



UNC CHARLOTTE

Office of Academic Affairs

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October 31, 2019

Dean Tom Reynolds
The Graduate School
UNC Charlotte

Dear Tom,

Your annual report was done well in advance of the fall census. My delay in providing a response allows me to congratulate you and your colleagues for enrolling the largest class in our university's history. You have worked hard to reach out to prospective education students without which we would have fallen far behind our targets.

Some of the other achievements of the past year include the new award for graduate program directors that calls attention to this important function. The role is still variously defined across the university and too many of our program directors are not adequately empowered to do the job. You have worked hard to balance the Graduate School budget in the face of declining applications and have maintained core functions. I am impressed by your efforts to get students to apply for external support. Your investment has paid off and should encourage others to try to find additional funds for support and research. With Rick Tankersley in place as Vice Chancellor, we need to work on getting some program directors into the CLIP program to apply for training grants.

Implementation of the Funding Task Force report remains a work in progress. It is unlikely that we will be able to respond fully in the next few years as we work through a probable budget retrenchment. Some of the recommendations of the report may not be practical. As we advance toward greater prominence in research, I think we should expect faculty to put the full cost of graduate students on grants and contracts and develop an incentive to encourage this.

In collaboration with Colleen Penhall, I hope that we can do a better job of promoting our graduate programs when we describe research achievements and also position the University better as Charlotte's only significant graduate institution. I have asked Aimee Hawkins to pursue this with all the campus communicators. It will be important for the Graduate School to suggest stories that tie to the graduate programs and to work with the Office of International Programs as they implement efforts to diversify the international student population.

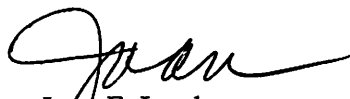


The responses to the Graduate Council's survey were varied. I am not sure that there is value in continuing these surveys. The number of respondents is too small. This is generally true for these surveys. There are strong differences of opinion on things like the Early Entry programs. Although I support this approach, there is concern that it runs counter to the goals of honors programs. I think we need to explore this. I do not see the two initiatives as incompatible. It is also unlikely that the faculty will be satisfied with the level of support we can provide for graduate students any time in the near future. This is a pie that we will need to grow with external support.

We need to continue to work on growing our small programs. There are some signs that this is being taken more seriously and some of the new programs like the MS in Management seem to show a lot of promise. The College of Business would like to see that one grow. I will continue pressing on some of the others that I think could be productively revised. If some new money for scholarships becomes available, perhaps we can make a few investments in those.

We face another challenging year, but I look forward to working with you to keep our graduate programs strong and growing.

Sincerely,



Joan F. Lorden
Provost and Vice Chancellor for Academic Affairs