



**NC STATE**

THINK AND DO  
THE EXTRAORDINARY

# Administrative Leadership Meeting

Randy Woodson  
Chancellor

Tuesday, September 10, 2019

# Upcoming ALMs

November 19

Strategic Plan Report Card

Titmus

January 14

Athletics

Titmus



## Enrollment Information

- Enrollment exceeded 36,000 students this Fall
- Received 30,898 undergraduate applications
- First-year students from 97 North Carolina Counties, 40 states and 20 countries

The image shows the NC State University logo, which consists of the words "NC STATE" and "UNIVERSITY" in white, bold, sans-serif capital letters. The text is set against a red background that is part of a larger, curved structure, possibly a building or a large sign. The structure has a metallic, reflective surface that shows some light reflections.

# NC STATE

# UNIVERSITY

## Fall Semester Event Updates

- New Student Convocation
- Packapalooza
- Bell Tower Renovations
- Plant Sciences Building

# Legislative Update

- 2019 Appropriations Act
- Mini-Budgets
  - House Bill 426
    - UNC Employee Salaries
    - Special Annual Leave – 5 days
    - Faculty Recruitment and Retention Funding
- Redistricting



# Questions?



# **An Overview of Graduate Education: From Enrollment through Graduation**

Administrative Leadership Meeting  
Sept. 10, 2019

Peter Harries, Dean, Graduate School

# Overview

- Introduction
- Enrollment Trends
- Enrollment Planning and Recruitment
- Graduate Student Success
- Postdoctoral Scholars
- Up-coming Issues/Opportunities in Graduate Education





**Functional**

**Innovative**



# Graduate Students

- Doctoral → PhD, EdD, DVM, DoD
- Masters
  - Traditional thesis masters
  - Non-thesis masters
    - Professional Science Masters
- Certificate and Non-Degree Seeking (PBS: Post-Baccalaureate Students)

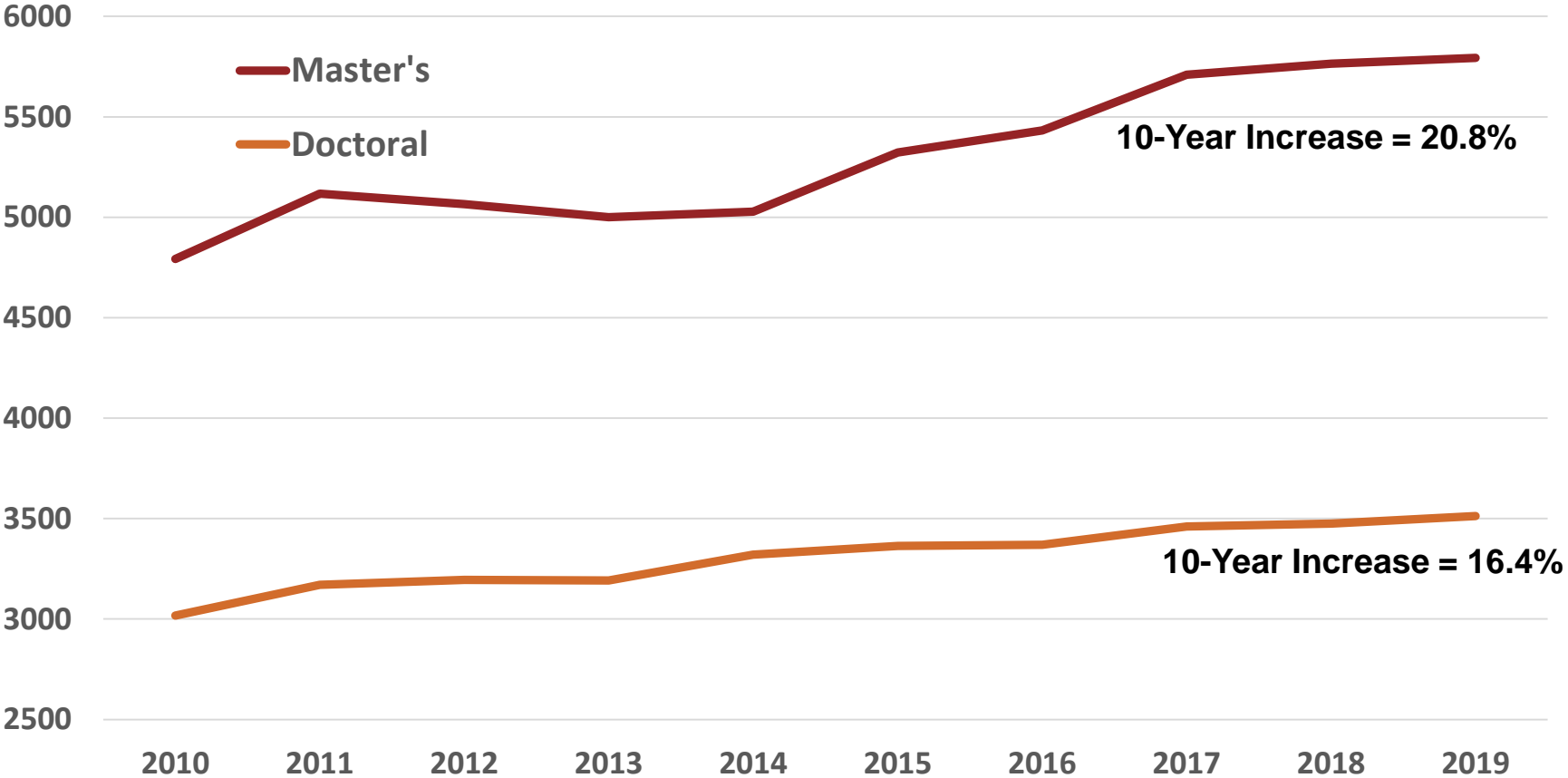
# Graduate Degree Programs

- Currently:
  - 106 master's programs
  - 62 doctoral programs
- Programs in the pipeline
  - PhD in Agricultural and Human Sciences
  - MS in Foundations of Data Science
  - Master's of Econometrics and Quantitative Economics
  - PhD and MS in Engineering Education
  - PhD and MS in Structural Engineering

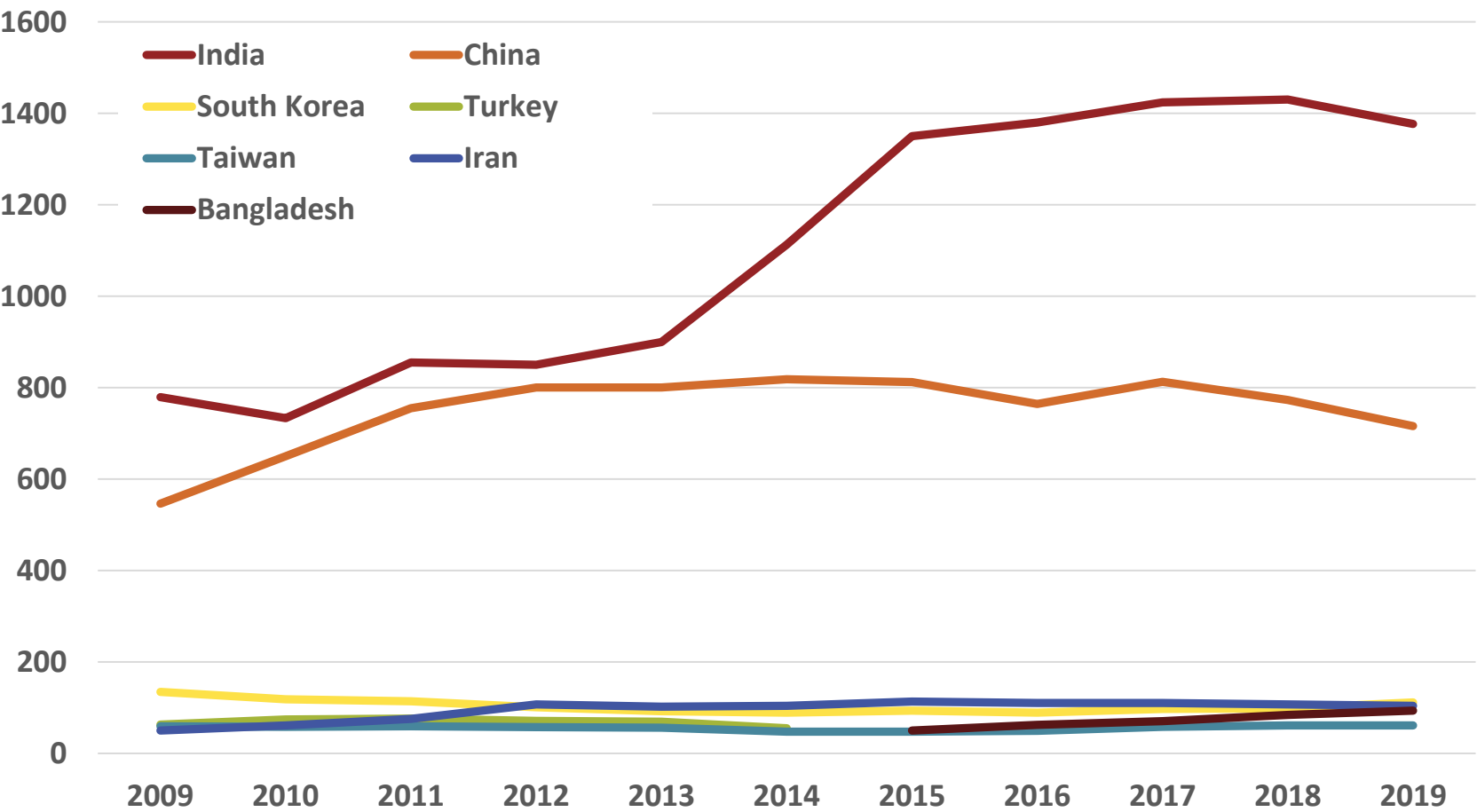
# NC State Strategic Plan

- SS** Goal 1: Enhance Student Success
- FI** Goal 2: Invest in Faculty and Infrastructure
- IS** Goal 3: Support Interdisciplinary Scholarship
- OE** Goal 4: Pursue Organizational Excellence
- LG** Goal 5: Engage Locally and Globally

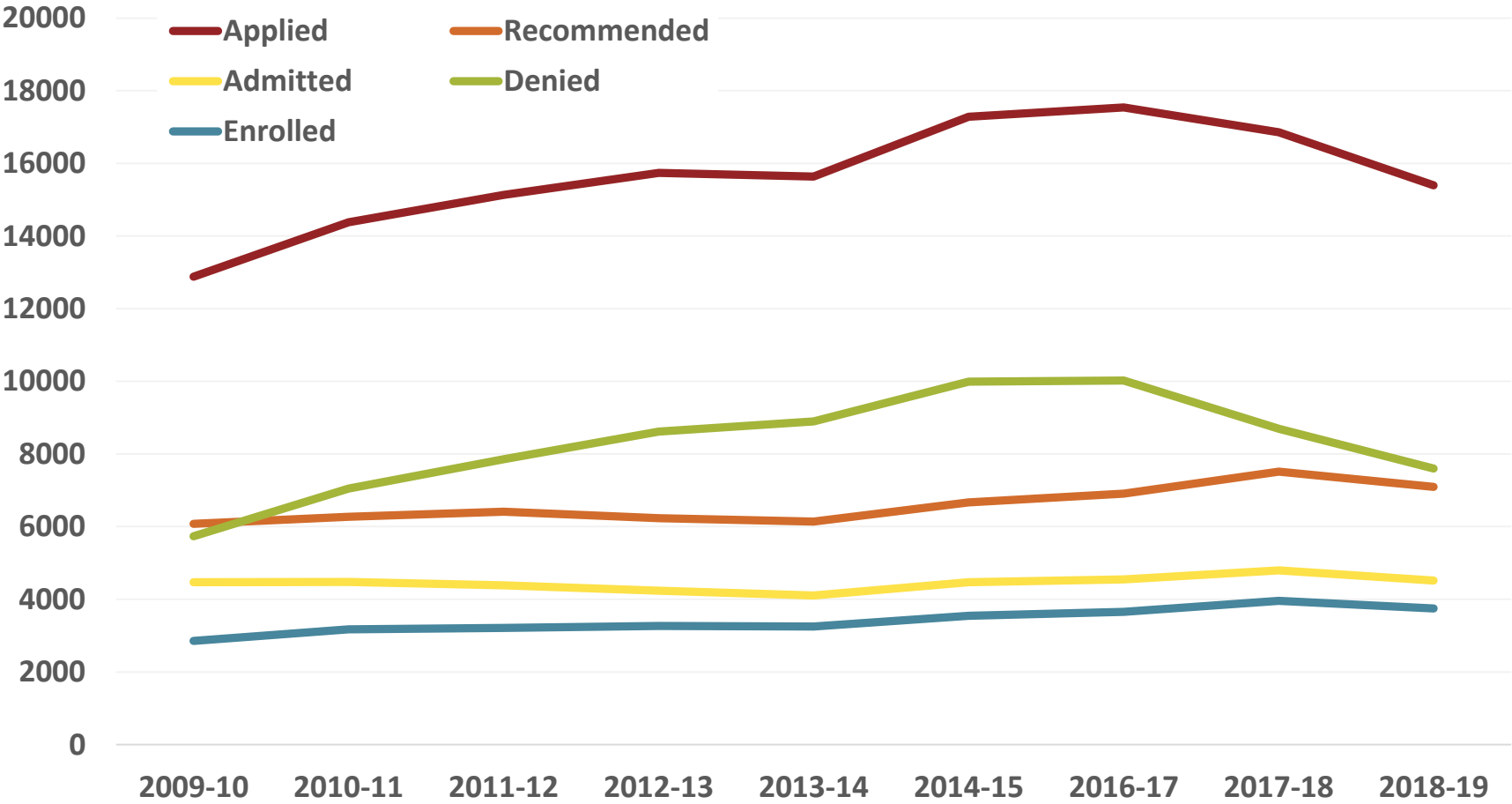
# Fall Enrollment



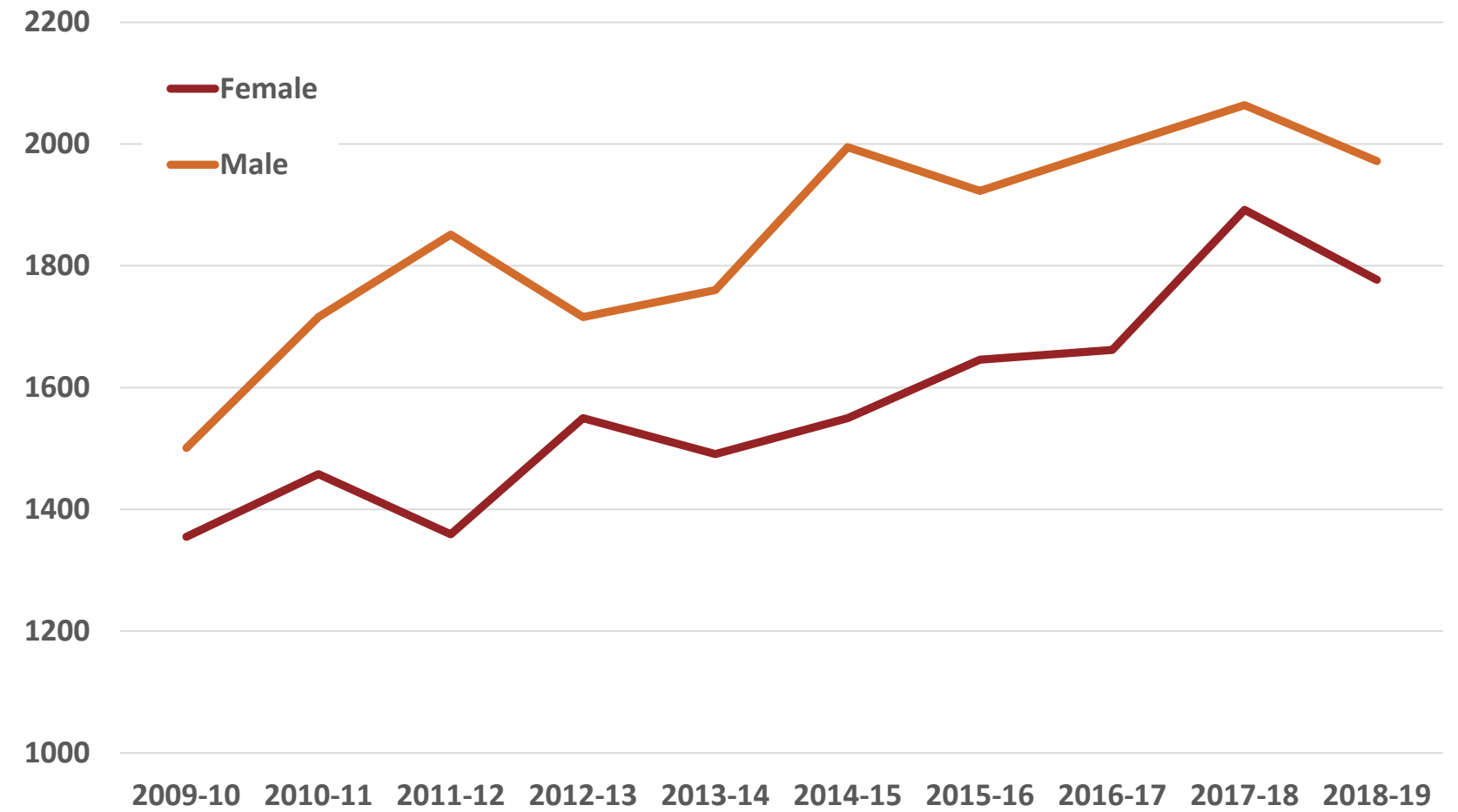
# Fall Enrollment: Top Six Countries



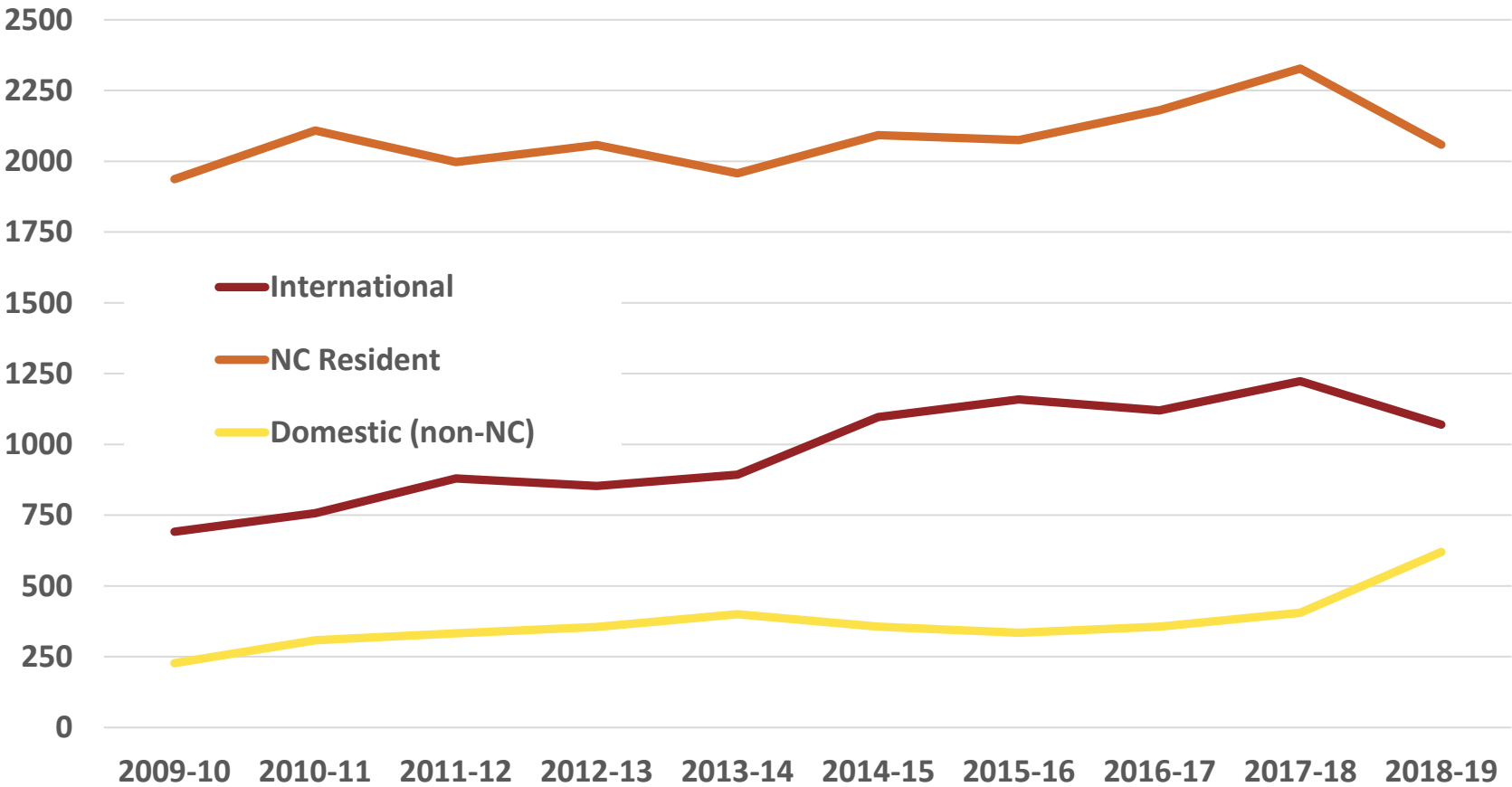
# Application Trends



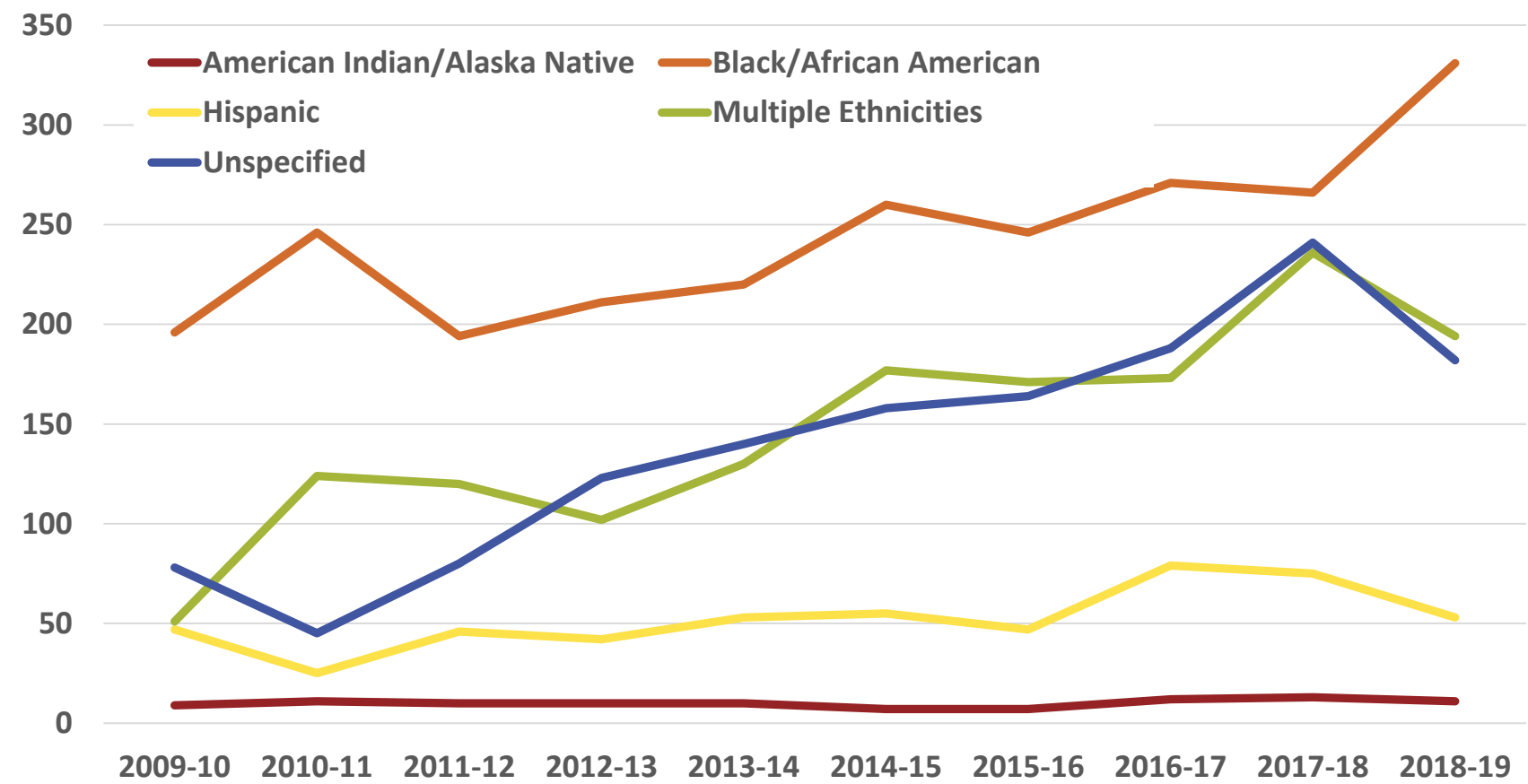
# Newly Admitted Students: Gender Trends



# Newly Admitted Students: Residency Trends

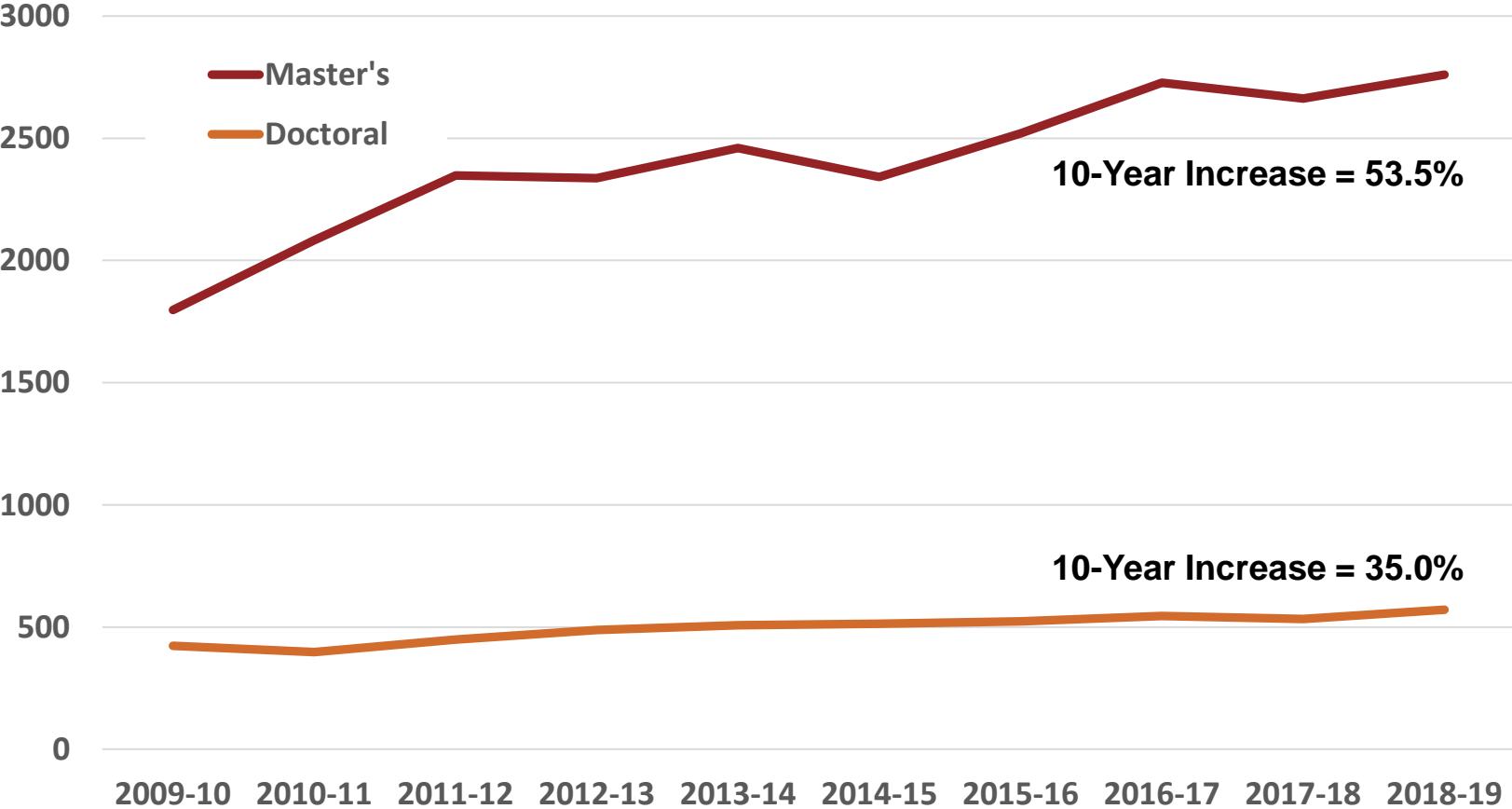


# Newly Admitted Students: Ethnicity Trends

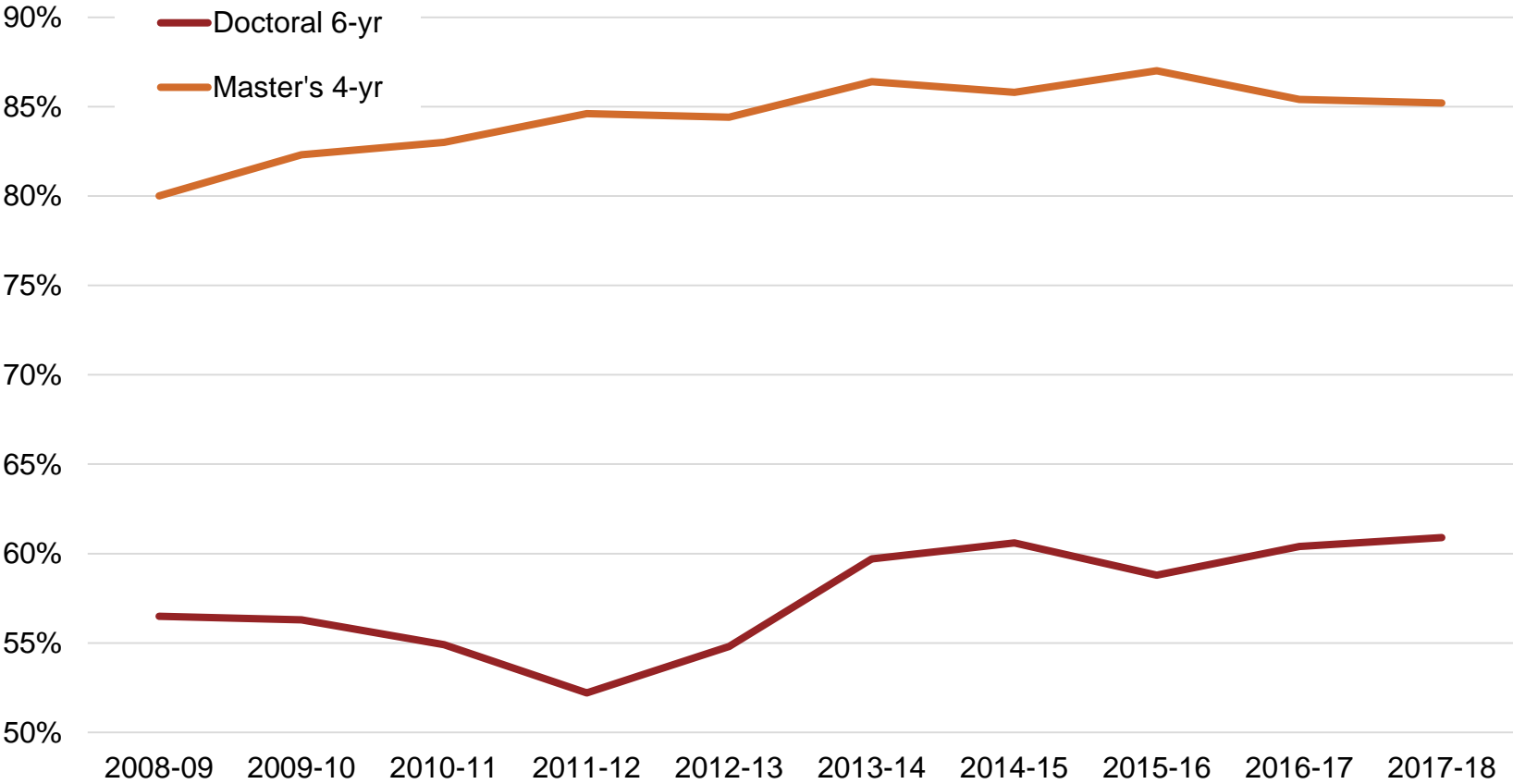


Note: This plot does not include white, Asian-American or international categories

# Graduate Degrees Awarded



# Graduate Student Completion Rates



# 2025 Enrollment Plan: Graduate Education Strategies

- ✓ Create ambitious doctoral enrollment targets, especially those related to strategic research initiatives and those that strengthen interdisciplinary initiatives;
- ✓ Build professional master's programs that provide career development opportunities for working adults and that address unmet economic development needs;
- ✓ Leverage degree-granting authority and faculty expertise through partnerships with other universities; and
- ✓ Provide sufficient resources needed to support graduate enrollment projections, including GSSP and stipends, as well as tenure-track faculty and research space.

## 2020 and 2025 Targets

### Master's Enrollment: Total and New



	2017	2018	2019	2020	2025
Master's Total	5,706	5,764	5,792	6,070	6,695
Change		+58	+28	+288	+903
Target Change				+288/yr	+151/yr
Master's New	2,516	2,406	2,585	2,402	2,930
Change		-110	+179	-183	+345
Target Change				-183/yr	+58/yr

## 2020 and 2025 Targets

### Doctoral Enrollment: Total and New

	2017	2018	2019	2020	2025
PhD Total	3,323	3,412	3,462	4,060	4,230
Change		+91	+50	+598	+768
Target Change				+598/yr	+128/yr
PhD New	700	681	668	804	826
Change		-19	-13	+136	+158
Target Change				+136/yr	+26/yr

# Expanding the Enrollment Pipeline




Peter Harries Logout

Search...

Welcome, Peter.


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@RobbieSJU


All registered for @Technolutions Slate Summit! Can't wait to get back to Chicago and do all the slate-ing humanly possible.

Posted on Jan 4, 2019




@Technolutions

We are beary grateful for super cool swag to decorate our #DeskofSlate! Thanks @ohionorthern! #PolarBearUp 🐻




Posted on Jan 3, 2019



@SJU\_Taylor

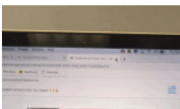
Just registered for the @Technolutions Slate Summit and Base Camp! Excited for some fabulous professional development! 🙌

Posted on Jan 3, 2019




@WhatAboutJason

Crushing the comm flow...one email at a time. #Slate @Technolutions




Posted on Jan 3, 2019




@OlinERDean

Coffee. Lip balm. Hand cream. Gingersnaps. Tissues. #Slate @Technolutions Ready, set, GO!




Posted on Jan 3, 2019







@Technolutions

Hear that sound? It's the call to #SlateSummit! Registration goes up after January 1st - don't miss out on your early bird rate! 🐦🔥👉



Posted on Dec 31, 2018

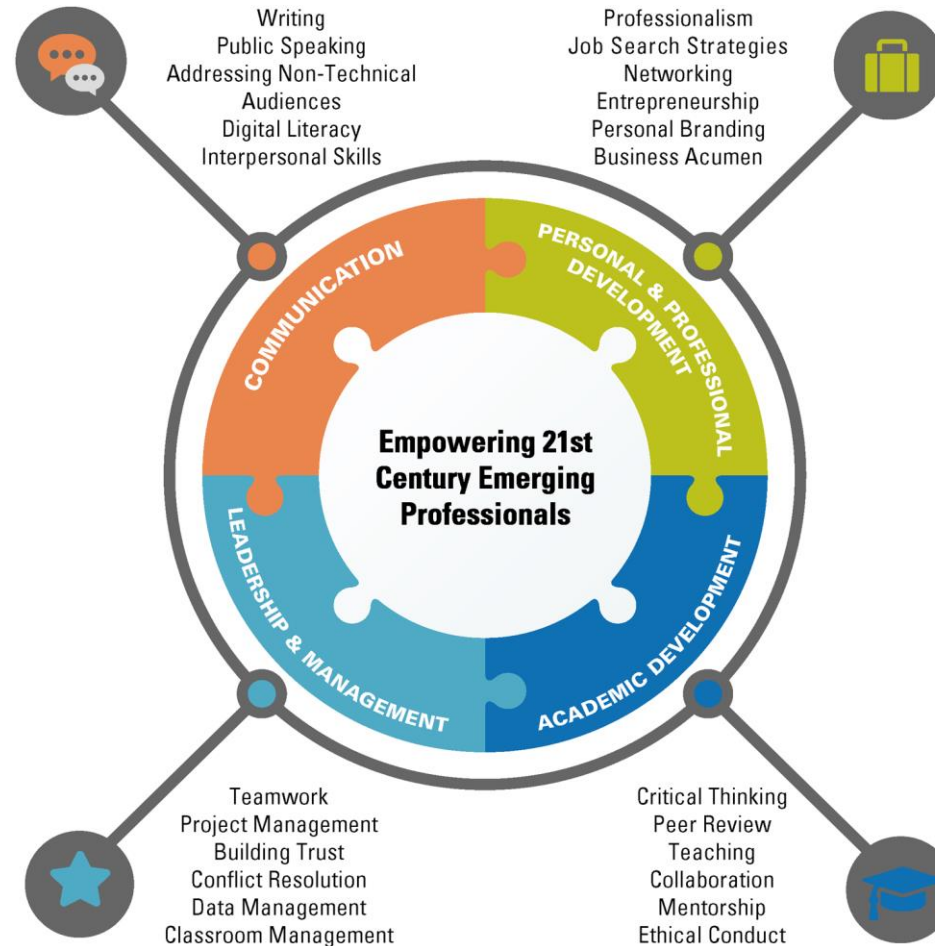




INNOVATION SUMMIT  
CHICAGO · 2019

Happy New Year! Register at [SlateSummit.org](https://SlateSummit.org) for continued early registration rates.

# Professional Development Framework





## Accelerate to Industry (A2i)<sup>™</sup>

### Core Modules

**Industry  
Immersion**

Week, One-day or  
Two-day Series

**Industry  
Team  
Practicum**

Semester and Year-  
long Team Projects

**Industry  
Job Search  
Strategies**

Half-semester  
Development Series

**Industry  
Company  
Site  
Visit**

One-day Recruitment  
Event

**Industry  
Internship**

Length Determined  
by Company

SS

FI

IS

OE

LG

# Preparing the Professoriate



# Academic Packways: Gearing up for Faculty



# Best Practices in Graduate Mentoring



# New Positions to Support Graduate Student Success



## External fellowship/scholarship specialist

- Help graduate students to find, submit competitive applications, and improve grant-writing skills



## Writing specialist for international students

- Funded in partnership with Engineering

# Graduate Student Support Plan

- Critical to reaching our research and enrollment goals
- Essential issues:
  - Are we competitive with our peer institutions and aspirational peers in terms of stipends?
  - How does NC State's mix of state, grant, and endowment funding compare?
  - How do fees compare?

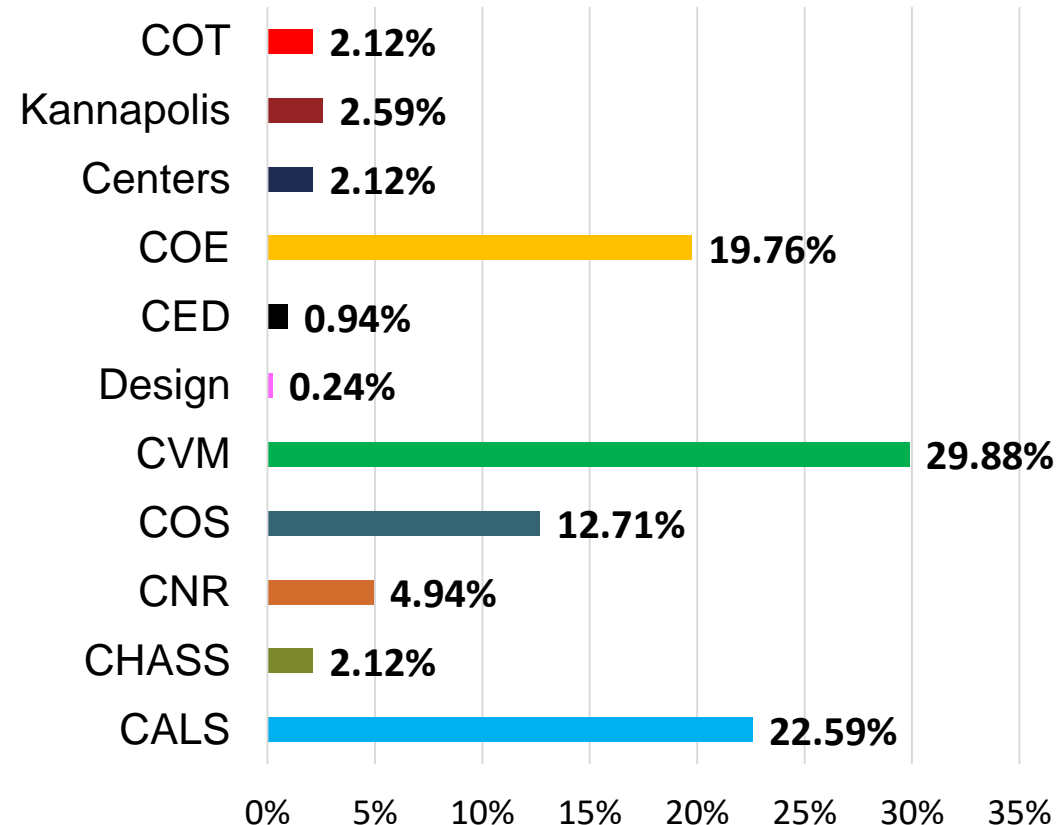
# Office of Postdoctoral Affairs



# Mission and Composition

- Advocate for postdoctoral scholars and house officers
- Provide career services and professional development programs
- Develop a sense of community

**Postdoc & House Officer  
Distributions Across NC State**



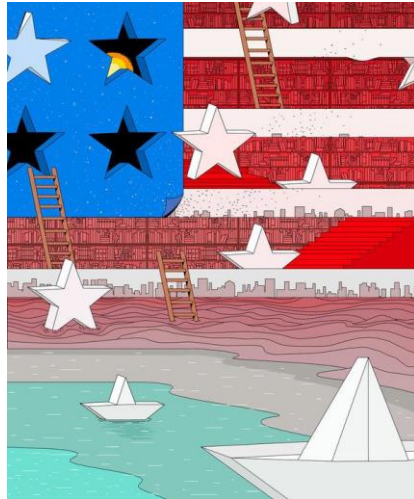


Illustration by Ori Toor

The New York Times Magazine

Jan. 3, 2019

# One of America's Most Vital Exports, Education, Never Goes Abroad, but It Still Faces Threats

INSIDE  
HIGHER ED

Nov. 3, 2018

## New International Enrollments Are Down Again

The number of new international students fell by 6.6 percent in fall 2017, and the decline appears to be continuing this fall, according to new data.

## Huge surge in international students coming to Canada



Kareem El-Assal  
Senior Research Associate and  
Senior Network Manager, Immigration



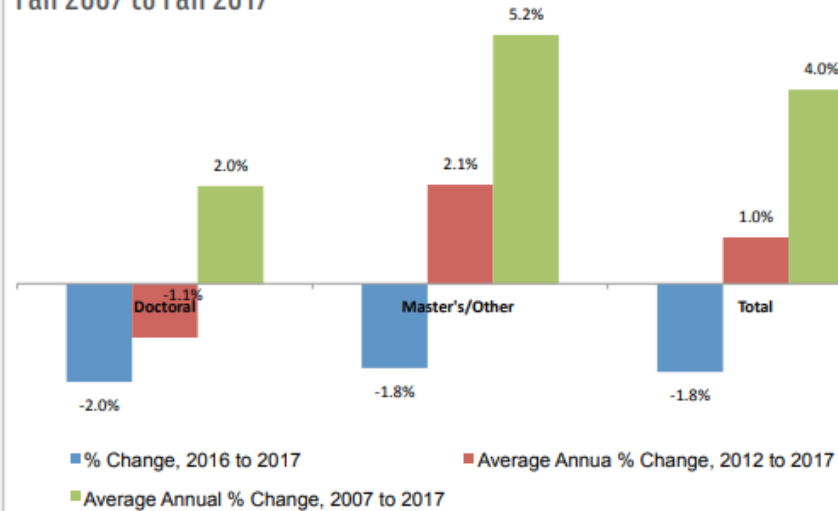
The Conference Board  
of Canada

*This op-ed was originally published in [Canadian Immigrant](#) on March 28, 2018.*



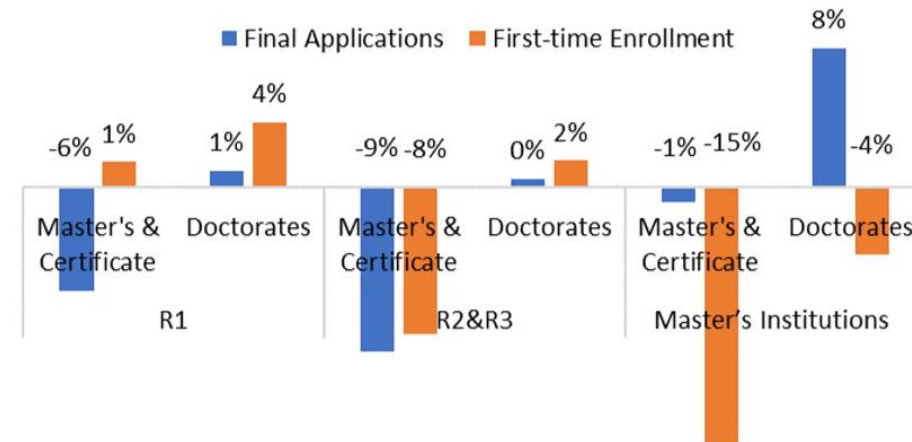
# National Enrollment Trends of International Students

**Figure 6.** Changes in graduate applications by degree level, Fall 2007 to Fall 2017



Note: Master's/Other includes applications to graduate-level certificate and education specialist programs.

Source: 2017 CGS/GRE Survey of Graduate Enrollment and Degrees, Table C.1



Notes: R1=Doctoral Universities: Highest Research Activity, R2&R3= Doctoral Universities: Higher or Moderate Research Activity, Master's Institutions=Master's Colleges and Universities and Other Institutions.

Data Source: Council of Graduate Schools, International Graduate Applications and Enrollment, Fall 2018.

# New International Recruitment Efforts

- Broaden the range of international students
  - Together with Global Engagement and Registration and Records, hired Steve Bergman as Director of Sponsored Student Programs
  - Developing country-specific recruiting efforts

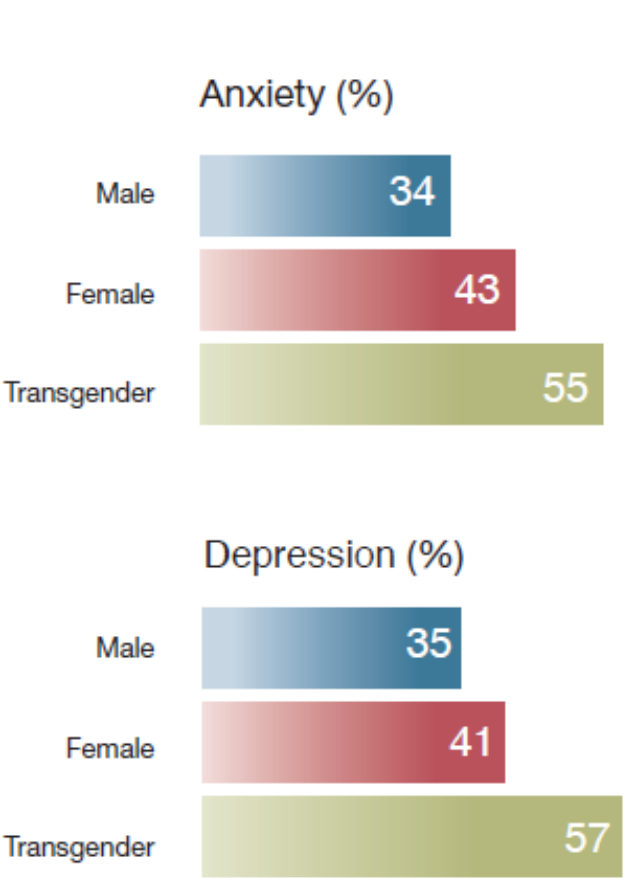
VOLUME 36 NUMBER 3 MARCH 2018 NATURE BIOTECHNOLOGY

# Evidence for a mental health crisis in graduate education

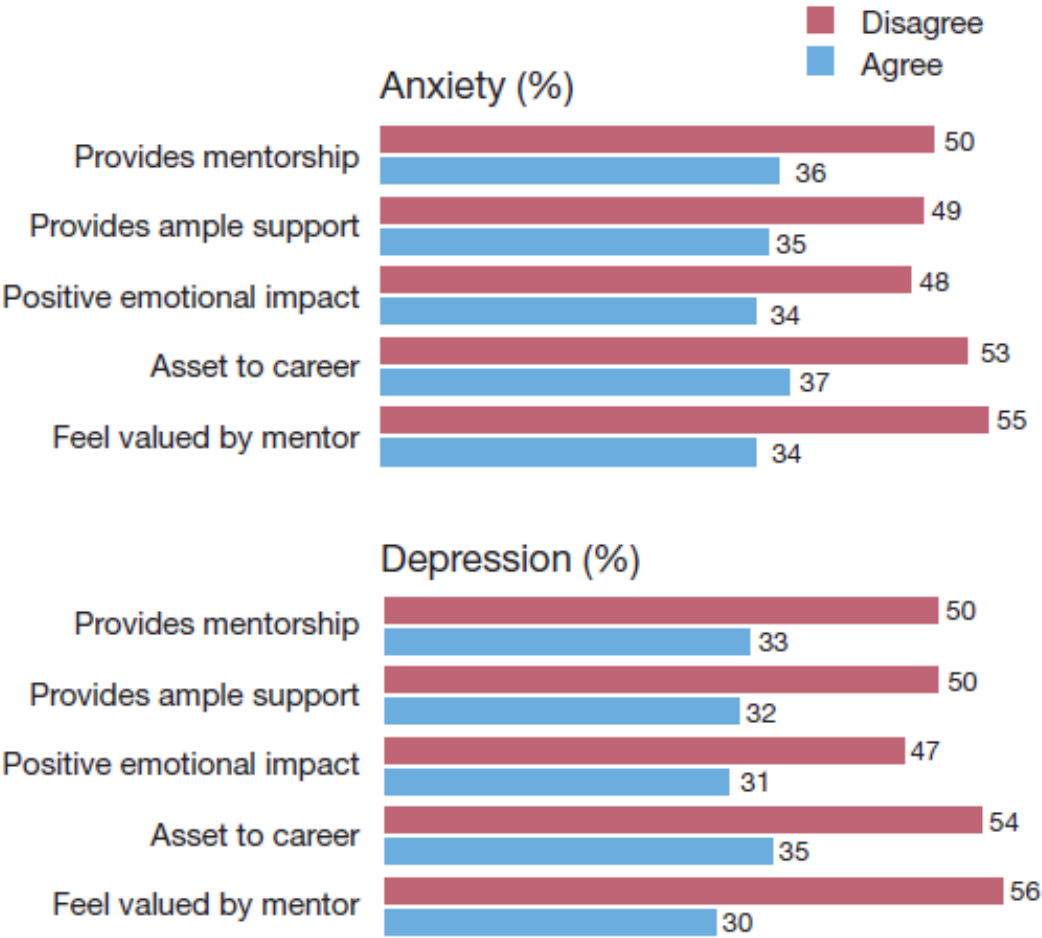
Teresa M Evans<sup>1</sup>, Lindsay Bira<sup>2</sup>, Jazmin Beltran Gastelum<sup>3</sup>, L Todd Weiss<sup>4</sup> & Nathan L Vanderford<sup>4,5</sup>

With mental illness a growing concern within graduate education, data from a new survey should prompt both academia and policy makers to consider intervention strategies.

Prevalence of anxiety and depression within the population of graduate students studied, by gender



Effect of relationship with mentor in graduate students experiencing anxiety or depression





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# Making ALL Credentials Transparent & Revealing the Marketplace of Credentials





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## The Challenge



Growing size and complexity  
in the marketplace



Varying descriptors are  
confusing for all



Increasingly inefficient  
and expensive

## Outcomes

- Identify the institutional processes and supporting staff roles needed to advance credential transparency
- Articulate how technical specifications for credentials and credential-related data empower institutional leaders to effectively differentiate their offerings
- Reference technical resources institutional staff can use to advance credential transparency

# Stackable Credentials



- What does “stacking” mean?
- Promoting our certificates programs
  - Combining for higher level credentials
- Currently, no mechanism for competency-based credentialing
  - Is this something to consider?



**125 YEARS**  
**OF GRADUATE  
STUDENT SUCCESS**

**Questions?**