

Academic Transformation
Academic Transformation Advisory Council
Monday, February 21, 2022

Mark Gavin, Associate Provost for Academic Budget, Facilities and Strategic Initiatives; Fred King, Vice President for Research; and Richard Thomas, Interim Associate Provost for Graduate Academic Affairs presented on graduate education program portfolio review and waiver analysis.

This discussion started with the Academic Transformation Advisory Council in Fall 2021.

Please see the PowerPoint presentation.

Homework: Discuss with academic units:

- Thoughts on data metrics? Any additional data metrics?
- Waiver distribution? What does that look like in academic units?

Academic Transformation Advisory Committee Meeting - 2/21/22

Graduate Education Program Portfolio Review and Waiver Analysis Update

Richard Thomas – Interim Associate Provost for Graduate Academic
Affairs

Fred King – Vice President for Research

Mark Gavin – Associate Provost for Academic Budget, Facilities and
Strategic Initiatives

Agenda

- Update on data collection to support program portfolio review
- Institutional objectives / priorities
- Research enterprise / R1 framing
- Waiver considerations

Data collection to support program portfolio review

Initial focus

- Enrollment trends
- Graduations
- Applications
- Matriculation
- Time to completion

Additions

- Job market demand
- Placement
- Peer institution data
 - Programmatic research expenditures
- Programmatic demographics
 - Number of faculty / time
 - Number of students funded
- Waivers used by grad students

What are we missing?

Institutional objectives/priorities for graduate programs

- R1 status / Research enterprise
- Institutional reputation
- Land grant mission / Service to WV
- Workforce development
- Workforce provision to the university
- Revenue generation

What are we missing?

How would you prioritize these?

R1 Status

Why does it matter?

Where do we stand?

What drives it?

- Humanities Research Doctorates Granted
- Social Science Doctorates Granted
- STEM Research Doctorates
- Other Research doctorates

- Numbers of Non-Faculty Research Staff and Postdocs

- Science and Engineering Research Expenditures
- Non-S&E Research Expenditures

Graduate program categories

- Terminal Masters (e.g., MBA)
- Non terminal Masters (e.g., MS in Biology)
- Professional (e.g., JD)
- Doctoral (e.g., PhD in Mechanical Engineering)

Note that we have programs that are delivered on campus, online, or both

Waiver types

- **Merit waivers** – allocated by the Office of Graduate Education and Life to each college on an annual basis, can be assigned in amounts ranging from 1-9 credit hours per term. No work assignment associated with these.
- **Graduate Research Assistantship (GRA) waivers** – most typically made on a $\frac{1}{4}$ -time (10 hrs/week) or $\frac{1}{2}$ -time (20/hrs/week) basis. Work assignments associated with these. Stipends paid directly by the hiring unit or indirectly through external sources (e.g., grant).
- **Graduate Teaching Assistantship (GTA) waivers** – most typically made on a $\frac{1}{4}$ -time (10 hrs/week) or $\frac{1}{2}$ -time (20/hrs/week) basis. Work assignments associated with these. Stipends paid directly by the hiring unit.
- **Graduate Service Assistantship (GSA) waivers** – most typically made on a $\frac{1}{4}$ -time (10 hrs/week) or $\frac{1}{2}$ -time (20/hrs/week) basis. Work assignments associated with these. Stipends paid directly by the hiring unit.
- **Employee/staff (Staff) waivers** – provided as a benefit to university employees. Employees can use up to six (6) credit hours of this waiver per term.

Waiver considerations

- Significant institutional investment of approximately \$45m/year
- University tuition automatically waiver, college tuition is discretionary
- Some assignments (GTAs and GSAs) can be made without the knowledge/permission of the home program
- Little institutional oversight in deployment of waivers

Waiver deployment

Given that:

- waivers represent a significant investment of resources
- those resources are limited
- resources should be used to achieve institutional priorities

How would you prioritize institutional priorities within each graduate program category?

How would you prioritize the use of waiver types in achieving institutional priorities within each graduate program category?

Overarching goals

- Make sure that our graduate education portfolio is comprised of “healthy” programs that contribute to university objectives / priorities
- Make sure that our investment of resources (e.g., waivers) is aligned with university objectives / priorities
- Move terminal Masters programs toward more financial self sustainability (How do we support / incentivize this?)

What other goals should we consider?