How can we responsibly increase graduate enrollments at the University of Guelph?

Ben Bradshaw, Associate Professor
University of Guelph
<table>
<thead>
<tr>
<th>University</th>
<th>Full-Time Graduates</th>
<th>Total Full-Time Students</th>
<th>% Graduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>York</td>
<td>4 100</td>
<td>44 500</td>
<td>9%</td>
</tr>
<tr>
<td>Guelph</td>
<td>2 298</td>
<td>21 053</td>
<td>11%</td>
</tr>
<tr>
<td>Waterloo</td>
<td>4 199</td>
<td>33 203</td>
<td>13%</td>
</tr>
<tr>
<td>McMaster</td>
<td>3 600</td>
<td>26 200</td>
<td>14%</td>
</tr>
<tr>
<td>Queen’s</td>
<td>4 200</td>
<td>23 400</td>
<td>18%</td>
</tr>
<tr>
<td>Western</td>
<td>5 300</td>
<td>27 900</td>
<td>19%</td>
</tr>
<tr>
<td>Toronto</td>
<td>15 900</td>
<td>79 700</td>
<td>20%</td>
</tr>
</tbody>
</table>

Data Source: Council of Ontario Universities
M.A. students make up a mere 9%!
Some Previous Aims & Actions

• From the 2014 SMA:

Graduate students are a crucial research resource, and high-quality graduate students drive high-quality research and innovation. There are opportunities for innovative programming to attract new graduate students, especially in interdisciplinary areas like the environment, food and health, bio-economy, and bio-products. Additional spaces will require a combination of traditional research programs as well as course-based/research-project-based Masters programs, or alternative entry-level programs like a three year honours degree and one year Masters in four years.

• Funding to Colleges per FTE Graduate Student (for awards, services and other expenses that directly enhance [your] ability to grow graduate enrollments)

<table>
<thead>
<tr>
<th>Program</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>MA/MSc</td>
<td>$4 500</td>
<td>$6 000</td>
</tr>
<tr>
<td>PhD</td>
<td>$6 500</td>
<td>$10 000</td>
</tr>
</tbody>
</table>
U of G Announces $1.5-Million Grad Scholarship Program

Tuesday, November 17, 2015 – News Release

A new initiative to attract the best and brightest researchers to the University of Guelph will include substantial entrance scholarships for top graduate students, U of G announced today.

The $1.5 million annual scholarship program will provide 25 doctoral awards worth $30,000 apiece and 50 master’s scholarships worth $15,000 each per year.
<table>
<thead>
<tr>
<th>Title</th>
<th>Cited by</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers’ adoption of conservation agriculture: A review and synthesis of recent research</td>
<td>715</td>
<td>2007</td>
</tr>
<tr>
<td>D Knowler, B Bradshaw</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food policy 32 (1), 25-48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farm-level adaptation to climatic variability and change: crop diversification in the Canadian prairies</td>
<td>207</td>
<td>2004</td>
</tr>
<tr>
<td>B Bradshaw, H Dolan, B Smit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climatic Change 67 (1), 119-141</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Questioning the credibility and capacity of community-based resource management</td>
<td>176</td>
<td>2003</td>
</tr>
<tr>
<td>B Bradshaw</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Canadian Geographer/Le Géographe canadien 47 (2), 137-150</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Towards a new supraregulatory approach to environmental assessment in Northern Canada</td>
<td>75</td>
<td>2007</td>
</tr>
<tr>
<td>L Galbraith, B Bradshaw, MB Rutherford</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact Assessment and Project Appraisal 25 (1), 27-41</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Actions I would seek to undertake

• An internal review of the Office of Graduate Studies
  ...to assess human, financial and space resources, as well as
  the organizational structure and functions of the Office, to
determine where investment and reorganization is needed to
  enable responsible growth

• Program outreach
  ...with all graduate program officers to identify current
  barriers to, and opportunities for, quality and quantity gains

• Benchmarking
  ...of graduate studies practices among Ontario Universities

• Synthesis
  ...of the growing academic and professional knowledge
  around graduate studies in North America, including that
  which aims to better understand Millennials
The benefits of CFREF:

• New monies, research, relationships, grad students, and innovative grad programming
• Renewed & revitalized branding for the U of G
• Impetus for a new agreement with OMAFRA
• Evidence of the benefits of collaborative governance ("togetherness" – VPR Campbell)
Challenges and Opportunities in Contemporary Graduate Studies

• Unquestionably a period of transition for graduate studies at universities like ours.

• Key issue at the doctoral level: training for...
  - the academy; or
  - the professional workplace?

30% have secured tenure-track positions, and 21% have secured jobs within the academy.

Ontario’s PhD Graduates from 2009: Where are they now?

Linda Jonker
Higher Education Quality Council of Ontario (HEQCO)
April 26, 2016
Challenges and Opportunities in Contemporary Graduate Studies

• While the significance of the transition has often been overstated, Universities must nevertheless develop and offer easy access to career services, and even refine curriculum, to support doctoral students and postdoctoral fellows who will ultimately work in non-academic settings.
• Similarly, Masters students need access to training

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Ecosystems for Developing Transferable Skills

Allison Sekuler
Associate Vice-President and Dean, School of Graduate Studies
McMaster University

ecosystem: /iˈsou sistəm/ noun
the complex of a community of organisms and its environment functioning as an ecological unit
UofG (2013) Graduate Learning Outcomes:
• Critical and Creative Thinking
• Literacy
• Global Understanding
• Communicating
• Professional and Ethical Behaviour

Commonly identified professional competencies/skills:
• communication
• leadership
• creativity and entrepreneurship
• knowledge mobilization
• ethics
Existing (Implicit) Masters

Program Types

- Knowledge Generation (via thesis)
- Course-Based (w/ MRPs)
- Knowledge Mobilization (w/ MRPs)
- Critique (w/ MRPs)
- Knowledge Generation (via thesis)
- Course-Based (w/o MRPs)
- Knowledge Mobilization (w/o MRPs)
- Critique (w/o MRPs)
- Knowledge Generation (via thesis)
- Course-Based (w/ MRPs)
- Knowledge Mobilization (w/ MRPs)
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- Course-Based (w/o MRPs)
- Knowledge Mobilization (w/o MRPs)
- Critique (w/o MRPs)
- Knowledge Generation (via thesis)
- Course-Based (w/ MRPs)
- Knowledge Mobilization (w/ MRPs)
- Critique (w/ MRPs)
- Knowledge Generation (via thesis)
- Course-Based (w/o MRPs)
- Knowledge Mobilization (w/o MRPs)
- Critique (w/o MRPs)
At the Masters level, let’s make these explicit and systematically support each at campus level

<table>
<thead>
<tr>
<th>Type of Program</th>
<th>Thesis or Project</th>
<th>MITACS</th>
<th>Co-op/Intern</th>
<th>Community Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Advancement</td>
<td>Thesis</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Critique</td>
<td>Thesis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge Mobilization</td>
<td>Project (Thesis if systematic review)</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Course-Based w/ project</td>
<td>Project</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Course-based</td>
<td>---</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Who I Am

- PhD (Guelph’99) → Assistant Professor, SFU (99-04)
- Associate Professor, Guelph (04- ) (note: applying for full professorship, spring’17)
- Community-engaged research program focussed broadly on environmental governance (e.g. in mining, agriculture, etc.) supported by $1.2M in External Research Funding
- Recent University service:
  - President’s Strategic Renewal Advisory Committee (15-16);
  - ad hoc Working Group on Responsible Investment (15);
  - Evaluation Panel for UPIF (14)
  - Senate (2014-16)
My Accomplishments & Competencies

• Have supervised 24 graduate students (including two Trudeau Doctoral Scholars)

• Co-designed BAH in Environmental Governance (‘07)

• Served as Graduate Program Chair in Geography (11-14), during which we grew fall intakes by 17% annually

• Served as Acting Chair in Geography (14-15), and led two successful faculty searches (assist. and assoc.)

• Have demonstrated leadership, effective interpersonal skills, and a commitment to collaborative governance
My motivations for seeking to serve as our University’s next AVP Grad Studies

• I am keen, and feel well suited, to serve my University administratively.

• The task at hand is tangible, and one that I support. Its successful completion will require collaborative governance, which I embrace.

• I am excited by the prospect of working with senior leadership.
Extras...
International Graduate Students

- Current tuition for each international graduate student is less than total revenue for eligible domestic students by:
  - $3,000 per MA;
  - $8,500 per MSc; and
  - $19,500 per PhD
Despite these benefits, Canadian businesses, universities and colleges are not doing enough. Recent McKinsey & Co. research found that one in five Canadian employers does not interact or coordinate with education providers, lagging countries such as Germany, the United States, Brazil, Britain and India.
Academic Change and Governance

Whether you are going to make changes to a course, create a new course, create a new graduate program or even open discussion about a potential new program, you will want to work with the Office of Graduate Studies and/or the Office of the Assistant VP Graduate Studies & Program Quality Assurance to ensure that you are headed in the right direction.

If you are getting started with the paper work and have some questions, please contact Laurie Winn (lwinn@uoguelph.ca), Executive Secretary to the Assistant VP Graduate Studies & Program Quality Assurance.
Chair, Graduate Awards Committee – we must differentiate between…

Internal Competitions for already-secured monies

• Routinely allocate 80-90% of awards among colleges (and, within those, departments) based on 3-year running average graduate enrolments
• Make use of ranks developed by departments
• Save remaining 10-20% for outstanding students from low enrolment divisions

External Competitions for unsecured monies

• Assist & pressure colleges to forward their best candidates
• Make use of existing materials wherever possible
• Adjudicate via committee of college ADRs
• Assist nominated students to develop polished applications
Imagining a Program in Conservation Leadership @ U of G

Curriculum

- Conservation Biology
- Sustainability Science
- Conservation Governance
- Indigenous Rights/Law
- Leadership
- Project Management
- Agri-Enviro Stewardship
- Sustainability Science

College of Biological Sciences

College of Social and Applied Human Sciences

College of Management and Economics

Ontario Agricultural College