

Annual Report of the Graduate School 2019-2020

Examples of the Graduate School's Advancement of the University's Strategic Plan

1. *Enhance the success of our students through educational innovation*

Graduate Writing Services: Our Graduate Writing Support programs served a total of 861 grad students and postdoc trainees across the disciplines in AY 19-20 through workshops, writing groups, and individual consultations. 696 writers attended a workshop or workshop series, suggesting that this is the most effectively scalable way to serve students' writing needs. Through the Graduate Writing Support Services' partnership with the College of Engineering, participation in the newer Engineering Cafe workshops specifically increased three-fold from Fall 2019 (36 participants) to Spring 2020 (130 participants). Moreover, approximately 48 writers across disciplines participated in an online writing group or in-person, small departmental writing group during fall or spring, while 81 writers met one-to-one for feedback on specific academic or professional projects. Programmatic highlights include developing a video-making workshop series in collaboration with the library's Digital Media Team, creating a workshop series on industry job search applications for international students in collaboration with the A2i director, and hosting our first-ever online writing retreat via Zoom in May. At this retreat, 35 participants participated in online writing sessions, workshops, individual consultations, and small group goal-setting meetings throughout the week. Another highlight was operationalizing the first-ever Graduate Writing Certificate, a transcript notation requiring 100 hours of approved activities and a final portfolio; the writing certificate program has 40 active participants, and 13 students earned the certificate in AY 19-20.

Office of Postdoctoral Affairs: OPA had a very successful 2019 as we sought to streamline communications, build community, and highlight postdoc accomplishments across NC State (see: <http://bit.ly/Postdoc Year in Review>). The Postdoc Program Manager launched a new blog,

ImPACKful (go.ncsu.edu/impackful) as a means to highlight NC State graduate students, postdocs, and alumni as well as share tips and resources to assist students and postdocs in their training and career development. Forty three ImPACKful pieces have been posted since August 2019 with over 1,200 total pageviews. In 2019-2020, we awarded 10 Postdoc Travel Awards & 16 Professional Development Awards (in excess of \$10,000) to support NC State postdocs traveling to present their research and assist them in building skills and organizing experiences for their career & professional development. A special online professional development award call occurred in May 2020 to support our postdocs' continued skill development during COVID-19. Nine special awards totaling \$3,000 were distributed. Looking toward the future, OPA worked with the NC State Postdoctoral Association to launch our first ever NC State postdoc climate survey in March 2020. Over 100 postdocs participated and data will be analyzed to better understand how to support our population more effectively in the years to come.

Private Sector Professional Development: Accelerate to Industry (A2i) is now in its fourth year. This trademarked program is expanding its reach beyond NC State. We received NSF funding to scale the program at 30 institutions over the next three years. We hosted our first NSF cohort training program in February. In June we received a Burroughs Wellcome Fund grant to further develop an A2i consortium. Current Academic Partners include: University of Virginia, Virginia Tech, University of Oklahoma, University of North Dakota, The Ohio State University, Medical School of South Carolina University, University of North Carolina at Charlotte, Florida International University, University of Florida, North Carolina A & T University, Wake Forest University, and University of Delaware. To engage our constituents during the COVID pandemic, a virtual 2020 Summer Session for Job Search Strategies Series (May 12- June 24, 2020) was created. It has 870 registered students (including NC State and A2i's academic partner schools students).

Academic Packways: Gearing Up for Faculty is an initiative to prepare graduate students and postdocs to succeed in the highly competitive academic job market. In its third year, the two-day program doubled its participants to include 59 postdocs and late-stage graduate students from eight different colleges at NC State and one program at UNC Chapel Hill. Fifty faculty and staff from NC State as well as other colleges and universities provided expertise and support for the event. Due to COVID-19, the entire sixteen-hour program was moved fully online and offered free of charge.

Teaching and Communication Programs: The Teaching and Communication Certificate is designed for a broad audience of students seeking employment in and outside the academy. Here, teaching is understood as effective communication for various audiences. Earning this certificate requires 100 hours of approved activities and a professional portfolio. There are currently 243 students and postdocs enrolled, and 95 others have successfully completed this program since it was launched in Fall 2017. Preparing the Professoriate, a year-long mentoring and workshop series designed to prepare graduate students and postdocs for long-term career success in the academy, continues to contribute to participants' success on the academic job market, as measured by persistence in academia and number of academic job offers. Finally, the full-day New Teaching Assistant Workshop offered by the Graduate School in the fall attracted more than 350 students, providing the skills that TAs need to be more effective teachers.

Recruitment: The Graduate School managed interdisciplinary and multidisciplinary fellowships, traineeships, and award programs (~\$6.3 million). A total of 196 top applicants were recruited using fellowships funded by the Office of the Provost and administered by the Graduate School. We also partnered with graduate programs to fund 50 department-level recruiting initiatives through competitive recruiting proposals. Four Innovation Recruiting Grants were awarded to programs to promote a comprehensive overhaul of recruiting processes to increase the quality of students applying and enrolling at NC State.

External Reviews of Academic Programs: We managed undergraduate and graduate external reviews of Communication, Comparative Biomedical Sciences (CBS), Crop Science, Foreign Languages and Literatures (FLL), International Studies, Mechanical and Aerospace Engineering (MAE), Molecular and Structural Biochemistry (MBS), Textile and Apparel Technology and Management (TATM), Textile Engineering, Chemistry and Science (TECS), and Toxicology. There were post-review meetings for Biomedical Engineering, Communication, CBS, International Studies, MAE, Microbiology, Microbial Biotechnology, MSB, TATM and TECS. A post-review meeting for Toxicology has been rescheduled for August 2020. Due to the ongoing pandemic, the Biomanufacturing review, originally scheduled for spring 2020 has been postponed. In addition, and after consultation with the Provost Office, all external reviews scheduled for fall 2020 (Liberal Studies, Master of Engineering, and Plant Pathology) have also been postponed.

Graduate Student Research Symposium: As indicated in the last report, The Graduate School planned and managed the 14th annual symposium held on March 20, 2019, which featured 213 posters from 70 graduate programs in all 10 colleges. Over 200 graduate students had planned on presenting at the 15th Annual Symposium scheduled for April 8, 2020. However, this event was cancelled due to the pandemic.

Outstanding Graduate Faculty Mentor Awards: The awards for this year were in two areas: Social Sciences, Business and Education, and Biological and Life Sciences. To date, twelve graduate faculty have been selected for awards. In addition, the faculty awards for the Alumni Association's Outstanding Graduate Faculty were overseen by the Graduate School.

4. Enhance organizational excellence by creating a culture of constant improvement

Improvements in Graduate School Processes:

- The Graduate School, in collaboration with the Office of Assessment & Accreditation (OAA), is taking advantage of this forced hiatus, to rethink the external review process with the following

proposed changes: 1) increased and intentional use of program and assessment data during completion of the self-study to provide clarity and focus and encourage data-driven decision-making; 2) Increased focus on strategic choices for programs, rather than on reporting; 3) reorganization of the [comprehensive program review schedule](#) to: (i) schedule the review of related programs close to each other in time (i.e., at least within the same semester to enable Provost post-review meetings to occur at one time or successively) and (ii) redistribute the program reviews more uniformly across the calendar; and 4) revision of the program review workflow; new features to include: (i) increased support from the Graduate School and OAA for programs as they compose their self-studies, (ii) vetting of the self-study reports by the Graduate School and OAA and the appropriate college associate dean(s) before they are sent out, (iii) inclusion of written comments and possible changes in resource commitment from the college(s) on responses from the programs

- The Graduate School has initiated work in close collaboration with OAA to optimize the annual assessment process of NC State's academic programs. The Academic Program Assessment (APA) software needs urgent updating to resolve significant issues pertaining to both workflows and exceptions. These problems are particularly prevalent for interdisciplinary and/or non-departmental programs whose diverse administrative structures are a challenge for APA. The Graduate School and OAA will work together with the colleges over the summer to: (i) determine a proper workflow for each academic program and (ii) work with the developer to implement these changes and ensure that the assessment facilitators have a better access to workflow information and maintenance. The Graduate School looks forwards to working with the Institutional Strategy and Analysis office (ISA) and its APA software expert to develop an assessment tool NC State can be proud of.
- The Graduate School actively works with faculty, programs, and departments to support their efforts in program development. Over the last year, the following changes have been

implemented: 1) the Graduate School [webpage](#) pertaining to curriculum development has been fully redesigned; 2) we now systematically offer orientation sessions as a first step to faculty and programs who wish to engage in new program development; experience shows this to be a time saving step for faculty; and 3) the Graduate School, in collaboration with DASA, is actively working at the development of CIM for programs; we expect this change will facilitate program development by improving communication between with various parties involved on campus (faculty, programs, colleges, DASA, DELTA, The Graduate School, and the Provost Office).

- The Graduate School, in partnership with EMAS and DASA as well as with financial support from the Provost's Office, acquired new modules within the Leapfrog system that currently houses CIM (Course inventory management system). The new CAT module (online catalog) was implemented this summer. This will provide applicants, students, and departments' greater transparency regarding degree requirements. The CIM Programs module (online program approval process) will be implemented in the 2020-2021 academic year.
- Working with EAS, the Graduate School implemented a Graduate certificate degree audit in the spring. The new degree audit allows graduate certificate programs to accurately track their students' progress and ease their degree clearance process, while also providing students access to view their progress.
- Working with EAS, the Graduate School is implementing a degree audit and new plan of work for degree seeking students. We are leveraging some of the technology used to create the undergraduate degree audit to create a plan of work that will be a living document as opposed to the current plan of work, which is often completed late in the student's career. This will be implemented in the 2020-2021 academic year.

Program Development: The Graduate School assisted faculty and departments with the planning of new programs and revision of existing ones. It also coordinated responses with the Provost's office

to UNC SO and SACSCOC on proposed new degrees for NC State and coordinated responses to the UNC SO Graduate Council on proposed new degrees at other UNC universities.

Administrative Board of the Graduate School: The Board reviewed 32 actions for graduate degree programs and approved 191 course actions.

Communicating with Audiences Inside and Outside the University: In fall 2018, the Graduate School launched a digital magazine that reached more than 60,000 graduate alumni around the world. Using the digital format rather than a print magazine allows us to reach both domestic and international alumni. The Graduate School sent a monthly e-newsletter to more than 9,000 graduate students to keep them informed. The newsletter has an open rate of 65-75 percent and a click rate of 7-12 percent. In an effort to enhance communications with other campus audiences, including faculty, we began implementing a new strategic university communications plan. It included a dean's letter to faculty each semester and a new website that is a one-stop-shop for Graduate Services Coordinators.

5. Enhance local and global engagement through focused strategic partnerships

Agreements with Other Universities: The Graduate School worked to develop academic partnerships, implementing new memoranda of agreements with U.S. institutions, Tuskegee University, and 3+x programs in collaboration with the Office of Global Engagement with Zhejiang Science and Technical University, Chongqing University of Post and Telecommunications, Soochow University, Qingdao University, University of Michigan-Shanghai Jiao Tong University Joint Institute, and Huazhong University of Science and Technology.

Major initiatives

Slate: We have continued to work with departments to customize their recruitment communication within the admissions CRM system. This has permitted us to continue to increasing

applications and enrollment. We will continue to add features to Slate to take greater advantage of the event modules and communication plans for program directors to interact with applicants.

Diversity: Initiatives and Progress

- Through the Meyerhoff Scholars Program, the Graduate School participated in the “campus connections fair” at UMBC on October 7, 2019. They hold this fair four times in the fall semester, and representation is limited to about 10 institutions at each fair. In addition, graduate school representatives participated in 18 other diversity-focused recruiting fairs and conferences.
- The Visit NC State Program is unlike many of the departmental visitations in that the majority of participants are from underrepresented groups and are those who have not applied and/or have been admitted to NC State. NC State hosted 46 students representing 32 universities.
- The Graduate School manages fellowships designed specifically for recruiting minority students. These fellowships include the Diversity Recruiting Fellowships and the SREB Doctoral Scholars Program.
- SREB Doctoral Scholars Lunches are informal networking lunches for Scholars and a way to keep tabs on their progress. There were 20 SREB Doctoral Scholars, two of whom received their PhDs.
- The Graduate School hosted a series of graduate student “Crosstalks” designed to promote diversity in graduate education and to build a stronger community by giving students the opportunity to network with other graduate students from diverse backgrounds.
- The Graduate School took the lead in creating the Committee on Diversity and Inclusiveness in Graduate Education, comprised of representatives from a number of colleges and units to develop collaborative activities to recruit and retain graduate students from underrepresented groups. The Graduate School now hosts the “Crosstalks” in coordination with this Committee.
- Presentations in Puerto Rico provide the opportunity to speak to participants (~100) in the UPR-Cayey RISE Program, UPR-Rio Piedras RISE Program, MARC Program, LSAMP Program, the

Universidad del Este RISE program, and the RISE and Honors Programs at the Universidad Ana G. Mendez-Cupey.

- Assistant Dean David Shafer has given many presentations: McNair Research Conferences at Florida International University, University of New Mexico, and Baylor University; Saint Augustine's College; University of Puerto Rico at Cayey; University of Puerto Rico Rio Piedras; Universidad del Este; and Universidad Ana G. Mendez-Cupey. He has given virtual presentations to McNair Scholars at Tennessee State University and UNC Chapel Hill, as well as one in coordination with the NC State Office of Global Engagement and EducationUSA to prospective graduate students in Peru. He is president of the NC State University Chapter of Phi Kappa Phi, sits on the Southern Regional Education Board Doctoral Scholars Advisory Committee, and serves on the Conference of Southern Graduate Schools Membership Committee. He also received a 2020 NC State TRIO Champion award for his dedication to and advocacy of these programs.

Administration: Changes and Achievements

Changes: New hires in existing positions for this academic year are Assistant Dean for Business Operations Savita Sharma and Academic Liaison Nathasia Jones. With the move of Courtney Hughes to the directorship of the University Fellowship Office – a new joint venture between the Graduate School and DASA, we have been involved in the hiring of a new fellowship officer Kristen Hetrick.

Selected Achievements:

- Dean Peter Harries continues to chair the Grants in Aid of Research Committee of Sigma Xi as well as Council of Southern Graduate School's (CSGS) Master's Thesis Awards committee. He co-moderated a session on program review at the Council of Graduate School (CGS) Annual Meeting as well as on Accelerate to Industry (A2i) at the CGSG Annual Meeting. He also has served on numerous university committees, especially noteworthy are his participation in one

of the new Strategic Plan Subcommittees devoted to interdisciplinarity and numerous efforts with COVID-19 plans.

- Assistant Dean David Shafer has given many presentations: Conference of Southern Graduate Schools Annual Meeting, Saint Augustine's College, Florida International University, University of Puerto Rico at Cayey, University of Puerto Rico Rio Piedras, Universidad del Este, 25th Annual SAEOPP McNair/SSS Scholars Research Conference (Luncheon Panelist). He is president of the NC State University Chapter of Phi Kappa Phi, sits on the Southern Regional Education Board Doctoral Scholars Advisory Committee, and recently started serving on the Conference of Southern Graduate Schools Membership Committee.
- Assistant Dean Laura Demarse hosted the inaugural NSF Funded A2i Train-the-Trainer in February with over 20 participants from institutions across North America. Presented at the following meetings: MUSC BioMedical Career Day meeting (panelist), the Southern Association of Graduate Schools and the Lehigh University National Industry Workshop. We also received the Excellence Award from NAGAP (National Association of Graduate Admissions Professionals) for our A2i program.
- Assistant Dean Lian Lynch is active in the Association for Graduate Enrollment Management (NAGAP), serving on its Research Committee. Lian also serves on the NC State calendar committee, commencement committee, and COVID calendar task force. Lindsay Gentile, Director of Admissions, serves on the NC State admissions safety committee.

Concerns: The impact of COVID has been and remains a critical element impacting how we function and what we need to consider going forward. Although the office functions and numerous other aspects of our offerings to constituents have very successfully moved to a virtual format, we know that there are other elements in terms of certain services and offerings that have not.