

# Ahead of the Curve



## Facilitating Excellence

The Graduate Division is responsible for the recruitment, support, and retention of graduate students at the University of California, Berkeley.

As the administrative arm of the Graduate Council of the Academic Senate, we serve the campus by implementing and upholding the Senate's policies and procedures. We guide the progress of more than 10,000 students enrolled in over 100 graduate programs, most of which are ranked among the best in the world. About 44 percent of the graduate students at Berkeley are from California, 18 percent are international (from 94 countries), and others come from throughout the nation. To help them achieve their professional goals and intellectual fulfillment, we offer a wide range of services. We raise funds for fellowships, administer financial support, produce workshops on applying for fellowships and grants, offer resources on teaching, research, and writing skills, work closely with faculty and staff on student life issues, develop campus guidelines and programs that foster excellence in faculty mentoring of graduate students, and help departments with program improvement strategies by providing research and data on graduate students. Our services and resources are developed collaboratively and thoughtfully, and are tailored to attract and serve the most promising scholars worldwide. Many of our programs have provided models for other universities.

### *The Cream of the Crop: Berkeley's Graduate Students*

Berkeley's academic reputation derives from the distinction of our faculty and the teaching and research accomplishments of our graduate students, which often go hand in hand. The comprehensive excellence of graduate students can be assessed most directly from how they rank in national fellowship competitions; a few of them are noted to the right. The coverage of fields represented by these programs encompasses nearly the entire campus.

### National Science Foundation (NSF) Graduate Research Fellowships (Top Choice Graduate School cumulative 2001 – 2010)

<b>University of California, Berkeley</b>	<b>1,101</b>
Massachusetts Institute of Technology	985
Stanford University	829
Harvard University	687
University of Michigan, Ann Arbor	320
Princeton University	257

### Ford Foundation Diversity Fellowships (cumulative 1986 – 2010)

<b>University of California, Berkeley</b>	<b>98</b>
University of California, Los Angeles	69
University of Michigan, Ann Arbor	63
Harvard University	52
University of Texas, Austin	45
Yale University	39
Stanford University	36

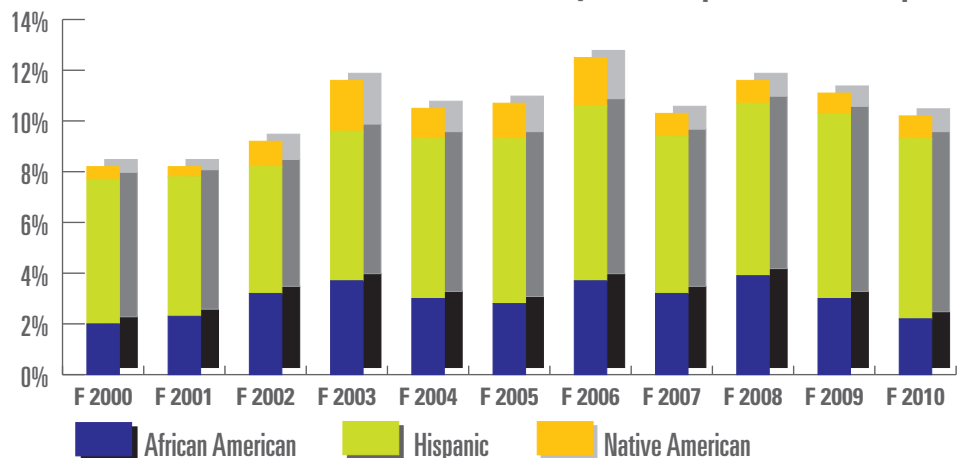
### National Center for Environmental Research (NCER) Science to Achieve Results (STAR) Fellowships (cumulative 2000 – 2010)

<b>University of California, Berkeley</b>	<b>50</b>
University of California, Davis	34
Stanford University	32
Yale University	28
Cornell University	27
University of Washington	27
University of North Carolina, Chapel Hill	23

## Celebrating Diversity

The excellence experienced in our classrooms and labs is tied to Berkeley's diversity. Over the past 10 years we have awarded the highest number of Ph.D.s in the nation to students who are historically underrepresented in graduate education in non-education fields. (Berkeley also awards the most doctorates overall, 863 in 2008-09). The Graduate Division led efforts to establish Diversity Outreach Coordinators throughout campus, a practice that has since been adopted around the country. The Division also organizes and funds a substantial campus-wide fellowship competition that furthers the Regents' goal of diversifying the academy. The Graduate Diversity Program and the American Indian Graduate Program, now reporting to the Vice Chancellor for Equity and Inclusion, continue to work closely with the Graduate Division to serve underrepresented students throughout their graduate careers with workshops, advising, professional networks, and mentoring.

### New Doctoral Students from Historically Underrepresented Groups





Dean Broughton and two graduate student recipients of the Berkeley Mellon Fellowship were featured in a recent GradNews story.

## Building Community

The Division's Communications & Events unit is the central source of information for and about the graduate community at Berkeley. We manage a broad communications program, including print publications, websites, and events to convey the quality, diversity and vitality of graduate education at Berkeley to multiple audiences — local, national, and worldwide.

Our award-winning website provides 24/7 access to graduate services, policies and procedures. It also serves as a resource for all prospective graduate students interested in applying to Berkeley. In 2010, the website had over 1.7 million visits from 220 countries. Through the **GradNews** portion of our website, we offer a place where visitors can learn more about graduate students (and the value of a graduate degree from Berkeley), and where students and alumni can share their stories about teaching, research, and their lives on campus and beyond. Graduate Division's electronic newsletter, **eGrad**, launched in September 2001 and now part of GradNews, keeps the campus well informed about academic workshops, opportunities for fellowships and grants, important deadlines, career events, and other time-sensitive issues.

Our events program includes the **Berkeley Distinguished Graduate Fellows Reception** and the **Graduate Mentoring Awards Ceremony** which celebrate the accomplishments of students as well as the faculty who guide them in their studies and research. The unit also partners with the Graduate Assembly on the **New Graduate Student Orientation** each fall and with the Vice Provost for Academic Affairs and Faculty Welfare on a reception for faculty new to the campus.

The **Graduate Council Lecture series** and **Tanner Lectures** bring distinguished scholars and prominent political figures to Berkeley each year. These events not only enhance the intellectual climate on campus with panel discussions, graduate seminars, and conferences, but also provide a public service, as they are free and open to the public and available worldwide via UCTV and YouTube.

## Your Goal is Our Goal

The Graduate Division established a Development unit in 2003 to support fellowship fundraising efforts all across campus.

The unit provides tools to campus fundraisers to help them cultivate, solicit, and steward fellowship prospects and donors. It has played a key role in shaping a critical campuswide goal in the Campaign for Berkeley — the \$340M fellowship campaign, which represents the most significant effort ever to increase the University's endowment for graduate student support (see chart at bottom right).

### GRADUATE FELLOWSHIPS MATCHING PROGRAM

To support the fellowship goal in the Campaign for Berkeley, Graduate Division designed an endowment payout matching program to help attract gifts ranging from \$50K to \$500K+ from non-campus donors. Launched in Fall 2008, the program has attracted **37 endowment gifts valued at \$8.6M by April 2011**.

### NAMED FUND INITIATIVE

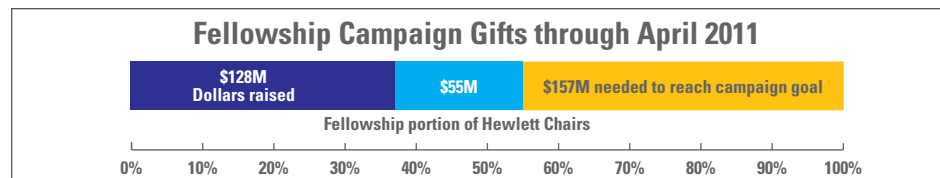
By providing a 1:1 match for gifts from faculty to new graduate student support endowments, Graduate Division helped to establish **102 new funds worth \$3.35M from March 2006 to June 2007**. Over 100 faculty members in nearly every school and college on campus took advantage of the match. University Relations successfully transformed this program into a broader faculty, staff, and student matching initiative for the Campaign for Berkeley — the Chancellor's Challenge for Student Support.

### OTHER SUPPORT FOR THE GRADUATE FELLOWSHIP GOAL IN THE CAMPAIGN FOR BERKELEY

**Gap analysis** — provided a program-by-program analysis of graduate student support and calculated the graduate student funding gap to help shape unit goals for graduate fellowships.

**Graduate Student Support Toolkit** — created an overview of graduate student support mechanisms on campus and the resources available to campus fundraisers who work with fellowship donors and prospects.

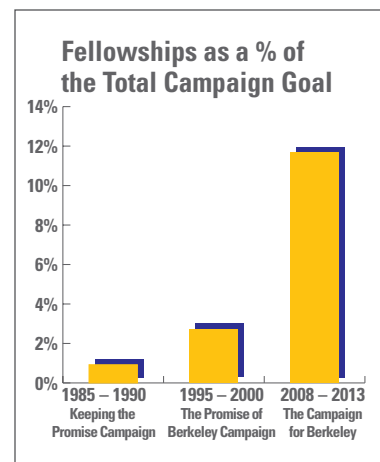
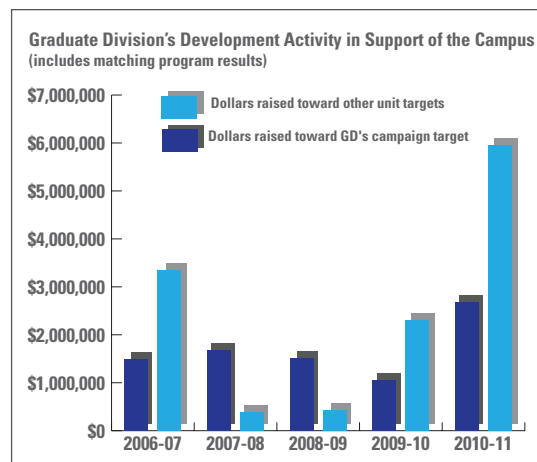
**Graduate Fellowships Case Statement** — in collaboration with University Relations, produced the campus-wide case statement outlining the key role graduate students play in research and teaching at Berkeley and the need for additional fellowships.



### DONOR STEWARDSHIP AND GRADUATE ALUMNI RELATIONS

**Endowed Fellowship Reports** — each year, the Graduate Division and University Relations prepare student recipient profiles for donors of endowed campus-wide fellowships. Some 60 students are invited to participate annually.

**"Meet the Graduate Dean" Alumni Receptions and Dinners** — A new series of alumni events in regions with significant numbers of Berkeley graduate alumni was launched to reengage graduate alumni with the campus and inform them about the campaign. From 2007 through April 2011, the Graduate Division has held 14 events with 572 attendees.



## Guiding Student Success and Preparing Future Faculty

Programs offered by the Graduate Division's Academic Services unit and the GSI Teaching and Resource Center reflect a national trend at research universities to address the professional development needs of graduate students in academic writing, teaching, and career preparation.

### ACADEMIC SERVICES

Founded on campus in 1986, the unit assists graduate students in the development of academic skills necessary to successfully complete their graduate programs and prepare for future faculty and professional positions. Hailed by graduate students for helping them succeed in graduate school, the unit provides workshops on academic writing, grant writing, dissertation writing, scientific and technical writing, editing, and preparing articles for publication. Academic Services also offers dissertation-writing groups and individual consultations for graduate students.

Examples of workshops and programs offered include the following:

- Academic Writing: Grants, Papers, and Publications
- How to Research and Write a Literature Review
- Dissertation Writing: Strategies and Pitfalls
- Editing and Revising Writing
- Academic Writing Group for International Students

### THE GSI TEACHING AND RESOURCE CENTER

The GSI Teaching and Resource Center prepares graduate students for the teaching they will do at Berkeley and in future careers. The Center plays a central role in improving undergraduate education on campus by providing conferences, workshops, teaching guides, grants, awards, and other resources for GSIs and their faculty mentors. Widely applauded by graduate students, faculty, and the campus administration, the Center was recognized with the Educational Initiatives Award in 2004, and its staff received the Chancellor's Outstanding Staff Award for creating an online course for GSIs on professional standards and ethics in teaching (required of all new GSIs). Programs also include the following:

- How Students Learn Working Group and Speaker Series (funded by the Teagle Foundation's Graduate Student Teaching in the Arts and Sciences Initiative)
- Faculty Seminar on Teaching with GSIs (annual three-week seminar for faculty on how to guide the work of GSIs)
- Language Proficiency Program (courses, testing, and support for international GSIs)

### SUMMER INSTITUTE FOR PREPARING FUTURE FACULTY

Academic Services and the GSI Teaching and Resource Center offer jointly the highly acclaimed Summer Institute for Preparing Future Faculty. Geared to doctoral students who have advanced to candidacy, this program, now in its ninth year, enables students to excel in all aspects of academic life at Berkeley and successfully transition from graduate school to an academic career. During the academic year, the two units also offer several **Graduate Student Professional Development Program (GSPDP)** courses on teaching and learning in higher education.

Acknowledged nationally and internationally as leaders in preparing future faculty, the directors of the two units serve in a formal advisory capacity to several universities in Japan.



Summer Institute Fellows review each others' writing and teaching portfolios at the closing reception of Berkeley's eighth annual Summer Institute for Preparing Future Faculty.

## Streamlining Graduate Admissions and Adding Services

Recognizing that providing services on the web is a necessity now and will continue to be in the future, Graduate Dean Andrew J. Szeri has committed significant resources toward that end. As a result, the Graduate Division now has in place, or is about to launch, endeavors that offer new capabilities for applicants, current graduate students, and the staff who serve them. They include:

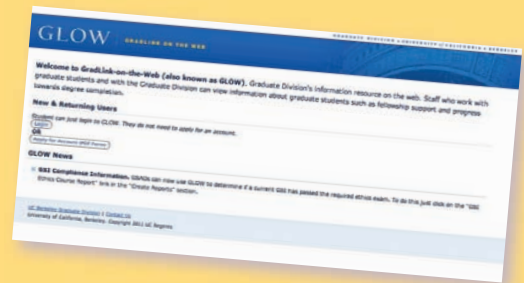
**GradLink-on-the-Web, or GLOW.** GLOW is a system that allows academic departments to manage interactions with graduate students online, in real time. GLOW has streamlined many procedures, speeding and simplifying many complex and vital processes, among them the University Fellowship Competition. GLOW also provides departmental staff ease of access to more information on their current students as well as trend data, such as survey results, that can aid planning. Through GLOW, graduate students can track their own academic progress online. It also helps them comply with administrative requirements.

Beginning in Fall 2011, a new **UC Berkeley Online Graduate Admissions System** will be in place. It will consist of two main components:

**A collaborative open-source admissions web application.** Developed in partnership with UCSF, this software will streamline the admissions process for applicants and those who recommend them. It will give real-time views of the applicants, and enable departments to manage their own program information and requirements (the text the applicant sees in the application for admission). Taking advantage of its open-source structure, this new software will be provided to other educational institutions, which can easily customize it to their own needs.

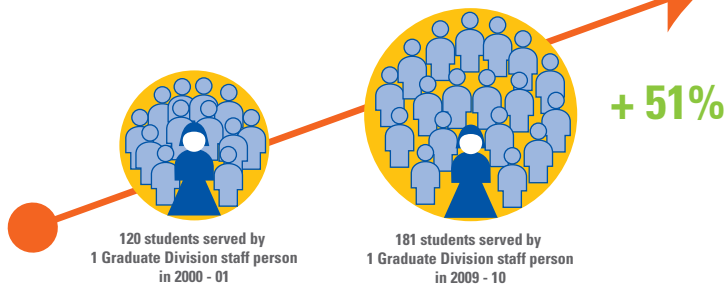
### A web-based applicant review system.

This tool for evaluating new applicants will help ensure that applicants are evaluated on time, and will offer the ability to create groups of applicants and reviewers, which will expedite the review process.

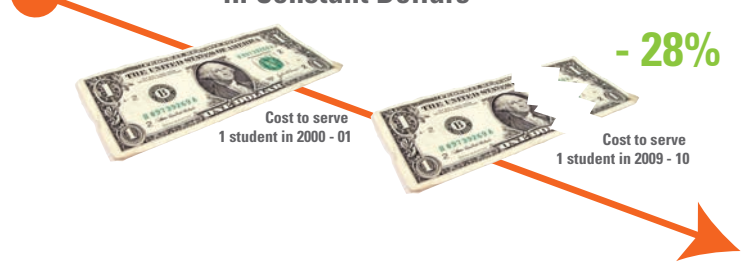


**GradCycle.** A web-based course for department staff who advise graduate students helps them to be more effective student service professionals. It's modular and self-paced, so a person new to a department can dive in and learn a lot quickly, and seasoned staff members can dip in at will and refresh their knowledge of particular procedures and regulations affecting their students. GradCycle helps staff ensure the academic progress of graduate students. This is just one of the ways Graduate Division helps to foster contact and communication within the graduate student services community. In addition to the online training program, there are monthly meetings that are streamed live on the web and archived online, special get-togethers to discuss particular topics, and, in between, daily "job tools" — a way staff can quickly share useful tips and advice.

### Efficiency in Serving our Students Increased



### Cost to Serve Students Decreased in Constant Dollars



## Working More Effectively

Since 2000, the Graduate Division has helped attract a more diverse student body, processed a record number of applications, conferred more degrees, increased fellowship stipends, trained thousands of GSIs, created critical campus communications and academic resources, improved customer service to campus departments, reviewed new program proposals, managed more graduate group program reviews, and developed more funding for graduate student support than ever before in the history of the University.

#### How do we do it?

- Consolidating business and financial management functions
- Streamlining Dean's Office staff by reducing both the number of Associate Deans and administrative staff from five to two
- Reorganizing Admissions, Fellowships, and Degrees units into a single Graduate Student Services office
- Developing systems, such as Gradlink and GLOW, to streamline services to academic departments and campus units, improve fellowship competitions, and better track data necessary for institutional research and program reviews
- Moving printed newsletters, applications, forms, handbooks, and guides online, to reduce production and mailing costs
- Initiating development efforts to improve donor stewardship, increase graduate student support, and assist the Campaign for Berkeley
- Creating websites and multi-media communications to reach a global audience

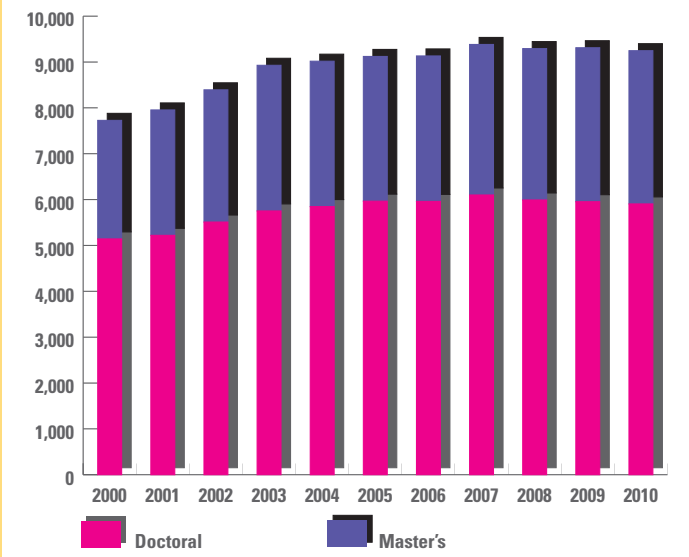


Bill and Trudy Ausfahl speak to fellowship recipient Jamie Appar at the 2010 Distinguished Berkeley Graduate Fellows Reception.

#### PERSON TO PERSON

Critical to staying ahead of the curve and facilitating excellence is the human element. Graduate Division is led by a Dean and two part-time Associate Deans and supported by an exceptionally talented and committed staff that goes the extra mile to assist graduate students, faculty, and departments on campus. Partnerships and collaborations with other units on campus are many and valued. Face time with our constituents — to recruit, welcome, and counsel students; to work with faculty and departmental staff on academic progress, diversity, and student support; and to build relationships with graduate alumni and fellowship donors — provides our deans and staff with unique insights on the graduate experience.

Graduate Enrollment Grew 20% since 2000 (without Law)



Graduate Applications Grew 46% since 2000 (without Law)

