



## 2013-2014 Annual Report

# The Graduate School

### A. HIGHLIGHTS OF THE YEAR

Major accomplishments (including student accomplishments) of Graduate Admissions and Enrollment Management during the year reported by the following Academic Affairs goals.

**To offer a portfolio of educational programs that are forward looking and responsive to the intellectual, cultural, and economic needs of the region.**

- Brought several new programs online, including the PhD in Public Health Sciences, the certificate and master's in Data Science and Business Analytics, the master's in Applied Energy and Electromechanical Systems, the MArch 3 program, the first of five new certificates in the College of Engineering, a certificate in the College of Business, and numerous Early Entry programs.
- Supported programs that enroll international students. The Institute for International Education's (IIE) 2013 *Open Doors Report* estimates that international students contributed over \$385 million annual to North Carolina's economy, up from \$338 million in 2011. North Carolina ranks 17<sup>th</sup> in the national in the number of foreign students enrolled in higher education, and **UNC Charlotte ranks fourth** among institutions in the state for number of foreign students enrolled.

**To integrate at the graduate level quality teaching and mentoring with research to prepare the next generation of leaders.**

- Contracted with EduVentures, a higher education research firm, to launch a Graduate Enrollment Management initiative with the academic colleges to collect and synthesize internal and external data, and ultimately produce a report for Chancellor Dubois on enrollment capacity for the next ten years.

**To respond to the educational needs of a diverse community of learners through innovative programming and delivery of credit and non-credit programs of study.**

- Launched Part II of the Graduate School campaign, *Even Higher Education*, to increase awareness in the Charlotte region of UNC Charlotte's graduate programs. The campaign ran on billboards, the Charlotte Observer print and online papers, SEM and retargeting. Website traffic to [evenhighereducation.uncc.edu](http://evenhighereducation.uncc.edu) included 9,250 page views lasting an average of more than one minute with overall media impressions totaling 1,723,274.
- Developed a Graduate Certificate media campaign to address an anticipated decrease in graduate enrollment in fall 2014 by increasing enrollment in graduate certificate programs.
- The Graduate School became the first campus college partner with the University's new football program in fall 2013. We advertised at the events, presented information about programs at the home games and made a significant impact on being part of this exciting time at UNC Charlotte.

**To engage in focused efforts to creatively address university and community needs through internal collaboration and partnerships with public, private, and non-profit organizations.**

- Recruited students to apply, enroll, or continue their enrollment using traditional methods and social media. The

Graduate Admissions staff had over **36,250 personalized interactions** with prospective students via face-to-face appointments in the office, Information Sessions, Office Hour meetings, walk-in appointments, telephone and email communications. Graduate Admissions staff participated in 64 **Information Sessions** virtually or on campus for prospective graduate students, including programs geared specifically to underrepresented students.

- Associate Dean Watson traveled with faculty from the College of Computing and Information and the ISSO to recruit and enroll undergraduate students from Xidian University to the computer science and information technology programs.
- Participated in the IT Master Plan subcommittee work and provided input to the vendor, BerryDunn, related to IT needs for the Graduate School. Also participated as a pilot office for the IT Risk Assessment project, as well as joint testing for all Banner upgrades, patches and enhancements.
- Members of the Graduate Enrollment Management team and ITS met weekly to develop and test business requirements for AdmissionPros in an effort to provide a custom graduate information system for faculty and staff that is nimble and utilizes a relational database to efficiently store person, application, event, recommendation and prospect data. System implementation was November 2013. Worked included importing 10K+ images from an in-house imaging solution to AdmissionPros and ImageNow, as well as decommissioning ApplyYourself.
- Associate Dean Watson co-chaired the ITS Enterprise Applications Subcommittee to support systems that are utilized by most campus stakeholders; she also served on the Credit Programs Advisory Committee for the Extended Academic Programs Unit, partnered with the Graduate School Communications Director and the Public Relations Director to coordinate marketing, advertising, graphic design, public relations, and website development for all graduate programs. AD Watson also continued her service on AACRAO's Public Policy Committee to discuss and make recommendations for Department of Education regulations. Director of Admissions Kathy Giddings co-chaired the committee to move the undergraduate international admissions unit to (domestic) undergraduate admissions.
- Search Committee Service – Watson: Director of Student Financial Aid and Assistant Vice Chancellor for Enterprise Applications; Williford: International Student Advisor.

**To support the success of faculty and staff through career development opportunities, mentoring, and access to supportive infrastructure.**

- Achieved an eight-year average graduation rate of 55.59% for doctoral students who enrolled between 2003 to 2005. (See Appendix A for details)
- Face-to-face training was provided to on the new AdmissionPros system to Graduate Program Directors and administrative staff.
- Developed the Graduate Faculty Appointment System (GFAS), a replacement system for the existing Access database used to house this information. The system provides some Banner integration and can distribute the nomination workload to the various Departments. The Administration section is nearly complete, pending final approval, training, and migration of existing data.
- Continued to provide excellent training on the *ApplyYourself* system for Graduate Program Directors and their administrative staff so that review and admission of graduate students could be performed as expediently as possible. In November, provided training on AdmissionPros for GPDs, committee members, and administrative staff.
- Retained key staff during the 2013-2014 academic year, although Computing Consultant Nader Ibrahim resigned to move to Washington State with his wife. Temporary help was hired to process the mail and scan and index documents. High employee connection and loyalty to the profession forged a cohesive team that was tactile and nimble in its ability to enhance workflow, improve systems, and produce quality results.

**To actively promote diversity among faculty, students, and staff and in the curriculum.**

- Increased fall 2013 enrollment to **5,068** graduate students, representing **19.07%** of the total University headcount (**26,571**).
- Enrolled the most *diverse* graduate class ever: **21.86%** (1,108) under-represented ethnic minorities and **19.16%** (971) international.
- Enrolled one new foreign Fulbright student in fall 2013 for a total of four enrolled foreign Fulbright students. As of May 2014, six foreign Fulbright students, from Germany, Ghana, Indonesia, Haiti, Niger and the Netherlands, have graduated from UNC Charlotte.

**To create a flexible, responsive culture that uses effective review and assessment as the basis for improvement.**

- Established *GradConnect*, a pilot project utilizing current graduate students to reach out (connect) to prospective students at each stage of the application process with the goal to increase 2014 fall enrollment. From March 15, 2014 to May 1, 2014, over 3800 prospective students were contacted.
- Awarded \$540K in student funding from Academic Affairs to encourage recruit and enroll exemplary students in programs with capacity to enroll additional students in fall 2014.
- Went live with AdmissionPros in November 2013, providing prospective students and Graduate Program Directors with a custom graduate information system. The system includes a portal for prospective students (<https://mygradschool.uncc.edu>), a portal for Graduate Program Directors and admissions committee members to review applications and render admission recommendations (<https://egrad.uncc.edu>), a recommendation portal, an integrated event system, an electronic Financial Solvency Form, and a desktop solution. Data automatically feeds to Banner and ImageNow and back to AdmissionPros.
- Upon the recommendation of Department Chairs, initiated a graduate version of the successful undergraduate program called The 49er Finish, encouraging graduate students who interrupted their studies to return and complete their degrees.

## B. MAJOR NEW ACTION STEPS PLANNED TO ACHIEVE GOALS IN 2010-2015 STRATEGIC PLAN

Describe major new action steps planned (if any) to achieve goals in the 2010-2015 Strategic Plan. (Note: this section was included in the event that major new action steps became necessary after the 2010-2015 Strategic Plan was finalized. For most units/depts./colleges, this section will be blank.)

- Enrollment management will continue work with Associate Deans, Deans, Department Chairs, and Graduate Program Directors to help them better understand enrollment capacity based on performance metrics; an electronic tool to manage the data collection will be designed to help with the effort.

## C. ANNUAL EVALUATIONS BY UNIT:

Briefly describe any annual evaluations conducted by units/depts./colleges to assess outcomes that are not included in the unit/dept./college's 2010-2015 Strategic Plan (.e.g., scholarly productivity.)

- Partnered with EduVentures, an external research, to firm to collect enrollment projections and resources required to meet graduate enrollment from each of the academic colleges.
- Continued to survey graduate applicants to determine the ease of use of the ApplyYourself/AdmissionPros application systems and the admissions web site so that changes/enhancements could be made to optimize the applicant experience.

- Surveyed graduate applicants to determine the ease of the new admissions system (AdmissionPros). From November 2013-June 2014, there were 933 respondents - 59% were international (defined as not a US Citizen or US Permanent Resident). Of the 933 respondents, 97% indicated the online application was easy to complete; 60% indicated they contacted (51% via email) the Graduate School before or during the application process; and 89% were using Google to research graduate programs.

**Below are examples of evaluations conducted on a routine basis:**

- Graduate Application statistics (monthly and as needed)
- General Administration Application Report (April 15<sup>th</sup> through July 15<sup>th</sup>)
- Retention, Graduation and Persistence Reports (annually)
- Graduate registration reports (daily)
- Graduate retention/attrition reports (bi-annually)
- Graduate Applicant Survey (ongoing)
- Graduate Information Session Survey (ongoing)

#### D. EXAMPLES OF DATA-BASED IMPROVEMENTS DURING THE YEAR

Describe 3 examples of how the unit/dept./college has used assessment data for the purpose of improvement during the year.

- Graduate Admissions routinely surveys graduate applicants to determine the ease of use of the application system so that changes/enhancements can be made regularly to optimize the applicant experience.
- Information from years' worth of graduate application and program director surveys was utilized to help design the business requirements for AdmissionPros.
- Utilized data obtained from application statistics, registration reports and feedback provided by the associate deans and Graduate Program Directors to determine enrollment projections for fall 2013.
- Information Sessions are regularly evaluated to determine if they meet the needs of prospective students, and changes are made to accommodate additional or different information as needed.
- Data at the program and aggregate levels are routinely analyzed to determine enrollment projections and environmental factors (both internal and external to the University) that may impact enrollment. Persistence data, application and admit data, and financial aid data are regularly reviewed.

#### E. ASSESSMENT OF EVALUATION METHODS

Comment on the strengths and weaknesses of unit/dept/college's assessment methods and describe plans (if any) to strengthen outcomes assessment during the coming year.

As with past years, the implementation and utilization of an integrated data dashboard system to provide key enrollment metrics as well as collect enrollment and graduation projections would be quite valuable, and work is continuing to develop a sustainable solution to support Graduate Strategic Enrollment Management.

### REQUIRED ATTACHMENTS TO 2013-2014 ANNUAL REPORT

**1. ANNUAL PROGRESS ASSESSMENT OF PERFORMANCE OUTCOMES FOR 2010-2015 STRATEGIC PLAN**

**GOALS:** After completing sections III I. and III J. of your 2010-2015 Strategic Plan (i.e., the annual report section of the strategic plan template), print and attach here your entire 2010-2015 Strategic Plan.

**2. STUDENT LEARNING OUTCOMES ASSESSMENT DATA:** Attach a 2013-14 Student Learning Outcomes Assessment Plan and Report Template for each degree program offered in the college. **Colleges that do not submit Student Learning Outcomes Assessment Plan and Report Templates for each degree program offered in the**

college will be contacted by OAA.

**3. (FOR DEANS AND ASSOCIATE PROVOSTS ONLY) MEMORANDUMS TO DEPARTMENT AND UNIT HEADS:**

Deans and associate provosts are to attach copies of their written feedback to department and unit heads on the status of outcomes assessment in the department or unit, and identifying any areas meriting priority attention in the coming year.

**4. (ONLY APPLICABLE IF ATTACHED) INSTITUTIONAL EFFECTIVENESS REPORT ASSESSMENT FINDINGS:**

Attach the 2013-14 Institutional Effectiveness Report template with assessment findings. This report includes assessment findings of units that directly support the institutional mission and goals.

**5. (FOR DEANS AND ASSOCIATE PROVOSTS ONLY) OPTIONAL STRATEGIC PLAN SCORECARD EVALUATIONS**

Attach the optional 2013-14 Strategic Plan Scorecard evaluation of the annual report. The purpose of this self-evaluation is to strengthen the quality of the annual reports produced by each unit and to produce annual reports that have a long-term impact on successful attainment of goals

## APPENDIX A

<b>DOCTORAL PROGRAM GRADUATION RATES</b>	<b>Entering Classes of 2003, 2004, and 2005</b>	<b>Entering Classes Between 2003 and 2007</b>	<b>Entering Class of 2005</b>
	<b>8 Year Average = 55.59%</b>	<b>6 Year Average = 47.58%</b>	<b>Most Recent</b>
Bioinformatics & Computational Biology (began 2011)	n/a	n/a	n/a
Biology	61.90%	62.14%	85.71%
Business Finance ( <i>began 2006</i> )	n/a	33.34%	n/a
Computing & Information Systems	57.65%	46.58%	59.09%
Counseling	77.98%	64.33%	75.00%
Curriculum & Instruction ( <i>began 2003</i> )	70.69%	49.73%	75.00%
Electrical Engineering	26.84%	20.69%	42.86%
Educational Leadership	64.37%	54.76%	72.22%
Geography & Urban Regional Analysis ( <i>began 2006</i> )	n/a	25.00%	n/a
Health Psychology ( <i>began 2005</i> )	42.86%	36.90%	42.86%
Health Services Research ( <i>began 2005</i> )	60.00%	65.24%	60.00%
Infrastructure & Environmental Systems ( <i>began 2004</i> )	39.29%	42.88%	28.57%
Mathematics	61.39%	41.38%	66.67%
Mechanical Engineering	51.28%	53.37%	75.00%
Nanoscale Science ( <i>began 2007</i> )	n/a	40.00%	n/a
Nursing Practice (began 2013)	n/a	n/a	n/a
Optical Science & Engineering (began 2003)	45.97%	48.33%	60.00%
Organizational Science (began 2006)	n/a	65.00%	n/a
Public Health Sciences (began 2013)	n/a	n/a	n/a
Public Policy	40.21%	38.41%	42.86%
Special Education	77.78%	68.33%	66.67%