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Vice Chancellor Adela de la Torre, Student Affairs
Vice Provost and Dean Jeffery C. Gibeling, Graduate Studies
Associate Vice Chancellor Susan Gilbert, Human Resources
Vice Chancellor Shaun B. Keister, Development and Alumni Relations
Vice Chancellor David Lawlor, Chief Financial Officer
Senior Associate Vice Chancellor Kelly Ratliff, Financial and Resource Management
Vice Provost Maureen Stanton, Academic Affairs
Vice Provost and Dean Carolyn Thomas, Undergraduate Education

**RE: Implementing the Recommendations of the Provost's Implementation Advisory
Committee for Graduate Education (PIACGE)**

Dear Colleagues:

The Provost's Implementation Advisory Committee for Graduate Education (PIACGE) was established in June 2013 under the leadership of the Vice Provost – Graduate Education and Dean – Graduate Studies to provide advice on the most appropriate ways to implement the recommendations of the Joint Administration/Academic Senate Task Force on Graduate Education. The committee was charged to consider the entirety of the Task Force report and then prioritize and recommend to me activities, initiatives and funding strategies that address the critical issues identified.

PIACGE has completed its important work, providing me with valuable recommendations on how best to achieve the vision of excellence articulated by the Task Force. As we turn now to implementation, and I ask us to move forward with many of these recommendations, I am mindful of how significantly our frame of reference has evolved over the more than three years that have elapsed since the Joint Task Force began its deliberations:

- We are in the midst of the opportunities and challenges presented by the 2020 initiative and related enrollment growth;
- The campus budget model now includes a method of circulating support for graduate education, including measures to level the field with respect to support for international graduate students;
- Provost, deans, department chairs, graduate group chairs, and the Academic Senate are working in the wake of our January retreat to ensure that there are no disincentives to offering sufficient numbers and breadth of graduate courses;

- Dean Gibeling and I are working on a framework for resource allocation that will provide graduate programs and groups a predictable and reliable revenue stream to enable multi-year support offers for graduate student admits;
- We are well along in our search for a new Vice Provost—Graduate Education and Dean—Graduate Studies.

These changes notwithstanding, we can and should move ahead with many of the PIACGE recommendations. In the paragraphs that follow, I provide what seems to me the best path forward, indicating actions that can be taken now and which executives should lead. This is by no means meant to suggest that the executive named is SOLELY responsible for implementation—indeed, collaboration and synergy of effort will be essential. In the future, we will look to our new vice provost and dean for overall leadership. Moreover, we will need to take some time soon at a Council of Deans and Vice Chancellors meeting to discuss these important efforts and their coordination.

I will continue to work with Vice Chancellor and CFO Lawlor and Senior Associate Vice Chancellor Ratliff to follow up on the insights we heard about graduate-level instruction at our recent deans and chairs retreat. I ask that they continue their efforts to assess the impact on graduate instruction of the budget model's graduate resource allocation methodology. In addition, I ask that they work with Vice Provost/Dean Gibeling to assess alternatives to address the recurring appeal from graduate groups to overcome their difficulties in securing faculty to teach core coursework each term. PIACGE has recommended a teaching voucher system whereby each graduate group chair would be provided funding to buy out faculty to teach two core courses per year. We should assess this approach, among others. Finally, I ask that the Finance, Operations and Administration organization continue to collaborate with Vice Provost/Dean Gibeling to develop a resource allocation framework that would provide graduate program and group chairs a financially sustainable path to offer multi-year support packages to applicants for doctoral studies (including the MFA). I look forward to recommendations from Dave and Kelly about what we might do to advance these items in a two-year frame, considering the 2015-16 and 2016-17 budget processes.

I ask that Vice Provost Stanton, in consultation with the Academic Senate, consider PIACGE-recommended enhancements of UC Davis faculty merit and promotion processes to better incentivize and reward faculty participation in graduate education. Specifically, PIACGE noted that merit and promotion review criteria should explicitly call for contributions to graduate education to be addressed in advancement packages. The committee also recommended that departments consider developing formal expectations of faculty regarding the balance between undergraduate and graduate teaching and mentoring and service, and that CAP should be fully informed of these program-specific expectations. It is the PIACGE's hope that these changes will bring more focus to the contributions of our faculty in support of graduate education via teaching, mentoring and service.

PIACGE recommended that we focus more direct attention in our development plans to generating additional graduate student support. I certainly concur with this recommendation, and ask that Vice Chancellor Keister continue working with Vice Provost/Dean Gibeling to consider how we might leverage our investment in the current Walker Hall Renovation Project to garner contributions towards graduate student support, perhaps through naming opportunities. Moreover, I will in due time, as recommended by PIACGE, fund a development officer whose efforts are dedicated to the goal of supporting graduate education. I believe, however, that it will be important to envision this effort with the new Vice Provost and Dean whom we will appoint at

the conclusion of our current recruitment process. Accordingly, I ask that Vice Chancellor Keister work with the new Vice Provost and Dean to develop a strong case statement for graduate education and specifically for graduate student support. As we move toward the next campaign, Vice Chancellor Keister should work with the new Vice Provost and Dean to identify the appropriate level of support for fundraising that should be directed at enhancing graduate education and graduate student support.

Of course many of the PIACGE recommendations are addressed to the Office of Graduate Studies for implementation. In response, I ask that Vice Provost and Dean Gibeling begin immediately to implement the following PIACGE recommendations:

- Continue to receive and act on feedback from faculty and program chairs about the pilot Graduate Program Fellowship Allocation Methodology.
- Use relevant data and an analysis of the Master's Revenue Sharing Program, along with any enrollment planning surveys to inform future graduate enrollment processes.
- Oversee the Graduate Diversity Program to make progress on the goals outlined in the Graduate Diversity Strategic Plan.
- Develop a strategic plan to encourage graduate programs to package multi-year offers to recruit and retain the brightest and best graduate students (in collaboration with Vice Chancellor and CFO Lawlor and Senior Associate Vice Chancellor Ratliff).
- In collaboration with deans, graduate program chairs and the Academic Senate, explore the development of an advising tool to assist faculty mentors/advisers in establishing expectations between mentors and mentees.
- Provide resources to graduate program staff, as outlined in the PIACGE recommendation, to ensure coordination and consistent oversight.
- Increase outreach to international students by staff in Graduate Studies, Counseling Services, and SISS to provide relevant information and services to ensure successful acclimation to campus and completion of their graduate program. Additional outreach will also benefit domestic graduate students. In addition, consider piloting a one unit seminar on Acclimating to Graduate Studies which would provide all new graduate students with strategies for success.
- Work with Vice Chancellor de la Torre to determine whether graduate students on Filing Fee and PELP could retain access to counseling services and to ensure that counseling referrals are not negatively impacted when insurance carrier services are altered. Additionally, collaborate with Vice Chancellor de la Torre regarding the housing redevelopment project and consider the following suggestions from PIACGE in new developments: (1) possibility of a housing subsidy program similar to the child care subsidy program, (2) possibility of rent controls, (3) possibility of imposing a cap on upward annual adjustments to rents, and (4) prioritizing family-friendly design/playgrounds and maximizing green areas.
- Work with the Graduate Studies Advisory Committee (GSAC) to consider the PIACGE recommendations to that body.

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Moreover, I am very favorably inclined toward two PIACGE recommendations that require additional or repurposed financial resources. To that end, I encourage Vice Provost and Dean Gibeling to develop an implementation plan for these two items and propose in the Office of Graduate Studies (OGS) 2015-16 budget proposal a path for the OGS and the Provost's Office to share the costs of developing and maintaining the following programs: :

- Improve the administrative technology systems that support Office of Graduate Studies programs (this should be a joint proposal with CIO Viji Murali);
- Expand the Professors for the Future program, develop a Leaders for the Future program, and provide "on-demand" programming online for these and GradPathways Professional Development offerings.

In order to better serve our growing international student population, I ask that the Vice Provost–Graduate Education and Dean–Graduate Studies and Vice Provost and Dean–Undergraduate Education develop or adapt TA and faculty training programs to provide material on better understanding the instructional needs of international students. Moreover, collaboration should continue on efforts to reorganize and enhance instruction for graduate international students who seek to improve their English skills.

Finally, I ask that Vice Provost and Dean Gibeling and Associate Vice Chancellor Gilbert work with the Graduate Studies Advisory Committee to create a certificate series for Graduate Program Coordinators through the Staff Development and Professional Services program.

Graduate education is fundamental to the success of UC Davis as a major research University, and merits being at the top of mind as we consider all aspects of campus planning and operation. Therefore—in addition to enabling the efforts I have asked you to pursue—I will continue to engage the deans and graduate program chairs to ensure that we make progress on the recommendations of PIACGE that concern the Provost/EVC and the deans. Specifically, we will continue, in collaboration with the Academic Senate and the Vice Provost and Dean of Graduate Studies, to integrate graduate education into our strategic and enrollment planning efforts. We will review each of the PIACGE recommendations about relations between graduate groups, deans, and academic departments—and we will find ways and means to ensure that graduate groups, which are an important hallmark of the UC Davis approach to graduate education, receive the institutional support they require to thrive.

Thank you for your diligent work and effort on behalf of graduate education and UC Davis.

Sincerely,



Ralph J. Hexter
Provost and Executive Vice Chancellor

Enclosure

c: Academic Senate Chair Knoesen
Interim AEVC Loessberg-Zahl
Faculty Assistant to the Chancellor and Provost Burtis