Preparing the Professoriate program, and 60 graduate students earned the Certificate of Accomplishment in Teaching. Nine participants completed the Mentoring and Teaching Practicum, and 11 completed the STEM and Writing Annual Partnership Program (SWAP). PFL also continued to offer on-demand events to the campus community. Based on the number of logins and page views, we estimate we served approximately 3,609-3,962 participants.

Grants to Increase Diversity (Goal 1 Student Success)

The Graduate School continued its leadership in attaining and applying extramural funding for increasing diversity and inclusiveness in graduate education:

- \$3.6 million grant funded through 2017 from NIH for the NC State Initiative for Maximizing Student Diversity. The current grant supports 25 undergraduates and 18 graduate students.
- \$30K grant from the Council of Graduate Schools to support the Doctoral Initiative on Minority Attrition and Completion project from April 2012 to July 2013.
- \$10 million NSF Alliances for Graduate Education and the Professoriate program (2005-2013) to support an alliance among NC State, UNC-CH, NC A&T, as well as NSF HRD-supported diversity-focused programs in North Carolina. As of April 2014, 46 AGEP participants have received PhDs and 84 have received master's degrees. Over 60 AGEP participants are currently enrolled in doctoral programs.

Recruitment (Goal 1 Student Success)

The Graduate School participated in 22 recruiting conferences. We also continued our backing for recruiting specifically for diversity. Visit NC State Day supported 59 students from 15 universities in 17 disciplines in fall 2013 and 38 students from 23 universities in 18 disciplines in spring 2014. The Graduate School also continued MOUs to encourage diversity with Tennessee State, Spelman College, Fayetteville State University, and the University of Puerto Rico-Cayey and developed a new MOU with Savannah State University.

Professional Science Master's Programs (Goal 1 Student Success)

The Graduate School continued to provide leadership in PSMs at the university and UNC-GA levels. Six NC State PSM programs are in planning or feasibility stages: Advanced Medical Technologies, Computer Games, Forensics Science, Electronic Product Development, Protection and Performance Sciences, and Poultry Science. Approximately 30 PSM programs are in planning or feasibility stages at 12 UNC campuses. Currently, there are plans for developing courses in management and communication that can be used by PSMs throughout the system.

Posting Learning Outcomes (Goal 1 Student Success)

In response to a mandate from UNC-GA for all academic programs in the system to post their student learning outcomes for the public, the Graduate School contributed the plan for accomplishing the task and collaborated with DASA to lead the rollout of the plan. We developed materials and workshops for program directors to evaluate and revise outcomes if appropriate for a public audience.

Dissertation Completion Grant (Goal 1 Student Success)

The Graduate School funded 16 applicants who have encountered difficulties in completing their dissertations and provided those students a supportive and structured environment and accountability mechanisms for their work. Nine of those students, including those in the present cohort, have either defended or are scheduled to defend their dissertations and 6 are on track to defend this summer. The remaining student has had a setback due to illness.

External Reviews (Goal 1 Student Success)

The Graduate School managed ten external reviews: Chemistry, PhD in Design, Analytics, Civil Engineering, Forest Biomaterials, Educational Leadership, Physiology, Natural Resources, Psychology, and Industrial Engineering. We conducted post-review meetings for Communication, Rhetoric, and Digital Media; Electrical and Computer Engineering; Fisheries, Wildlife, and Conservation Biology; Genomic Sciences; Statistics; Chemistry; PhD in Design; Analytics; Civil Engineering; and Forest Biomaterials.

Administrative Board of the Graduate School (Goal 4 Organizational Improvements)

The Graduate School provided leadership for the ABGS in initiating the university-level approval process for 3 new doctoral programs (Management, Geospatial Analytics, and Forensic Science) and 4 new graduate certificates. Final approval was given for 1 doctoral program (Public History) and 6 graduate certificates. Eighteen master's programs were addressed for either initiation or revision. We also initiated the approval process for 172 course actions and attained final approval for 155. In addition, the ABGS addressed other items important to graduate education, including a new degree review process, certificate transfer credits and letter-graded courses, professional development, adding and dropping courses (Reg 2.20.02), withdrawal from the university (Reg 2.05.04), study abroad regulation, and eligibility of international student for distance education.

Program Development (Goal 4 Organizational Improvements)

The Graduate School assisted faculty and departments in planning new graduate degree and certificate programs and revising existing ones prior to the approval process. This included meeting with faculty to discuss the approval process and reviewing early drafts of proposals. We

developed procedures for review and approval of dual degrees (working jointly with DASA) and forms for course approvals and curriculum actions using a new workflow management system, “Courseleaf” by Leepfrog. We also updated shared Google Drive for assigning tracking numbers to new proposed programs as part of implementing the new NCSU strategic planning procedures (working jointly with DASA).

Student Records (Goal 4 Organizational Improvements)

The Graduate School instituted many efficiencies in the use of student records, including:

- An expanded online curriculum change form that has added graduate certificate programs
- A “detail” link added to the academics tab in the SIS student service center, displaying data regarding a student’s academic load, financial aid load, minimum hours for the plan, etc.
- An online completion letter form that automatically populates all the student info from SIS, ensuring greater accuracy while also saving time for the Graduate School college liaisons
- Online exam forms that are now emailed to program administrators, replacing the print forms; this has reduced the time it takes for all involved as well as the amount of paper used
- A Web application for mobile devices allowing greater access to the Graduate Student Online Assessment and Reporting System, which displays a wealth of advising information about students.

New Admissions Review Software (Goal 4 Organizational Improvements)

Phase 1 of the NextGen Admissions system was implemented by the Graduate School to provide a more efficient online application review process. This online process has allowed faculty and directors of graduate programs to review, submit feedback, and make decisions on graduate applications in a secure location.

Outcomes Assessment Software Upgrade (Goal 4 Organizational Improvements)

The Graduate School collaborated with DASA to expand the Graduate School’s InfoWeb system for outcomes assessment plans and reports to include undergraduate programs. This was a major step in unifying the campus efforts in outcomes assessment because it created a common format for assessment plans and reports and made those materials accessible online. Previously, undergraduate materials had been in hard copy and kept in a filing cabinet.

Software for Graduate Faculty Membership (Goal 4 Organizational Improvements)

The online Graduate Faculty nomination form is now prepopulated with HR and SIS information, which has significantly increased the efficiency of the nomination process by reducing the amount of correspondence between the Graduate School and campus departments.

Graduate Student Support Plan (Goal 4 Organizational Improvements)

The Graduate School migrated GSSP information into SIS and implemented the Graduate Support inquiry screen, allowing faculty and support personnel to look up GSSP status for specific students. We also added a new page that returns a list of currently GSSP-eligible graduate students for the user’s academic program.

Admissions (Goal 4 Organizational Improvements)

The Graduate School processed 15,705 applications for fall 2014, nearly 10% more than last year and with the same staff. The efficiencies that have been put in place, such as online, no-paper

procedures, allow us to increase our productivity to meet the continued growth of applications. As of May 19, 1,254 students have enrolled for fall 2014.

Agreements with Other Universities (Goal 5 Partnerships and Outreach)

The Graduate School initiated work on memoranda of agreement between the College of Textiles and Jiangan University and also Zhejiang Science-Technology University and between the College of Engineering and Tsing Hua University and concluded a memorandum of agreement for 3+X program between Materials Science and Engineering and Nanjing University of Science and Technology. We initiated the process for a dual degree between Campbell University and the Poole College of Management and the renewal of one between the University of Surrey and International Studies. In addition, we began work on cooperative education training in Veterinary Epidemiology with the University of North Carolina at Chapel Hill.

SACS

The Graduate School played a leadership role in preparing for SACS and in responding to the SACS report and the on-campus team's report. We collaborated with many people across campus to gather evidence to author or co-author 13 reports and contribute to others. Beyond the reports, we engaged in other ways to advance SACS accreditation.

- We oversaw the process of assuring that faculty credentials were appropriate to the graduate courses taught by graduate faculty.
- Because SACS now defines certificate curricula as programs and therefore required to engage in outcomes assessment, we created a guided process by which directors of these programs generated assessment plans and submitted assessment reports.
- We worked intensively with directors of graduate degree programs to ensure that all reports due fall 2013 were submitted and were of acceptable quality in preparation for the university response that was to be submitted in January 2014.
- The Graduate School was represented on the committee formed to respond to the on-campus report related to Standard 3.3.1. This committee drafted a regulation and outlined the administrative structures and responsibilities needed to implement the regulation and to address the concerns of SACS.

II. CRITICAL CHALLENGES FACING THE GRADUATE SCHOOL

1. Impending budget cuts will further stress the unit.
2. The retirement of Dr. Dan Willits, Assistant Dean for Student Affairs, is a vital loss to the unit. The primary roles of this position are to manage rules and exceptions and also grievances. It may be difficult to find a suitable replacement.
3. The unit is moving to a much smaller space and will be sharing facilities with the College of Textiles. This move will require considerable adjustment on the part of Graduate School personnel as they strive to maintain the efficiency and customer service the unit is known for.
4. The departure of Dr. Lisbeth Borbye, Assistant Dean for PSMs, means that we must identify others in the unit to manage the development and maintenance of PSM programs.
5. The new dean may restructure the functions of the unit's associate and assistant deans and other key personnel, which may cause temporary reductions of efficiency.
6. The new regulation on outcomes assessment will considerably increase the workload of the Graduate School as it takes on the responsibility of monitoring and improving the quality of nearly 100 program assessment reports annually.

III. PERSONAL ACCOMPLISHMENTS: DR. REBECA RUFTY, INTERIM DEAN

Presentations and other Professional Activities

- 5/20/13 Research Ethics presentation to Chemistry Dept., CAP Building at Appalachian State University, Boone, NC
- 5/22/13: Graduate Education Day, Legislative Building, Raleigh, NC
- 6/5/13: 2013 Opening Remarks at the NC State Postdoctoral Research Symposium, Hunt Library, NCSU
- 7/30/13: DGP Summer Workshop, McKimmon Center, NCSU
- 8/2/13: ACREE-REU, Appalachian State University, Boone, NC
- 8/8/13-8/11/13: ORAU, Blacksburg, VA
- 9/9/13: Presentation on the GSSP - Tuition Review Advisory Committee, Chancellor's conference room Holladay Hall, NCSU
- 9/10/13: NCCGS Teleconference, Graduate School, NCSU
- 10/23/13 and 10/24/13: Director of Graduate Programs Fall Meeting, MRC 136, Centennial Campus, NC State
- 11/6/13: Presentation on Ethical Issues in Mentoring to Dr. Bob Kelly's class, Partners II, Centennial Campus, NCSU
- 12/18/13: Read doctoral degree recipient names at NCSU Commencement, Raleigh, NC
- 12/18/13: Commencement Keynote at Psychology Hooding Ceremony, 216 Poe Hall, NCSU.
- 1/29/13: "Responsible Conduct of Research" lecture presented to FSA 580 class, 114 Schuab Hall, NC State
- 2/11/14 and 2/12/14– Director of Graduate Programs Spring Meeting, MRC 136, Centennial Campus, NC State
- 2/17/14: Visit NC State Welcome Remarks, Hunt Library, NCSU
- 3/24/14: Welcome remarks at American Indian Summit, JC Raulston Arboretum, NCSU
- 3/18/14-3/21/14: SACS Review, NCSU
- 4/8/14: Phi Kappa Phi Induction Ceremony, Talley Student Union, NCSU
- 4/9/14: Guest lecturer on Research Ethics at TTM/TT 535, College of Textiles, NCSU
- 5/10/14: Read doctoral recipient names at Spring Commencement

IV. INTERNAL REALLOCATIONS OF RESOURCES

Planned Reallocations 2014-2015

Funds to be reallocated internally will come from the salary of Dr. Lisbeth Borbye, who will leave the Graduate School June 30, 2014. We plan to reallocate these savings to fund three key items:

- The Thesis and Dissertation Support Services (Student Success)
- A new initiative to improve mentoring of graduate faculty at NC State (Student Success)
- Professional travel by Graduate School personnel (Student Success and Organizational Improvements)

Our projected reallocations are:

\$10,000 Operating Budget for TDSS

\$16,000 Graduate Student Assistant to provide administrative services for TDSS

\$35,000 Two Graduate Student Assistants to tutor students for TDSS

\$35,000 Mentoring initiative (\$35,000 for operational support for improving mentoring, including a GSA at \$20,000, a speaker series at \$5,000, and an annual mentoring award and event at \$10,000)

\$20,000 Professional travel

\$116,000 Total

2013-2014 Budget

For the current fiscal year, the Graduate School eliminated all professional travel to address budget cutbacks. This strategy allowed us to meet our other budgeted needs.

Strategic Allocations of Fall 2012

For 2012-2013 our top priority for funding was to hire a person to direct a new initiative for the Graduate School, the Thesis and Dissertation Support Services, along with an operating budget for it. In that budget cycle we were able to hire the director but did not have enough funding for the operating budget. We believe this program has been a good investment despite being run with no budget beyond the director's salary. As noted above, 422 students have attended it seminars and workshops, and it just completed its Dissertation Institute in which 14 students spent an intense week guided by the director and two consultants in making substantial progress on their dissertations.

The TDSS is consonant with the Graduate School's strategic emphasis on advancing student success, and it aligns well with university aims to increase its dissertation completion rate, to increase the overall number of students graduating with doctoral degrees, and to reduce time to degree for doctoral students. As the university seeks to enroll proportionally more PhD students, the TDSS will expand its services to provide guidance to them in writing their dissertations so that they can complete their degrees.

An Initiative We Have Curtailed

Because of a shift in the Graduate School's strategic priorities, we will no longer have an assistant dean dedicated solely to PSMs. It's not that we no longer value PSMs; we certainly do. Rather, it's that the PSM movement on our campus has matured to the extent that it no longer requires the level of support it had. In addition, the assistant dean was working part-time for UNC-GA in promoting PSMs throughout the system, but now GA is now taking on that task itself. We believe that there is sufficient infrastructure in place on our campus for someone else in the Graduate School to support PSMs on a part-time basis.