FINAL REPORT OF THE
PROVOST'S IMPLEMENTATION ADVISORY COMMITTEE FOR GRADUATE EDUCATION

November 3, 2014

BACKGROUND

In 2012, the Joint Administration/Academic Senate Task Force on Graduate Education at UC Davis submitted its report, *Prioritizing and Strengthening Graduate Education at UC Davis*, which articulates a comprehensive vision for enhancing graduate education and provides many thoughtful recommendations to guide our strategic planning. As an extension of that effort, the Provost's Implementation Advisory Committee for Graduate Education was established in 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 Task Force.

ABOUT THE COMMITTEE

The charge to the committee (PIACGE) was to consider the entirety of the report and then strategize and recommend to the Provost activities, initiatives and funding strategies that address the critical issues identified. PIACGE mined the Task Force's final report for actionable recommendations and organized its work into three working subcommittees:

1. Subcommittee on Strategic Planning and Resource Allocation
2. Subcommittee on Graduate Student Success
3. Subcommittee on Graduate Faculty Engagement

Each subcommittee was comprised of PIACGE members, as well as other representatives of the campus community whose responsibilities and interests were closely aligned with the subject matter. Each subcommittee was assigned recommendations to consider and each developed a number of action items to address specific issues raised by the Task Force. PIACGE then considered each subcommittee's implementation plans and provided the attached report to the Provost with its final recommended implementation plan.

PIACGE Membership
Ms. Mandy Bachman, Languages and Literatures
Ms. Alisha Bartolomucci, Chemical Engineering and Materials Science
Professor Mario Biagioli, Science and Technology Studies
Ms. Rosalyn Earl, Doctoral Candidate, Education
Mr. Ethan Evans, Doctoral Candidate, Sociology
Vice Provost and Dean Jeffery C. Gibeling, Graduate Studies (Chair)
Professor Rachael Goodhue, Agricultural and Resource Economics
Professor Stacey Harmer, Plant Biology (Spring/Summer 2014)
Professor Wolfgang Polonik, Statistics
Professor Sharon Strauss, Evolution and Ecology (Fall 2013)
Professor Kyaw Tha Paw U, Land, Air, Water Resources
Associate Vice Chancellor and Dean Heather M. Young, Betty Irene Moore School of Nursing
Analyst to the Committee: Adrienne Wonhof, Graduate Studies

Implementation Summary

Action Item	Action Description (PIACGE charge & reference number)	Who should implement	Projected timeframe	Projected budget
1	*Funding Required* Allocate funding for a full-time development officer for graduate education in the Office of Graduate Studies. *(Commit to Graduate Education as a Strategic Priority: Develop Comprehensive Fundraising Plans, 1.4.)*	Provost	2014-15	$140,000
2	Every committee or work group appointed by the Chancellor or Provost charged with campus strategic planning must include a representative for graduate education and must address concerns related to graduate education. *(Commit to Graduate Education as a Strategic Priority: Explicitly Consider Graduate Education in All Planning Exercises, 1.1)*	Provost	Ongoing	-
3	All strategic planning exercises related to enrollment planning should consider the graduate education planning principles developed by PIACGE. *(Commit to Graduate Education as a Strategic Priority: Consider Enrollment Planning, 1.6)*	Provost	Ongoing	-
4	Reestablish the campus Enrollment Planning Committee to fully consider graduate enrollment planning in coordination with undergraduate enrollment planning. *(Commit to Graduate Education as a Strategic Priority: Consider Enrollment Planning, 1.6)*	Provost	2014-15	-
5	*Analysis Required* Maintain purchasing power of program fellowship funds (block grant) considering decentralization of GSR benefits and new budget model. *(Commit to Graduate Education as a Strategic Priority: Increase Accountability Through Use of Metrics, 1.1. & 1.3.)*	Provost	Ongoing	TBD
6	*Analysis Required* Resources should be provided for faculty to revise graduate courses to be more inclusive of research and theory that include cultural diversity, e.g., critical theory, race and gender theory, sexual orientation, and ability/disability. *(Enhance the Environment for Graduate Student Success: Support Graduate Diversity, 2.5.)*	Provost	2014-16	TBD
7	• Institute regular meetings between deans/associate deans and chairs of graduate groups. These meetings should be as frequent as the meetings that deans currently have with the department chairs of their schools/colleges/divisions. • Graduate groups should be represented in search committees for new faculty hires where the expertise and teaching portfolio overlaps with those of those specific group(s). • MOU's between departments and groups should be established reflecting agreed-upon and customary teaching commitments. New faculty should be given the appropriate MOU's in relevant groups from hire. • Departments should encourage faculty to teach a graduate course at least every other year to contribute to the growth and continued distinction in our graduate programs. *(Incentivize Faculty Participation in Graduate Education, 3.3.)*	Deans, Assoc. Deans, Department Chairs, Grad Group Chairs	Ongoing	-
8	• Merit and promotion review criteria should explicitly contain/call-out contributions to graduate education. The faculty should be instructed to write their candidate statement with subheadings for	Vice Provost Stanton	2014-15	-

	graduate education and undergraduate education under each category. Faculty contributions should be measured against departmental expectations/benchmarks for undergraduate and graduate teaching, mentoring and service (see next point). CAP should consider developing model candidate statements and departmental letters that evaluate graduate education in all its aspects (teaching, TA training, committee service, serving as an adviser, etc.). • Departments should consider developing codified expectations of faculty regarding the balance between undergraduate and graduate teaching and mentoring and service; faculty in the department should come to an agreement regarding these expectations. CAP should be fully informed of these program-specific expectations. *(Incentivize Faculty Participation in Graduate Education, 3.3.)*			
9	*Analysis Required* Provide two course vouchers per year to Graduate Group Chairs to buy out faculty for primary instruction. Cost estimated for 50 groups at $5,000-10,000 per course (depending on college and unit load). *(Incentivize Faculty Participation in Graduate Education, 3.3.)*	Sr. Assoc. Vice Chancellor Ratliff	Develop 2014-15 Implement Fall 2015	$500,000-1,000,000
10	*Analysis Required* The Walker Hall Renovation Project should be leveraged to garner donations. An analysis of naming opportunities should be completed; because there are no funds needed to support the current project goal (funds are being provided by the State), the naming opportunities funds could be directed to student support. Donors funds could also be used to enhance spaces in Walker to encourage new pedagogical/active learning teaching spaces or name professional development programs (i.e. GradPathways). *(Commit to Graduate Education as a Strategic Priority: Develop Comprehensive Fundraising Plans, 1.4.)*	Vice Chancellor Keister	Fall 2014	-
11	Develop a strong development case statement for graduate education and specifically graduate student support, for use by development officers in interactions with donors. *(Commit to Graduate Education as a Strategic Priority: Develop Comprehensive Fundraising Plans, 1.4.)*	Vice Chancellor Keister, Vice Provost Gibeling	Fall 2014	-
12	Deans should adopt the development case statement and modify it to emphasize the specific research/activities in which their graduate students engage. This will assist the development officers in individual colleges with their activities, and unify the campus in its presentation of the needs and benefits of graduate education. *(Commit to Graduate Education as a Strategic Priority: Develop Comprehensive Fundraising Plans, 1.4.)*	Vice Provost Gibeling, Council of Deans	Winter 2015	-
13	Attend a Development Office meeting to present the case statement and provide talking points to development staff regarding the need and use of funding from donors. *(Commit to Graduate Education as a Strategic Priority: Develop Comprehensive Fundraising Plans, 1.4.)*	Vice Provost Gibeling	Winter 2015	-
14	*Funding Required* Expand Leadership Development & Mentoring Programs: Professors for Future, Leaders for Future, and Mentoring at Critical Transitions; provide "On-Demand" Web Resources. *(Enhance the Environment for Graduate Student Success: Improve Mentorship & Advising, Develop Leadership Skills, 2.3.1. & 2.6.2.)*	Vice Provost Gibeling	2014-16	$280,000
15	*Funding Required* Graduate Studies should be provided with needed funding to add technical programmers to its staff to address the technology needs of coordinators. Improvements/developments for GARD, GradHub, alumni tracking, and the website are slow in initiating and those tools	Vice Provost Gibeling	2014-16	$111,732

	are essential in the day-to-day duties of advisers/staff. *(Enhance the Environment for Graduate Student Success: Improve Mentorship & Advising, 2.3.)*			
16	Advocate to the Provost, Deans and CODVC to identify graduate student support as a priority/goal in the next fundraising campaign. *(Commit to Graduate Education as a Strategic Priority: Develop Comprehensive Fundraising Plans, 1.4.)*	Vice Provost Gibeling	Ongoing	-
17	The Graduate Program Fellowship Allocation Methodology proposed by Graduate Studies should be shared with graduate programs and their feedback should be incorporated. The new methodology should be implemented by Graduate Studies via a three year phase-in period. Individual data reports should be made available to graduate programs regarding their allocation and a dashboard developed. *(Commit to Graduate Education as a Strategic Priority: Increase Accountability Through Use of Metrics, 1.3)*	Vice Provost Gibeling	2014-16	-
18	Use the Master's Revenue Sharing Program analysis and report, along with any enrollment planning surveys conducted to inform future graduate enrollment planning processes. *(Commit to Graduate Education as a Strategic Priority: Consider Enrollment Planning, 1.6)*	Vice Provost Gibeling	Ongoing	-
19	Diversity Officers should work towards enacting the Graduate Diversity Strategic Plan developed in PIACGE. *(Enhance the Environment for Graduate Student Success: Support Graduate Diversity, 2.5.)*	Vice Provost Gibeling (Diversity Officers)	2014-16	-
20	*Analysis Required* Graduate programs should package and offer multi-year fellowships to better recruit and support graduate students financially. Additional resources should be directed towards multi-year fellowships to recruit and retain the best and brightest diversity graduate students. *(Enhance the Environment for Graduate Student Success: Support Graduate Diversity, 2 & 2.5.)*	Vice Provost Gibeling, Graduate Programs	Ongoing	TBD
21	*Analysis Required* A pilot one unit seminar on Acclimating to Graduate Studies should be instituted and offered to all new graduate students (domestic & international) offered fall & winter quarters. "First Year Seminar". *(Enhance the Environment for Graduate Student Success, 2 & 2.7.1.)*	Vice Provost Gibeling	2014-16	TBD
22	An advising tool should be developed that would assist faculty mentors/advisers in establishing expectations between mentors and mentees. This activity could be required and would define expectations clearly so that both parties are clear in their responsibilities, similar to the NIH IDP requirement. *(Enhance the Environment for Graduate Student Success, 2 & 2.7.1.)*	Vice Provost Gibeling	2014-15	-
23	Enhance support for graduate coordinators by providing a resource area on the Graduate Studies website that includes the information noted in the enclosed recommendation. Also, Graduate Studies should institute a more formal orientation for newly hired graduate coordinators that includes how the coordinators and OGS work together, the common calendar, recommendations on data collection, and an overview of resources and meetings. *(Enhance the Environment for Graduate Student Success: Improve Mentorship & Advising, 2.3.3.)*	Vice Provost Gibeling	2014-16	-
24	The Graduate Studies Advisory Committee should improve networking opportunities for Coordinators. GSAC should consider renaming monthly meetings as "Board Meetings" may suggest the monthly gatherings are only for specific coordinators. These meetings could also highlight certain staff on campus who assist students in distress, such as Thomas Roe (CAPS), Associate Dean Timm (OGS), Don Dudley (SJA), etc. *(Enhance the Environment for Graduate Student Success: Improve Mentorship & Advising, 2.3.3.)*	Vice Provost Gibeling, GSAC	2014-15	-

25	*Analysis Required* Graduate students on Filing Fee and PELP should be able to access counseling services for at least one quarter, if it is feasible. Also, when a new insurance carrier is instituted for SHIP, we need to make sure all community counselors get information required to be certified by that agency to offer services. This will ensure there are no gaps in coverage for students or gaps in referrals. *(Enhance the Environment for Graduate Student Success: Ensure Quality Mental Health Service, 2.4.4.)*	Vice Provost Gibeling, Assoc. Vice Chancellor Bossio	2014-15	TBD
26	The Student Family Housing Redevelopment Committee should consider the following as they develop recommendations for the future developments to meet the needs of graduate students: (1) possibility of a housing subsidy program similar to the child care subsidy program, (2) possibility of rent controls, (3) imposing a cap on upward annual adjustments to rents, and (4) prioritize family-friendly design/playgrounds and maximize green areas. *(Enhance the Environment for Graduate Student Success: Assess Graduate Student Housing Needs, 2.4.3.)*	Vice Provost Gibeling, Assoc. Vice Chancellor Bossio	Vice Provost Gibeling, Assoc. Vice Chancellor Bossio	-
27	International graduate students should be made more aware of the current workshops offered that may assist them in achieving academic success. To promote more person-to-person interactions, Graduate Studies and SISS outreach staff should regularly attend graduate program meetings to interact with and answer questions from the program faculty, staff and students. Staff should be able to address international students concerns and provide related resources. *(Enhance the Environment for Graduate Student Success: Attend to the Special Needs of International Students, 2.7.1.)*	Vice Provost Gibeling, Director Young	2014-15	-
28	Workshops should be developed and/or adapted and then offered to both TAs and faculty on teaching and understanding the special needs of international students. Not only should teaching responsibilities be addressed, but advising/mentoring, as well (differences in cultural norms regarding authority, speaking in public, and milestones like oral examinations, etc.). *(Enhance the Environment for Graduate Student Success: Attend to the Special Needs of International Students, 2.7.1.)*	Vice Provost de la Pena (CTL)	2014-16	TBD
29	*Analysis Required* Offer additional ESL sections: •Linguistics 25, Adv. Academic English for International Students •Linguistics 26, Writing for ESL Graduate Students •Linguistics 391, Speaking Skills for ESL Graduate Students & TAs *(Enhance the Environment for Graduate Student Success: Attend to the Special Needs of International Students, 2.7.1.)*	Vice Provost de la Pena, Chair Ramanathan	2014-16	TBD
30	Develop a Staff Development and Professional Services (SDPS) certificate series for Graduate Program Coordinators (similar to the other certificate programs offered through SDPS). Develop the courses with the Graduate Studies Advisory Committee and refer to the series topic areas developed by PIACGE *(Enhance the Environment for Graduate Student Success: Improve Mentorship & Advising, 2.3.3.)*	Assoc. Vice Chancellor Gilbert, GSAC	2014-16	-