

Plan for Excellence III

Goal 3: *Advancing Graduate Education*

1. 2007-2008 Strategies for Achieving Goal 3:

Recruit graduate students aggressively and increase graduate student enrollment in selected programs.

- Continued the Graduate Augmentation Plan with \$170,000 going to support the recruitment of new graduate students in 2007-2008. All of the funded students from spring 2007 returned and were eligible for their second year of funding.
- The first cohort of Provost’s Graduate Scholars had slightly higher entering GPAs, test scores and first semester graduate GPAs than the other entering graduate students and graduate student body as a whole.
- Hired a Graduate Recruitment Coordinator, Marco Diaz in April of 2007. Marco has been instrumental in assisting graduate programs to develop recruitment plans and materials. He is the major force in all the Division’s recruiting efforts. He represents Fresno State at external events, organizes all the Division recruitment activities and many retention events.
- Set enrollment targets with the deans in consultation with the graduate advisers for each master’s degree program:

Graduate Enrollment

	Fall 2005	Fall 2006	Fall 2007
New graduate students enrolled	477	598	557
Total graduate enrollment	1976	2177	2266
Graduate FTE	1456	1658	1723

We have achieved to date a 15% increase in headcount which translated to an 18% increase in FTE. We appear to be on track to meet the goal recommended last year for 2011 of a 20% increase over fall 2005. If specific program enrollment targets are met, we could achieve a 36% increase by 2011.

Develop and fund additional masters degrees and selected new doctoral programs in support of regional needs

Indicator: *Offered an independent doctoral program in educational leadership and at least two joint doctoral programs*

- The Doctorate in Educational Leadership admitted its first cohort of 22 students in the fall of 2007.
- The proposal for the Joint Doctorate in Forensic and Behavioral Sciences was approved in the summer of 2007 and is on track to admit its first class in the fall of 2009.
- The Joint Doctorate in Physical Therapy was approved in August and launched the same month in 2007.
- Preliminary discussion on the doctorate in Nursing Practice continues to gain momentum at the state level and we are considering offering this degree.
- Our proposal for the Ed.S. in School Psychology is waiting CSU Chancellor's Office and WASC approval.
- The Doctorate in Educational Leadership is also considering the addition of an option in Science and Mathematics education.
- Several existing Master's programs are developing additional options.

Address faculty work-load issues and increase support for graduate teaching and advising

The Graduate Augmentation Plan includes support for the graduate faculty through the Graduate Faculty/Program Enhancement Awards.

- In spring '07, \$150,150 was distributed in support of graduate faculty and programs and another \$207,000 was awarded for 2007-2008. Funded activities included assigned time for faculty for various graduate program related activities and research, recruitment activities, curriculum development, publication of a student journal, and professional development.
- An unexpected side benefit was the significant number of Enhancement Awards that went to supporting recruitment activities and graduate assistants.
- All deans have been encouraged to provide assigned time for each graduate adviser and, in almost all instances, this has been accomplished.

Indicator: *Established a faculty teaching load that takes into account our vision, recognizing and rewarding the graduate education and research responsibility of faculty members.*

- Completed year two of faculty teaching load and launched the year three study. Year three will include more detailed study of graduate faculty loads. Overall faculty teaching loads dropped slightly from above to below 21 wtus and the percentage of tenure track faculty receiving assigned time rose from 60% to 66%.
- Continue to work with GRAB to consider approaches toward reducing faculty teaching loads for increased levels of research.
- Launched the Provost's Assigned Time and Start Up Award Programs for increased research, enhanced instruction, and research-oriented start up funding to further reduce faculty teaching loads and accelerate advanced study and research.

Increase support for transformational scholarly activities, engagement and research, including funding for graduate teaching associates and research assistantships

Indicator: *Doubled the total number of student assistantships, tuition waivers and fellowships provided to graduate students.*

	TAs	GAs	Total	TW
Fall 2005	143	37	180	\$28,224
Fall 2006	167	35	202	32,883
Fall 2007	186	68	254	40,032
% inc	30%	83.8%	41%	41.8%

As noted before, the Enhancement Awards supported faculty research and scholarly activities, and in many cases also funded graduate assistants. This will continue to be the case in 2008-2009.

Last year we recommended a 30 % increase in GAs and a 15% increase in TAs. We have already exceeded that mark. Tuition Waivers increased 41.8% since AY 2005-2006..

Other awards, fellowships and scholarships distributed by the Division of Graduate Studies totaled \$145,375 in '05-'06, \$208,954 in '06-'07, and \$285,418 so far in 2007-2008. This is a 96% increase in two years.

Focus on linking research, scholarly activity, and student experiences to regional issues

From Spring 2006 to Spring 2008, there were 68 theses produced by graduate students that involved research in areas of regional interest. This does not take into account student projects or faculty research. Abstracts are on the DGS Web site.

Initiate improvements that promote a graduate culture on campus to include creating appropriate space for graduate instruction, learning research, and personal interaction

- DGS was successful in working with the University Graduate Committee and the Academic Senate to appoint a Taskforce on Graduate Culture. This Taskforce will begin work (to study this topic and make recommendations appropriate for this campus) this semester and will report in Spring 2009.
- DGS leadership has been working with the individuals responsible for the library backfill project and has requested space adjacent to the Grad Division for a Graduate Student Center.
- DGS has supported faculty requests for research assistants through the Graduate Faculty Enhancement Awards as previously noted.
- The Provost has convened the Directors and Deans responsible for doctoral programs to discuss ideas for developing a doctoral culture on campus. In addition, ideas for the exchange of ideas and sharing of some resources are being explored.

Promote collaboration between Academic and Student Affairs to ensure timely, efficient, and student-friendly graduate admissions and advancement to candidacy procedures; and develop additional graduate student services.

- The DGS staff and Deans meet regularly with Graduate Domestic and International Admissions personnel to discuss implementation of policy and the streamlining of processes.
- The University Graduate Committee of the Academic Senate met with representatives from Graduate Domestic and International Admissions last Fall semester and have communicated their recommendations to the Associate Vice President for Enrollment Services.
- The “one-step” graduate application process was launched on October 1, 2007. This process connects the CSU Mentor University application with each graduate program admissions process and ideally both informs the student and eliminates duplication of effort.

- DGS staff developed an online Petition of Advancement to Candidacy form with preprinted information for each program. This speeds up the process and helps eliminate errors. CIS is now working to develop a “roadmap” type program for graduate students to further automate programs of study for graduate students.
- In 2006-2007, DGS launched its first Professional Development Series for graduate students. In 2007-2008, a total of fifteen free workshops were held for graduate students on various topics of interest to students.
- In addition, the Faculty Development offerings were greatly expanded for graduate faculty. In the past about 7 or 8 workshops per year had been offered. Ten were offered in 2006-2007 and nineteen in 2007-2008.
- The Graduate Division has been working closely with Career Services as they expand their services to graduate students.

Indicator: *Provided central technology support necessary to develop and sustain research initiatives.*

- Smart classrooms are being constructed for the Joint Doctoral Program in Criminal Sciences and the Educational Administration Doctorate currently has sufficient technology support. Technological support for the other programs is under consideration.

Indicator: *Created adequate facilities supporting graduate activities.*

- The Ed.D currently has sufficient space and access to classrooms to support their program. The criminologists have planned for adequate space in Science 1 and 2. The DPT is developing plans for adequate space as well. In the future, faculty proposing doctorates will be encouraged to discuss possible space accommodations for their programs as early as possible.
- Once the new wing of Henry Madden Library has been opened and some of the offices of Thomas Administration have been vacated, the Division of Graduate Studies will expand its office space and some reorganization of services may be considered. It has been suggested that space for a Graduate Student Center be considered adjacent to the Division of Graduate Studies
- Each of the doctoral proposals thus far and in the future are being asked to incorporate consideration of library needs in their proposals, including dedicated funding to guarantee that the Madden collection can support doctoral research.

2. Summary of Progress on Proposed Steps for 2007-2008

1. Full Implementation of the Graduate Augmentation Plan and funding.
Completed

2. Improved tracking of graduate student growth, graduate student recruitment and graduate faculty teaching load.

The first Provost's Graduate Scholars recruited for Fall 2007 were tracked an compared to the student body as a whole. These students had higher incoming GPAs, standardized test scores, and Fall semester GPAs (3.77 compared to 3.36 for all other new entering grad students, and 3.64 for all current grad students.).All PGSs were retained and returned for the Fall 2008 semester.

3. Continued focus on expansion of research space and assigned time for faculty conducting research through GRAB and with the assistance of the new Dean of Graduate Studies.

In Progress

4. Continued support for the three existing doctoral proposals and continued support as they launch their programs.

Launch Completed, Support Continues

5. Once the university launches more than one doctoral program, establish a Doctoral Council to coordinate practices throughout the university and to support the deepening of a doctoral culture on our campus.

A senate appointed Taskforce on Graduate Culture has begun working this semester and plans to report in approximately one year. The Provost has launched early meetings tentatively named the Doctoral Council.

6. Develop a thorough recruitment plan with the new Graduate Recruiter, the Graduate Dean, Graduate Advisers and International Student Services.

Launched. Enrollment targets have just been updated in consultation with the college/school deans. Recruitment Coordinator, Marco Diaz, was hired in April of 2007. Since then this position has been responsible for all recruitment and retention activities. In addition, one-on-one assistance with graduate programs in developing and implementing their recruitment plans has been a primary focus. Marco has also been in charge of two major recruiting events, the Grad Expo last November and the Graduate Recruitment Conference for graduate program coordinators, in March.

7. Continue to monitor the new Graduate Record Examination to ensure that our prospective graduate students have appropriate access to the exam.

The previously scheduled roll-out of the computer based GRE was cancelled and students are being adequately served at our Test Center or in their local areas.

3. Proposed Steps for 2008-2009:

1. Continue implementation of the Graduate Augmentation Plan.
2. Continue tracking of graduate student growth, graduate student recruitment and graduate faculty teaching load, using another year's data to begin to make adjustments (if necessary) in the allocation of these funds.
3. Continued focus on expansion of research space and assigned time for faculty conducting research through GRAB and with the assistance of the new Dean of Graduate Studies.
4. Continued support for the existing doctoral proposals and continued support as they launch their programs.
5. Continue discussion of the development of a Doctoral Council.
6. Develop a thorough recruitment plan with the new Graduate Recruiter, the Graduate Dean, Graduate Advisers and International Student Services and produce a written plan for campus alignment and support.
7. Begin to expand the DGS role in grant and contract development related to graduate and doctoral activities.
8. With Dean Carey assuming her responsibilities in May 2008 and Interim Dean Dickerson returning to the Associate Dean position, begin to consider how the expanded administrative experience in the Division can be best utilized to deliver on this goal of the Plan for Excellence.

Jeri Echeverria
Dianne Dickerson

April, 2008