



## Recruiting Higher Education's Next Generation of Diverse Scholar Leaders

A final report for North Carolina State University's Diversity Mini-Grant Program within the Office of Institutional Equity and Diversity.

Submitted By:  
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# **Recruiting Higher Education's Next Generation of Diverse Scholar Leaders**

## **Higher Education Program, North Carolina State University**

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### **PART I: PROGRAM OBJECTIVES AND IMPACT**

The Higher Education (HE) Program at NC State admits approximately 30 master's and doctoral students each year and provides them with exceptional opportunities to explore a core body of knowledge, gain real-world professional experience, and pursue advanced study. In exchange, the university benefits greatly from the myriad contributions HE students make as graduate assistants in areas such as the Division of Academic and Student Affairs (DASA), the Office of Institutional Equity and Diversity (OIED), and the College of Education (CED). HEA students also enrich the learning environment at NC State--both in and out of the classroom--through the diverse perspectives, experiences, and expertise they bring to campus and the community. Furthermore, our students often hold graduate assistantships and internships at other colleges in the Raleigh-Durham-Chapel Hill area, further enhancing the reputation of NC State, our partnership with area colleagues, and the diversity of their campus communities.

The Higher Education Program at North Carolina State University has been nationally ranked in *U.S. News and World Report* (2013) based on excellence in preparing graduate students at the doctoral and master's levels who go on to serve as college and university leaders around the country. The department and program faculty are very proud of this recognition; yet, we desire to build upon this success by increasing diversity within our program. Our program is committed to access, equity, and inclusion for all individuals in higher education and the broader society. These themes represent common interests among the program faculty, and are represented across the content of the curriculum for students in the program. The HE Program has a long-standing commitment to recruiting and retaining the best and brightest students from a variety of backgrounds, especially those who represent traditionally underrepresented minority (URM) populations. However, we recognize that more can be done to strategically enhance the effectiveness and scope of our affirmative recruitment efforts.

The Higher Education Program's *Diversity Mini-Grant Proposal* was intended to enhance our PREP Program initiative, a campus visitation program for URM students, and to create an infrastructure for diverse student recruitment, particularly those at minority-serving institutions. Through the grant, we have been able to provide several distinctive activities that support this overarching objective and have proven to be effective.



**PREP Visitation Weekend.** The Higher Education Program hosted the enhanced PREP Program campus visitation November 15-17, 2014 and included the following:

- Individual welcomes and interactions with the LPAHE Department Head, Dean of College of Education (CED), and Vice Provost and Dean of the Division of Academic and Student Affairs
- Overview of Higher Education Program curriculum and culture
- Meeting with CED Director of Graduate Student Support Services
- Campus tour (including Hunt Library)
- Faculty-led presentation and discussion on building a competitive application
- Panel discussion with current graduate students
- Graduate assistantship application development/panel with current supervisors
- Bowling social event with current students in HE
- Financial aid information session
- One-on-one discussion and resume critique with HE program faculty
- Review of Preparing Future Leaders opportunities
- Conversation with campus leaders (from DASA, OIED, etc.)

Through grant funding, we were able to offer travel stipends for students, house them communally in our new graduate student apartments, and cover all of their food and transportation needs. Through collaboration with campus partners, we were also able to provide wonderful swag bags for the participants. As a final resource for graduate school, we provided each student with a copy of the book 'How to Write A Lot: A Practical Guide to Academic Writing.'

**NCCU Graduate Preparation Workshop.** PI Davis partnered with Dr. Demetrius Richmond, College of Education's Director of Graduate Student Mentoring and Success, to present a workshop to students and staff at North Carolina Central University. Meeting prospective students on their own campuses helps us develop trusting relationships with target students, fosters partnerships with administrators at MSIs, and will hopefully increase students' desires to attend graduate school at NCSU. A total of 7 participants RSVP'd for this workshop and each had individual time to get questions answered. A PDF of the program agenda is attached.

**NUFP Interns in the Triangle Visit.** PI Davis hosted eleven (11) NASPA Undergraduate Fellows Program (NUFP) summer interns from North Carolina Central University, University of North Carolina Chapel Hill, and NC State University and their internship supervisors on campus. The mission of NUFP is to increase the number of historically disenfranchised and underrepresented professionals in student affairs and/or higher education, including but not limited to those of racial and ethnic-minority background; those having a disability; and those identifying as LGBTQ. These NUFP students were enrolled in both North Carolina colleges, as well as colleges across the nation. While on campus, Fellow took a campus tour of main campus and Centennial campus; had lunch with current graduate students and student affairs professionals from NC State; attended an educational session related to transitioning to graduate school and overview of the NC State program; and engaged in a meeting/dialogue with Dr. Tim Luckadoo, Vice Provost for Campus Life.

In essence, the Higher Education PREP Program is an innovative initiative that aligns with our departmental values of promoting equity, access, and inclusion in education and meets college and campus goals for a diverse and thriving community. We are proud of the success of the program in just one year and look forward to its continued growth and success in recruiting and supporting the next generation of diverse scholar-practitioners.

## PART II: PROJECT EVALUATION

Outcomes of the PREP Program include the following:

1. Increase the number of highly qualified students from underrepresented groups who apply to, and enroll in, NC State's HEA Program;
2. Articulate the ways in which NC State promotes a commitment to institutional diversity, and provides resources and support that facilitate URM student success
3. Increase URM students' exposure to the field of higher education; and
4. Increase students' understanding of how to assemble a competitive and comprehensive graduate school application that reflects the unique strengths, experiences, and expertise they will bring to the HEA Program.

Related to outcome #1 of increasing the number of applicants, of the 17 students who participated in the fall PREP program, 13 of them applied to our program. When asked in the post-PREP evaluation if the PREP Program caused them to consider the NC State HEA program more favorably, only 1 person (N=13) responded that it did not. Our affirmative recruiting strategy, which includes the inaugural PREP Program, has helped us to reach this milestone. Students are sharing the positive experiences and interactions they are having with our program and this has resulted in a greater of referrals for information and interest in participating in the PREP program and applying to our program.

In the current application cycle, we saw nearly a 150% increase in the number of applications by students of color for our master's program from last year. Furthermore, The incoming master's cohort will be 50% students of color, which is a significant increase from the prior two cohorts, which were 23% (FA13) and 33% (FA14) respectively.

Related to outcome #2, our PREP Program schedule (included as an attached PDF) demonstrates that we were able to coordinate many opportunities for students to hear from campus leaders and current students about the program, campus, and community. Research has shown that knowledge and information gaps (Ramirez, 2012) inhibit students of color from gaining access to graduate education; our goal was to share timely, accurate, and personalized information with students to assist them in the choice process. Moreover, our outreach workshops with NUFPP Fellows and NCCU students supported this outcome.

Related to outcome #3, all (N=13) students from the fall PREP Program indicated the following as being very of fairly significant reasons why they chose to attend: professional networking opportunities, greater exposure to the NC State campus and offices, and engagement with other students from underrepresented backgrounds.

Related to outcome #4 about building a competitive application, 100% (N=13) of the participants indicated Dr. Audrey Jaeger's session on developing a competitive application (included as an internet link) and the individual discussions with faculty members were very useful. In these sessions, students were afforded the opportunity to ask candid and personalized questions about how they could enhance their applications.

Below are some qualitative responses from our PREP evaluation:

- *I thoroughly enjoyed the PREP program, and I greatly appreciate all of the resources and time spent on learning about how to make a competitive application!*
- *I was already strongly considering applying to NC State's HEA Program, but after attending PREP, NC State is now my top choice for graduate school. I truly enjoyed being immersed in the culture of NC State's HEA program and because of PREP; I now have a holistic view of what HEA has to offer. All of the program's core values align with what I am looking for in a graduate school program and I would have never fully realized this unless I attended PREP.*

- *This was such an amazing experience; I am elated to have been a part of this. I hope that you continue to have this program in the future. I know for myself, it made the difference in my graduate school application.*
- *I really enjoyed my time with everyone. The welcoming spirit made me feel like I was at home. Thank you.*

Overall, the planning committee of the PREP Program has been working diligently to ensure that we are meeting our programmatic outcomes. As we grow this program, so too will our assessment efforts to include more specified learning outcomes for students. Another area that will begin to assess is the learning that takes place for the graduate student leaders who are assisting in the planning process. As a part of the NASPA Excellence award nomination process, two members of the planning committee provided letters of support that detailed their learning and development as scholar-practitioners. The PREP Program has also served as a great nexus for integrating theory and practice, a core value of our program.

### PART III: SUSTAINABILITY

The PREP Program will continue and is scheduled for October 17-19, 2015. Our plan is to build upon the success of the program by (1) involving more current graduate students in the planning and implementing of the program, (2) creating two experiences within the event to provide intentional focus on both master's and doctoral applicants, and (3) seek permanent revenue stream through strategic on campus partnerships to continue for future years. The Higher Education program will continue to engage in a broader, strategic recruiting and outreach program with minority serving institutions. Due to scheduling conflicts, we were unable to plan campus visits to our feeder institutions; however, in the coming year, our goal is to conduct at least two (2) campus visits. Our visit to North Carolina Central University was well received and our presentation is a great foundation on which to build.

### PART IV: PUBLICATIONS, PRESS RELEASES, ETC.

Each year, NASPA—Student Affairs Administrators in Higher Education recognizes the outstanding contributions of members who are transforming higher education through exceptional programs, innovative services, and effective administration. [NASPA's Excellence Awards](#) cover eleven categories crucial to the success of students and the continued growth of the student affairs profession. In December 2014, PI Davis submitted an application to be considered for an award. We were notified that our program “NC State’s PREP Program: Recruiting Higher Education’s Next Generation of Diverse Scholar Leaders” was selected as the **Bronze Award Winner** for the Off-Campus, Commuter, Non-traditional, Graduate, Professional and related category. The announcement is [HERE](#).

# NC State Higher Education Program

## PREP Visitation Program

### November 15-17, 2014

November 15, 2014		
5:30 p.m.	Welcome and Dinner	Wolf Ridge Apartments
<i>Hosted by the PREP Coordinating Committee</i>		
November 16, 2014		
8:15 – 8:45 a.m.	Continental Breakfast	Wolf Ridge Apartments
<i>Depart for Hunt Library</i>		
9:15 – 9:30 a.m.	Welcome from the Department Head	Creative Studio South, James B. Hunt Library
<i>Dr. Mary Ann Danowitz, Head of the Department of Leadership, Policy and Adult and Higher Education</i>		
9:30 – 10:15 a.m.	Welcome from the Higher Education Program	Creative Studio South, James B. Hunt Library
<i>Dr. Tiffany J. Davis, Teaching Assistant Professor and Coordinator of the Master's Program</i>		
10:15 – 11:00 a.m.	Building a Competitive Application	Creative Studio South, James B. Hunt Library
<i>Dr. Audrey Jaeger, Professor of Higher Education and Alumni Distinguished Graduate Professor</i>		
11:00 – 11:45 a.m.	Theory to Practice: The Graduate Assistantship	Creative Studio South, James B. Hunt Library
<i>Mr. Chris Jefferson, Associate Director, Department of Greek Life</i> <i>Mr. Bryan C. Botts, Assistant Director, University Housing</i> <i>Mrs. Melissa V. Barnes, Associate Director, Center for Student Leadership, Ethics, &amp; Public Service</i>		
12:00 – 1:00 p.m.	Lunch	On the Oval, Centennial Campus
<i>Meet in front of Hunt Library to depart for Main Campus</i>		
1:00 – 2:00 p.m.	Campus Walking Tour	Main Campus
2:00 – 2:30 p.m.	Explore Hunt Library	James B. Hunt Library
<i>Return to Creative Studio South by 2:30 p.m.</i>		
2:30 – 3:00 p.m.	College of Education Graduate Student Support Services	Creative Studio South, James B. Hunt Library
<i>Dr. Demetrius Richmond, Director of Graduate Student Mentoring and Success</i>		
3:00 – 3:30 p.m.	Preparing Future Leaders at NC State	Creative Studio South, James B. Hunt Library
<i>Dr. Beth Overman, Assistant Director of Graduate Academic and Professional Development Programs</i>		
3:30 – 4:15 p.m.	Exploring the Culture of Higher Education	Creative Studio South, James B. Hunt Library
<i>Dr. Tiffany Davis, Teaching Assistant Professor and Coordinator of the Master's Program</i>		
4:15 – 5:15 p.m.	Conversation with Current Students	Creative Studio South, James B. Hunt Library
<i>Master's Students: Rickita Blackmon, Jeremy Elmore, Natalie Rollan, Nathan Thomas</i> <i>Doctoral Students: Racheal Brooks, Alessandra Dinin, Matt Starcke, Callie Womble</i>		
5:15 – 6:30 p.m.	BREAK	Wolf Ridge Apartments
6:30 – 7:30 p.m.	Potluck Dinner	Wolf Ridge Apartments
<i>Depart for The Alley</i>		
7:45 – 9:30 p.m.	Bowling with Current Students	The Alley, Hillsborough Street

# NC State Higher Education Program PREP Visitation Program November 15-17, 2014

November 17, 2014		
<b>7:45 – 8:15 a.m.</b>	<b>Breakfast with Vice Chancellor</b>	<b>Wolf Ridge Apartments</b>
<i>Dr. Mike Mullen, Vice Chancellor and Dean, Division of Academic and Student Affairs</i>		
<i>Depart for Hunt Library</i>		
<b>8:30 – 9:30 a.m.</b>	<b>Financing Your Graduate Education</b>	<b>Emerging Issues Rooms A/B, James B. Hunt Library</b>
<i>Hosted by The Graduate School in conjunction with Visit NC State</i>		
<b>10:00 – 11:45 a.m.</b>	<b>One-on-One Faculty Meetings</b>	<b>Faculty Offices, Poe Hall</b>
<i>Resume critique available between appointments</i>		
<b>12:00 – 1:00 p.m.</b>	<b>Lunch and Closing Remarks</b>	<b>100 Winslow Hall</b>
<i>Hosted by the Office for Institutional Equity and Diversity</i>		

## *Special Thanks*

Thank you for joining us this weekend to learn more about the Higher Education Program at NC State University! We hope you have found this experience valuable as you strongly consider our program for your graduate education. We would also like to acknowledge some of our campus partners who helped make this program possible!

### The Fabulous PREP Coordinating Committee

**Cliff Jones**, 2<sup>nd</sup> year Master's Student, [crjones9@ncsu.edu](mailto:crjones9@ncsu.edu)

**Donté McGuire**, 2<sup>nd</sup> year Master's Student, [tdmcgui2@ncsu.edu](mailto:tdmcgui2@ncsu.edu)

**Shauna Morin**, 3<sup>rd</sup> year Doctoral Student, [smmorin@ncsu.edu](mailto:smmorin@ncsu.edu)

**Dr. Tiffany J. Davis**, Higher Education Faculty, [tjdavis4@ncsu.edu](mailto:tjdavis4@ncsu.edu)

### Our Wonderful Campus Partners and Sponsors

**NC State Graduate School and the Coordinators of Visit NC State** – Brett Locklear, *Director for Graduate Recruiting* and Dr. David Shafer, *Assistant Dean*

**Department of Leadership, Policy and Adult and Higher Education (LPAHE)** – Dr. Mary Ann Danowitz, *Department Head*

**NC State Office for Institutional Equity and Diversity (OIED)** – Joanne Woodard, *Vice Provost for Institutional Equity and Diversity*

**NC State Department of University Housing** – Susan Grant, *Director*

**NC State Division of Student Leadership and Engagement** – Dr. Barry Olson, *Associate Vice Provost for Business Administration* and Mike Giancola, *Associate Vice Provost for Student Leadership and Engagement*



# **NC State University Graduate Preparation Workshop**

**@ North Carolina Central University  
Wednesday, May 20, 2015**

1. Introductions of NCCU Attendees (Davis)
2. Introductions of NC State Representatives (Davis/Richmond)
3. Overview of the NC State Higher Education Doctoral Program (Davis)
  - Program Focus and Curriculum
  - Program Faculty and Opportunities
  - Financial Support for Graduate Education
4. Support for Doctoral Education (Richmond)
  - College of Education and Scholar Leader
  - Office of Graduate Student Services
  - Preparing Future Leaders
5. The NC State Admissions Process (Davis)
6. Questions/Answers?





## Triangle NUFP Summer Interns Site Visit at North Carolina State University

June 8, 2015 ~ Raleigh, NC

- 11:45 am**      **Networking Lunch at Fountain Dining Center**  
2520 Sullivan Drive, Raleigh, NC 27695  
*\*Sponsored by University Housing and hosted by Mr. Durrell Hurst, Assistant Director*
- 1:15 pm**      **The Division of Academic and Student Affairs: An Overview**  
**Shaping a Career in Student Affairs**  
Dr. Tim Luckadoo, *Vice Provost for Campus Life*  
Talley Student Union, Room 3285
- 2:15 pm**      **Driving/Campus Tour of North Carolina State University**  
*\* Mr. Marshall Anthony, Jr., 2<sup>nd</sup> year NC State master's student*  
*\* Mr. John Miller, IV, 1<sup>st</sup> year NC State master's student*
- 3:30 pm**      **Graduate School at NC State: MEd in Higher Education Administration**  
Hunt Library  
*\*Dr. Tiffany J. Davis, Teaching Assistant Professor of Higher Education*  
*\*Dr. Demetrius Richmond, Director of Graduate Student Mentoring & Success*