



UNIVERSITY *of* NEW HAMPSHIRE

Graduate School Annual Report Summary 10-11

This report presents a summary of activities by the Graduate School and the units that report to the dean for the 2010-11 academic year. The report is organized around several programmatic and functional activities. The success of the Graduate School and in turn my own success depends on the support of the Graduate School staff, the Graduate Council, Graduate Program Coordinators, Chairs and staff, and the leadership of the Graduate Student Senate. The support I continue to receive from the staff, the faculty and the Graduate Council has been outstanding and very much appreciated.

❖ Personnel:

- Reviewed and acted on 30 cases for Promotion and/or Tenure.
- Staffing in the Graduate School, including the Manchester Campus, Professional Development and Training (PDT), and the McNair Program was generally stable. Molly Hutchins, administrative assistant in Manchester took a new position at UNH-M and was replaced by Jillian Landry. Angelique Horton was hired in an hourly position to provide administrative support for PDT at Pease last fall. Danielle Howard was hired in an hourly position in graduate admissions commencing in the spring. Linda Conti, PDT (26 years), Paula Howard, Graduate Admissions (34 years) and Shirley Provost, Graduate Admissions (44 years at UNH, 30 years in the Graduate School) took the SIP. With over 100 years of service to UNH, suffice it to say that a lot of excellent service and history leaves with these three dedicated individuals.
- Staff Development: **Antonio Henley** coordinated two research projects: 1) an examination of McNair students' perceptions of graduate school preparation strategies, and 2) an exploration of the perceived utility of Upward Bound summer math coursework on fall semester improvement in math. He submitted a staff/student co-authored paper to the professional journal of the UK based higher education access forum called FACE demonstrating the success of the UNH McNair model and how it could be used to foster postgraduate access policy in the UK. The paper was accepted for publication. He also developed an international research component for summer 2011 to Accra, Ghana, West Africa. **Dovev Levine** successfully defended his dissertation proposal and reached doctoral candidacy in the NRESS program. In spring 2011, Dovev taught a mixed-level course at Boston University's Department of International Relations on Science, Politics, and Climate Change. **Cari Moorhead** is teaching RMP 664, "Internship" a core graduation requirement for students completing the bachelor's degrees in Recreation Management this summer. Last summer, she taught GRAD 963, "College Students and the Undergraduate Culture" along with a section of RMP 664. Cari was inducted to the UNH Diversity Hall of Fame, May 2011 in recognition of her decades of service to UNH and the broader community regarding inclusion and equity for underrepresented people. She will represent the University of New Hampshire as part of the Leadership New Hampshire Class of 2012. She also serves on the Executive Committee of the Northeastern Association of Graduate Schools.

❖ Graduate Council Actions/Discussion:

- Approved proposal to list doctoral student defenses on-line.
- Approved proposal to require all entering doctoral students to complete training in the responsible conduct of research (RCR) effective fall 2011.
- Approved proposal to change the name from early admission to accelerated masters.
- Recommended changes to by-laws related to affiliate faculty and to specify duties of associate members of the graduate faculty. The **Graduate faculty** approved the changes at the spring meeting.
- Reviewed and discussed doctoral program rankings of the National Research Council (NRC) and Academic Analytics.
- Discussed metrics related to critical mass for graduate programs.
- Continued to monitor discussions on Graduate and Family Housing and met with University Planning to review proposals for the development of new housing options.
- Met with Provost Aber, Assistant Vice President Proulx and Assistant Provost Melanson to discuss potential impact of RCM III on graduate education.
- Met with Dean Kirkpatrick to discuss E-UNH and impact on graduate programs.

❖ Programmatic Actions:

- Developed an exchange program with the UNH Law School where law students can enroll in graduate courses at UNH or UNH graduate students can enroll in courses at the Law School as part of their degree program.
- Approved a proposal for a MS in Information Technology to be located on the Manchester campus effective fall 2011.
- Approved a proposal for a dual JD/MBA with UNH Law effective fall 2011.

❖ Program Review:

- Tabled review of the self-study for Education pending a restructuring of the department.
- Received a self-study from Civil Engineering. Review to be concluded in 2011-12.
- Received a report from Professor Seidel on the academic programs in College Teaching. Recommendations to be finalized in fall 2011.

❖ Admissions/Enrollment and Retention (*Diversity Initiatives*):

- 2286 students enrolled in the fall of 2010 versus 2266 students in the fall of 2009, a 0.8% increase; 2239 students enrolled in spring 2011 versus 2212 students in the spring of 2010, a 1.2% increase.
- Fall 2010 enrollments included **121 U.S. minorities and 222 international students** compared with **99 U.S. minorities and 239 international students** in the fall of 2009. **International students come from 46 different countries.**
- 151 UNH undergraduate students were admitted to the graduate school and enrolled under early admission in 17 distinct programs during the 10-11 academic year. This compares with 131 students in 19 programs during 09-10.
- As of June 13th, the applicant pool for fall 2011 admission was 2622 compared to 2396 for 2010. This represents a 9% increase from the fall 2010 and a 39% increase from the fall of 2006. Quality of admitted applicants remains strong with a mean UGPA of 3.42 versus 3.44 last year and GRE scores of 509v/639q/4.0w versus 504v/632q/4.0w last year.
- The applicant pool for **international students** increased this year to **625 compared with 557 for 2010 as of June 13th, a 12% increase.**

- As of June 13th, applications from New Hampshire residents increased to 779 compared with 760 for 2010, a 2.5% increase. Applications from other New England states were up by 63 (11.8%) and applications from the rest of the US were up by 76 (13.8%).
- As of June 13th, **206 applications** had been received from **US minorities (compared with 159 in 2010, a 29.5% increase)** and **86 applicants** had been admitted (compared with 64 in 2010, a 34.3% increase).
- Summer 2011 applications are down by 14 from summer 2010 (283 versus 297). Applications for spring 2011 increased 20% (472 versus 392) and new enrollments decreased slightly (from 173 to 171).
- **Efforts to enhance relationships with minority-serving institutions continued to be established.** These institutions include Morehouse College, Jackson State University, Bennett College, Lincoln University, Elizabeth City State University, and University of Puerto Rico-Mayaguez. In each case, the connection is through a faculty member, alum of UNH or a current student. Campus visits, which include UNH faculty and students, have been well received.
- **We continue to target McNair Programs across the country as part of our recruitment efforts.** Direct electronic correspondence was provided to each Scholar and Coordinator in the 190 McNair programs, along with participation in the McNair annual conference at the University of Maryland in March 2011. In June 2011, we hosted a McNair Scholars Open House for 5 students enrolled in the Wesleyan University McNair program. Three UNH departments participated in the program along with 9 UNH Scholars. **For the summer fall 2011 terms, a total of 17 applications from McNair Scholars were received. 11 were admitted, 5 accepted our offer, 1 was denied, and 5 files remain incomplete.**
- **We continue to work closely with Professor Karen Graham, Director of the Leitzel Center and the Northeast Alliance for Graduate Education and the Professoriate (NEAGEP) to develop recruitment strategies to increase minority applicants in STEM fields.** Funding from NEAGEP supports student visits to UNH (minority applicants visited 3 departments—Animal Sciences, Mathematics and Physics). It is also expected that 3 underrepresented U.S. minority students from Morehouse College and 4 from UNH will participate in sponsored research opportunities this summer. Funding from the Graduate School and the Leitzel Center also provided travel costs to bring Tyrone Spady, PhD UNH-Zoology to campus for a presentation to the local AWIS Chapter.
- **The Institute for the Recruitment of Teachers (IRT) at Phillips Andover continues to provide a number of minority applicants.** As one of the original institutional sponsors of the program, our relationship with IRT has served us well over the years. **Four IRT graduates were enrolled this past year. We received 14 applicants from IRT for the 11-12 AY year and 11 were offered admission, several with funding. 1 IRT applicant will be enrolling in the Fall, and 1 IRT alum will be continuing (Sociology). Also, an IRT alum successfully defended her dissertation in June, and will graduate from the PhD Sociology program in September.**
- **We are continuing to participate in the Summer Institute for Literacy and Cultural Studies (SILCS), a Mellon funded program at Wheaton College designed to increase the diversity of English graduate students.**
- **Fall and spring workshops hosted by the Graduate School, OMSA, McNair and the University Academic and Career Center focused on encouraging our undergraduate minority students to consider graduate school were held.**
- Workshops are regularly sponsored on campus with departments, as well as the Honor's Program and the CFAR Rising Scholars program to promote graduate education, including early admission opportunities at UNH.

- Seven students, 5 masters and 2 doctoral, received fellowships for the 10-11 AY as part of our program to recruit the “best and brightest” to attend UNH (requires departmental match). ***Two of these awards went to minority students.*** As of June 13th, 12 new fellowships, 10 master’s and 2 doctoral, have been awarded and accepted, ***including 10 minority students,*** for the 11-12 AY and 5 students will be continuing on fellowships (***1 minority***).

❖ **Academic Support Services**

- 791 Master’s degrees, 10 CAGS/EdS, 41 post-baccalaureate certificates and 60 PhD degrees were awarded (September 2010, December 2010 and May 2011).
- Sponsored 15 thesis/dissertation workshops during the academic year which were attended by 195 students.
- Hosted the annual PhD luncheon in May which was attended by over 50 PhD students and faculty sponsors. This luncheon is very much appreciated by both the students and their sponsors and highlights the breadth and quality of the research conducted by our doctoral students across campus.
- Sent 47 warning letters to students from the fall who had received grades below B- and 36 letters to students with a cumulative GPA below 3.0.
- Sent 41 warning letters to students from the spring who had received grades below B- and 29 letters to students with a cumulative GPA below 3.0. Seven of these students were dismissed or withdrew as a result of their academic difficulties.
- Acted on approximately 300 general academic petitions during the academic year.
- Reviewed and acted on 147 requests for transfer of credit. This includes both transfers from outside universities and requests to transfer non-degree credit work into a graduate program.
- Acted on 28 requests for an extension of the time limit to reach degree candidacy and 72 requests for an extension of the time limit to complete a graduate degree.
- 18 (9 master’s and 9 PhD) students had their student status inactivated due to the expiration of their time limit to complete the degree.
- Processed 376 special grade reports.
- Monitored records of 108 students who had special conditions or stipulations on their records at the point of admission and worked with program chairs to insure that requirements had been met.
- Reviewed and approved 46 leave of absence requests including leaves for both personal and documented medical reasons.
- Processed 63 voluntary withdrawal requests from students.
- 111 students (16 PhD, 95 master’s) had their degree status discontinued for failure to register.
- Initiated discussions with the Library and ProQuest to transition to an electronic submission of theses and dissertations and to include these publications in the electronic depository in the Library rather than bound copies.
- We continue to see an increase in serious mental health issues. Students are entering with significant mental health history, which in most cases are not disclosed. Where appropriate, the Graduate School works with the student, the Counseling Center and the department / program to ensure that such students have a realistic understanding of their responsibilities as students so that they can make fully informed decisions about the implications of their mental health status for their overall academic performance. We also continue to educate the community about access to Counseling, and Health Services.

- We are seeing an increase in numbers of students with disabilities. We work closely with Disability Services for Students (DSS) to ensure that students who are eligible for, and wish to receive accommodations know how to access services. In turn, we also educate faculty about disability issues, services available and the importance of not accommodating students who are not registered with DSS. One of the major challenges for students is the cost of the battery of diagnostic tests to determine one's eligibility for accommodations. We work with DSS and the Counseling Center to provide access for graduate students to referrals and testing services available at the Counseling Center.
- We are seeing an increase in the level of concern on the part of faculty related to disturbing behavior by applicants and students. We have had multiple requests from faculty/departments to meet students who have demonstrated concerning behaviors in person or in writing. We have found that as anxiety about on-campus safety has increased, faculty and staff tolerance of behavior that falls even slightly outside of the norm can be deemed to be threatening. It is clear that in a more hyper sensitive environment safety concerns must be taken very seriously.
- We have had a number of very serious health related issues that have had a major impact on the financial stability of our Student Health Benefit Plan. We continue to act as a liaison to multiple offices to ensure that the complexities involved in each graduate student's situation are handled appropriately (e.g., the Registrar's Office, Business Services, Health Services, Counseling Center, SHARPP, the Office of International Students and Scholars, and Disability Services for Students).
- We continue to see an increase in parental involvement in graduate student issues from admissions to academic performance to mental health related concerns.

❖ **Graduate School – Manchester Campus:**

- The name of the UNH Center for Graduate & Professional Studies was changed in consultation with the Advisory Board (program directors, UNHM Dean), to the: UNH Graduate School Manchester Campus (GSMC). The boilerplate language reads: *The University of New Hampshire Graduate School, Manchester Campus offers post-baccalaureate programs in applied professional fields. Centrally located in Manchester's historic Millyard in the heart of the I-93 corridor, the Graduate School offers the expertise of University of New Hampshire faculty, contemporary curricula, modern educational facilities, convenient access, flexible schedules, and most important, a graduate degree from the University of New Hampshire, the state's flagship public university*
- Held two Advisory Board meetings.
- Twelve programs are available in their entirety through the GSMC: MBA, MED in Elementary Education, MAT and MED in Secondary Education, MED in Counseling, MED and EDS in Educational Administration, MPA, MPH and MSW, MS-MOT and the MS-IT. Certificates in Public Health and Software Systems Engineering are also offered.
- The MS-MOT, an open enrollment program in WSBE commenced in spring 2011.
- The MS in Information Technology was approved by the Graduate Council and the Graduate Faculty in the spring. This is the first graduate program offered by UNHM faculty and will enroll its first students in the fall of 2011.
- A marketing survey was administered to 36 prospective students at the March general Open House. The survey collected information about media outlets (print, radio and television) that students access which the GSMC may consider when allocating marketing dollars.
- Continued to update and expand the use of social marketing platforms, Facebook, Twitter and LinkedIn to promote programs.

- Student inquiries were 512 in 10-11, down from 549 in 09-10, and from 534 in 08-09. These numbers do not include inquiries direct to the Education department program office in Manchester.
- Enrolled 177 graduate degree candidates on the Manchester campus in the summer of 2010 compared to 155 in 2009; 307 degree candidates for the fall term compared with 285 in 2009; and 346 degree candidates in the spring term compared with 312 in the spring of 2010.
- Marketing and outreach efforts in the greater Manchester community include the Chamber of Commerce, the Local Government Center, the UNH Benefits Fair, the Tri-City Expo, and the New Hampshire Training Institute.
- Sponsored several specific information sessions for the MBA (3) which included the MSMOT, as well as 2 general Open Houses for all GSMC programs, and monthly Info Sessions on Tuesday evenings.
- Sponsored 2 general interest sessions on the Graduate School for UNHM undergraduates.
- Sponsored a general orientation sessions in the fall, spring and summer for new students at the GSMC.
- Participated in the MBA, MPA, and MPH new student orientation programs.
- Conducted for the first time an Adjunct Faculty Orientation session which will be continued.
- Worked with PDT in the oversight and development of professional development activities through GSMC.
- Worked with the MPA, MPH and MBA programs on their hooding ceremonies.
- A graduating student survey was sent to 60 eligible students with 22 students responding. Facilities, building hours and cleanliness ranked well, but there was some dissatisfaction with library access and limited hours. Some negative comments concerning security at 286 were expressed, but overall comments were positive. Students expressed a need for faculty to be more involved in internship coordination in some programs and a need for stronger emphasis by faculty on future career paths.
- Concerns about the lack of financial aid counseling and support in Manchester remain.

❖ **Technology Support**

- Working on bringing all graduate school related web sites and online documents into WAI (web accessibility) compliance.
- Created an electronic letter of reference form and started development to create a completely web driven online version. Connected with this project is the goal to provide most of our forms through our web site as online forms connected to our database.
- Set up a social networking site on Facebook for our students and applicants to find useful information, learn about events and find outside resources for financial assistance.
- Took the next step in a paperless admission process by training departments to access, use and manage their application and student documents online via document imaging. Part of this process also entailed providing technical support and troubleshooting for each department so their computers could properly access the information.
- Created a process where all departments now get automatic emails whenever an applicant accepts, defers, or does not accept an offer of admission.
- Continued to develop reports in WEBI for departments at their request.
- Continued to provide training sessions for graduate program staff across campus related to electronic admissions processing in WEBI, Xtender and Blackboard Content Management.
- Completed the process of scanning and indexing all student records as we move to a totally electronic student information system.

- Provided technical support to several offices on campus, including the Registrar's office, OISS, GSMC, academic programs and admissions.
- Moved our web server over to a virtual machine managed by ECG to bring our office into compliance with recommended best practices for web and file server management.
- Created online processes, using Adobe forms and Blackboard Content Management, for many of our graduate aid application processes (e.g. Dissertation Year Fellowship and Summer TA Fellowship).
- Set up a new imaging scanner station to provide improved transcript scanning and readability.
- Converted our web site to be SSL enabled to provide enhanced security and encryption for confidential data being processed via our site.
- Provide complete support for the GRE revised test scores being rolled out in 2011. This includes electronic tape loads, testing, training and reporting changes.
- The average number of records scanned and indexed over the past 3 years as part of our transition to an electronic (paperless) system is 25,500 documents per year.

❖ **Faculty and Student Support:**

- Worked with the deans to establish stipend levels for 11-12 as: Level I: \$14,800; Level II: \$15,800; Level III: \$16,800. The student health benefit plan and full tuition waivers are included in the overall package.
- Conducted TA/GA/RA orientation programs in August and January (over 300 students).
- Awarded 9 junior faculty fellowships and 2 senior faculty fellowships for summer 2011:
 - Rose Came, Assistant Professor-Earth Science
 - Summer Cook, Assistant Professor-Kinesiology
 - Marion Girard, Assistant Professor-History
 - Margaret Greenslade, Assistant Professor-Chemistry
 - Joel Hartter, Assistant Professor-Geography
 - Mary Fran Malone, Assistant Professor-Political Science
 - Svetlana Peshkova, Assistant Professor-Anthropology
 - Joanne Samuels, Assistant Professor-Nursing
 - Jing Wang, Assistant Professor-Decision Sciences
 - David Bachrach, Associate Professor History
 - Cathy Frierson, Professor- History
- Awarded 15 Dissertation awards for 11-12 (32 applications received):
 - Alexis Atwood, Chemistry
 - Jamie Burke, Education
 - Daniel Hocking, Natural Resources and Environmental Studies
 - Jessica Jarett, Microbiology
 - Eric Kelsey, Earth and Environmental Sciences
 - Aykut Kilinc, History
 - Jessie Knapp, Zoology
 - Jeremy Nettleton, Plant Biology
 - Philip Nuss, Earth and Environmental Sciences
 - Joshua Stillwagon, Economics
 - Peter Sullivan, Economics
 - Jan Tornick, Psychology
 - Jennifer, Vanderminden, Sociology
 - Michelle Walsh, Zoology
 - James Webber, English

- Awarded 50 Summer TA fellowships for summer 11 (94 applications received).
- Awarded 45 scholarships to part-time students for fall 10 (87 applications received) and 55 scholarships to part-time students for spring 11 (81 applications received).
- Awarded 4 UNH Fellowships to students who had received part-time scholarships who demonstrated the ability to successfully balance school, work and family:
 - Ennette Tawah, Nursing, MS
 - Matthew McSorley, Counseling, MED
 - Megan Leonard, Writing, MFA
 - Cheryl Bentley, Civil Engineering, MS
- Awarded 165 travel grants to students to present their research and scholarship at conferences around the world. Of these, 130 actually presented and were reimbursed.
- Awarded graduate teaching awards during Graduate Student Appreciation Week to:
 - Joyce Massicotte, Resource Administration and Administration, MS
 - Jessica Nash, Nutritional Sciences, MS
 - Cara Fiore, Microbiology, PhD
 - Rajtilak Majumdar, Plant Biology, PhD
- Awarded the annual graduate research/scholarship/creativity awards during Graduate Student Appreciation Week to:
 - Gregory Stringer, History, MA (2010)
 - Mary Fuhrer, History, PhD (2010)
- Presented the 2010 Faculty Mentoring Award at the fall 2010 University Awards dinner.
 - Ellen Cohn, Psychology
- Announced the annual faculty mentoring Award recipient for 2011:
 - William Harris, History, The award is presented in the fall at the University Awards dinner.

❖ **Graduate Research Conference (GRC)**

- The GRC was organized in conjunction with the Graduate and Professional Student Appreciation Week and held April 25th and 26th and was the largest and most successful to date.
- A faculty reception was held in conjunction with the Poster Presentations on the 25th with over 80 posters presented and evaluated by faculty judges.
- Over 50 oral presentations were given throughout the day on April 26th and were judged by graduate faculty.
- Began a new tradition where the Graduate Faculty of the Year recipient for the current year serves as the Keynote Speaker. Professor Ellen Cohn was the inaugural presenter.

❖ **Programming**

- **Preparing Future Faculty Luncheon Series**
 - Welcome Luncheon & UNH's Academic Model for PFF (14 students attended)
 - Culture of Undergraduates (22 students attended)
 - Interdisciplinary & Inquiry Based Learning (15 students attended)
 - The job search in Academia (14 students attended)
 - Teaching Small & Large Classrooms (18 students attended)
 - Summer GRAD Courses: College Teaching (5 students attended)
- **Preparing Future Professional Series**
 - Financial Planning (10 students attended)
 - Elements in Successful Grant Writing (17 students attended)
 - Writing Your dissertation in 15 Minutes a Day (35 students attended)
 - Cover Letters & Resume Writing (13 students attended)

- PowerPoint Pedagogy (8 students attended)
- NSF Fellowship Workshop (13 students attended)
- **Graduate Student Appreciation Week**
 - Post-GRC night out at Ballard's (Graduate Student Senate)
 - Take a grad to lunch (100 students)
 - Graduate Student Appreciation Week Breakfast (Graduate Student Senate & the MUB)
- **Programs Co-Sponsored with other Departments/Programs**
 - How to conduct yourself as a Professional (WSBE 10 students attended)
 - Provided on-campus residents with season tickets to all athletic events excluding Football and Men's Hockey (Athletics)
 - Diwali Festival (OISS and MUB)
 - Garden Party (OMSA/LGBT Commission)
 - Professionalism and Etiquette Reception (The UNH Honors Program, Center for International Education, Hamel Center, WSBE Career Services, Department of Athletics, 39 students attended)
 - MLK Celebration (Vice Provost for Diversity and the Commissions)
 - Scholars Tea (Fellowship Office)
 - Women in the Sciences Potluck entitles "Life Trajectories" (AWIS)
 - Stonewall Grad Socials, one per month
 - Support for students and families in Forest Park and Babcock
 - Participated in bi-weekly Tenants Committee meetings
 - Co-sponsored several monthly socials
- **Dinner and Cultural Programs**
 - Rent (UNH Theatre Department; 10 students)
 - Wizard of Oz (UNH Theatre Department; 8 students)
 - The Story of Stuff and the Story of Bottled Water (University Dialogue 32 students)
 - "The 2010 Election Season – How the US Democracy Works" (presented by Stacy VanDeveer, 20 students)
- **Recreational Programs**
 - Graduate Climbing Social, indoor rock climbing & pizza (12 students attended)
- **Advertised Events via website & Facebook**
 - Created Facebook site to announce various deadlines, programs, and events. Since January when the site was launched we have averaged over 100 monthly users.
 - Emerging Leaders Workshop (hosted by Project L.E.A.D. & SIC'em)
 - Doing it All: The Myth of Balance, 27th Annual Awards/Lunch Celebration (hosted by the President's Commission on the Status of Women)
 - 2011 UNH Transportation Survey (hosted by UNH Civil Engineering, Health Management and Policy and Transportation Policy Committee)
 - Graduate Student Stress Relief Social (Hosted by Commuter Student Services)
 - Professional Development Workshop: Social Justice Educators Training (hosted by Vice Provost for Diversity)
 - Various semester-long events hosted by UNH Health Services
- **Manage Cornucopia website**

❖ College Teaching

- Our Summer College Teaching Program offered in cooperation with the Center for Excellence in Teaching and Learning had 115 registrations in 11 courses in 2010 compared to 117 registrations in 11 courses in 2009. Face to face and blackboard internet courses are offered.

- Preliminary counts indicate that our 2011 Program has 124 registrations in 8 courses.
- Courses in College Teaching are also offered on-line for students in the Certificate Program. In the fall of 2010, 7 students enrolled. In the spring of 2011, 8 students were enrolled.
- As noted above a review of the program is currently underway.

❖ **NRESS**

- The interdisciplinary doctoral programs under the umbrella of Natural Resources and Earth System Sciences remain the largest doctoral program on campus.
- Enrollments in NRESS in the fall of 2010 were 74 versus 79 students in the fall of 2009 and 78 in the spring of 2011 versus 82 in the spring of 2010.
- Professor Serita Frey was elected program chair in the summer of 2010.

❖ **Environmental Education**

- 15 students were enrolled in summer 2010 versus 18 in summer 2009. Enrollments in the fall of 2010 were 15 versus 13 in the fall of 2009 and 15 in the spring of 2011 versus 13 in the spring of 2010.
- With only four students accepting offers of admission for the summer of 2011 a review of the program will be conducted in the fall of 2011.

❖ **Responsible Conduct of Research (RCR)**

- RCR is a joint responsibility of the dean of the Graduate School and the Senior Vice-Provost for Research. Dr. Julie Simpson is Director of Research Integrity Services and Professor Thomas Pistole, Chair of the RCR Committee.
- Dr. Pistole and Dr. Simpson offered one section of GRAD 930 (Fall 2010). 10 students enrolled.
- Dr. Pistole and Dr. Simpson coordinated and offered three RCR training sessions (that met NSF requirements). Enrollment was as follows: 9 in October 2010, 37 in February 2011, and 25 in May 2011.
- With Dean Richards and SVPR Nisbet, Dr. Simpson coordinated the recruitment and appointment of a UNH School of Law faculty member to the Responsible Conduct of Research and Scholarly Activity (RCR) Committee.
- Dr. Simpson worked with Associate Dean Moorhead to update and administer the annual workshop interest survey, and plan Preparing Future Professional (PFP) educational offerings for the year.
- Dean Richards and Dr. Simpson attended the Council of Graduate Schools Project on Scholarly Integrity Capstone Conference in Washington, D.C.
- Dr. Simpson attended a Graduate Council meeting to provide an update on RCR activities.
- Dr. Pistole and Dr. Simpson drafted, finalized, and submitted an institutional grant to the National Science Foundation's Ethics Education in Engineering and Science program.
- Dr. Simpson attended an AAAS Workshop on Responsible Research Practices in a Changing Research Environment in Washington, DC.
- Dr. Simpson worked with Dean Richards and Associate Dean Moorhead on details of the Graduate Council doctoral student RCR training requirement.
- Dr. Simpson updated all the Web-based RCR modules to reflect changes from the Office of Sponsored Research (OSR) to Research Integrity Services (RIS) or Sponsored Program Administration (SPA), as appropriate.

- Dr. Simpson gave ethical and responsible conduct of research and scholarly activity presentations at the Fall 2010 and Spring 2011 graduate assistant orientations, and at the annual McNair program orientation (11 students).

❖ **McNair Program**

- Served 18 research fellows during the 2010 summer research session and offered 4 courses.
- Three McNair students received funding outside of McNair; 2 received SURF grants and one received an AGEP grant.
- Offered 1 course during the academic year that functions to introduce campus participants to concepts.
- Fifteen of eighteen Fellows completed the mentor approved research projects.
- Twenty-one fellows presented their results in an academic forum.
- Completed and submitted the federal Annual Performance Report for 2009-2010. Thirty-one participants were served by the program; 68% met low-income, first generation eligibility criteria.
- Ten seniors graduated in 2010, 5 enrolled in graduate programs.
- Eleven seniors in the federal program component graduated in 2011 of which 8 have been admitted and plan to enroll in graduate programs.
- Four alumni earned the PhD bringing the total number of doctoral recipients to 31.
- The pilot international research component to London and Cambridge for summer 2010 hosted five fellows.
- A pilot international research component to Ghana, Africa was developed for summer 2011 and 4 students are participating.

❖ **Professional Development and Training**

- PD&T held over 200 one-day seminars and workshops throughout the year, five one-day major conferences, two special institutes in Fall and Spring, two special institutes in summer, 15 short-term Certificate Programs, on-site customized training (noncredit and credit), one online course developed by PD&T, and numerous online noncredit offerings for professional and personal development in partnership with Cengage Learning and University Learning Institute. PD&T offers its programs at Pease in Portsmouth, on the Durham campus, and on the UNH campus in Manchester. PDT's primary market is New Hampshire, southern Maine, and northern Massachusetts. Conferences draw from the wider New England region; institutes and online offerings draw from a national and international audience. Programs serve a variety of licensed and non-licensed professionals, including office, technical, and managerial staff at all levels; teachers, school administrators, and other school personnel; health and human service professionals; land surveyors; soil scientists; and other professionals--representing a broad spectrum of manufacturing, non-manufacturing, education, retail, and service industries, small to large in size.
- It is expected that the final accounting for PDT will show that operations for non-credit workshops, conferences, institutes and on-line activities will come in on target with a net a profit of ~ \$70,000. Customized training will also report a profit.
- This year, PD&T delivered 230 workshops (compared to 217 last year and 230 the year before) with 2975 participants (compared to 2914 last year and 2988 the year before) in the areas of leadership, management, supervisory skills, communication skills, human resources management, professional coaching and training, sales and marketing, project management, engineering management, construction management, land surveying, soil science, teaching and school administration, guidance counseling, social work, occupational therapy, grant writing

- and fundraising, coaching children and teens, computer applications, web design and development, and digital publishing and graphic design.
- Administered 17 days of in-house training compared to 21 last year for 9 NH companies (compared to 6 last year) and 1 UNH unit.
 - Held 5 Conferences all of which sold out:
 - Annual Tax Institute with IRS and NH Department of Revenue Administration (206 attendees);
 - Dimensions of Leadership Conference for Managers, Supervisors, Project & Team Leaders (196 attendees);
 - Conference on Working with Children from Dysfunctional Families and Traumatic Backgrounds (cosponsored with Justice Studies) (144 attendees);
 - Office Professionals Conference (202 attendees);
 - Conference on The Angry or Anxious Student (151 attendees)
 - Offered a 3-day summer Art Institute in cooperation with the UNH Art Department (11 attendees).
 - Offered 4 new summer workshops in computer applications and web design (32 enrollments)
 - Held the 37th Annual Violin Institute (109 enrollments versus 78 enrollments in 2009).
 - Began to explore or renewed strategic alliances for co-programming and/or co-promotion with the following:
 - Partnership for Technology & Management Training (PD&T advisory board of business and industry representatives)
 - UNH School of Law (Susan Richey)
 - WSBE Executive Development Program (Dan McCarthy)
 - Browne Center
 - UNH Department of Justice Studies
 - UNH Art Department
 - UNH Department of Education
 - UNH English Department
 - UNH Mathematics Department
 - New Hampshire Business Review (Managers Conference)
 - New Hampshire Land Surveyor's Association
 - New Hampshire School Administrators Association
 - New Hampshire School Counselor Association
 - Internal Revenue Service Northeast Area
 - BAE
 - Measured Progress
 - Waldron Engineering
 - The Delta Society
 - The Strad Magazine
 - Cengage Learning (Ed2Go and Gatlin)
 - University Learning Institute
 - Enhanced promotion efforts while cutting marketing costs utilizing direct mail, email, online, and LinkedIn promotion, along with NPR sponsorships
 - Coordinated and assisted in the promotion of off-campus graduate credit contracted courses (courses offered in conjunction with the English Department, the Mathematics Department, and the Computer Science Department). Offered 30 courses with 378 enrollments (compared to 39 courses with 448 enrollments in FY '10)

- PDT provides the oversight and approval for CEUs sponsored by UNH units at no cost and for Non-UNH entities at a cost of \$20 per program participant. CEUs are not awarded to for-profit organizations. Groups granted permission to offer CEUs included: Natural Resources and the Environment; Technology Transfer Center; WSBE (7 programs); and the Derryfield School. A total of 122 CEUs were awarded.
- Launched a new Certificate Program in Coaching Children & Teens with ADHD
- Held a new 3-day Leadership Institute, which filled to maximum capacity.
- Online Course Activity:
 - Continued to offer Ed2Go and Gatlin online courses through PDT. Profit from this program is \$10,000 to \$12,000 per year.
 - Researched and tested 3 leading software programs for online delivery (Adobe Connect, Web Ex, and Go to Webinar) and met with Apple representative about other online technologies.
 - Met with Dean Kirkpatrick about eUNH and PD&T potential opportunities.
 - Videotaped and began editing of the fall Managers Conference to determine whether material could be repackaged as audio mp3 series, online learning, and/or DVDs.
 - Met with potential instructors for new online offerings and subsequently developed three new online workshops (to be offered in fall and spring).
 - Began to explore development of additional online courses to be offered in spring 2012.
 - Offered a Blackboard Course in Animal-Assisted Therapy in cooperation with the nationally based Delta Society. Because of the inability to automate noncredit logins on Blackboard, converted the course to WordPress technology for generating private logins and enabling student-instructor communication, and also created a unique webpage for companion materials.
- Maintained updates of the PDT website and developed several new web pages to promote special programs. Enlisted the help of Web Solutions to make modifications to the backend database for increased functionality.
- Monitored and tweaked the functioning of UNH's Events System to process online registrations and dealt with any problems that arose.
- Maintained and oversaw operation of leased site at Pease Tradeport in the Franklin Pierce University building. Installed faster internet and wireless access to enhance instructor and staff capability.
- Maintained, updated, and expanded marketing database of inquiries, past students, and potential clients, contained in over 350 separate targeted lists of individuals, trade associations, and professional contacts, totaling more than 1/2 million records and 35,000 email addresses.
- Provided specific information about applicable offerings to approximately 100 professional associations for posting on their websites or inclusion in their newsletters.
- Continued to supplement or transition from direct mail promotion to email marketing,
- Increased promotional activities via the web, email promotion, electronic and social media, print and broadcast media, and direct mail. Several monthly targeted email blasts are disseminated to several thousand professionals, including past students, inquiries, and new contacts. In addition each year we share a table with WSBE and the Browne Center at various high-profile business and educator Expos and Conferences.
- Developed a joint PD&T and GSMC brochure in the fall and again in the spring to highlight both credit and non-credit offerings in Manchester.
- Moved offices from Verrette House to Stoke Hall.

❖ **Center for Family Business and CEO Forum**

GRADUATE SCHOOL
OFFICE OF THE DEAN

- Membership in the Center for Family Business was 19 companies at year end up from 14 last year (membership fee \$1250). Twenty-four other companies attended one or more programs. The economy appeared to have impacted membership in the fall but the number of guest companies attending by year's end is promising for higher enrollment for 11-12.
- The Center had six corporate sponsors. (Mass Mutual Financial Group, Pierce Atwood Law Firm, Baker, Newman & Noyes Accountants, Optima Bank and Trust, Management Planning Inc. and Moitza and Associates; sponsorship fee 6 @ \$5,000, Everett Moitza replaced Tom Davidow as a sponsor.
- The CFB sponsored five programs ("*The Economy and Effect on Family Business by Ross Gittell*" – Manchester; "*Financing the Transition of the Family Business Through the Installment Sale –Concord*"; "*Facing the Minefield of HR in 2011*– Manchester; "*Family Councils – Concord*"; "*Growing the Family Business the Huntington Family*" – Durham.
- Sponsored the Leadership Development Program and graduated 7 students from 6 family owned businesses. Will offer this again in the fall of 2012.
- Postponed the peer program for the next generation graduates of the Leadership Program and will offer it again this fall.
- Paid membership in the CEO Forum increased to 38 from 29 companies last year (membership fee \$795). An additional 35 companies participated in one or more CEO Forums.
- Three corporate sponsors (Pierce Atwood, People's Bank and Sprague Energy). Sponsorship is \$3,000.
- The CEO Forum sponsored five programs during the year (speakers included: Gary Hirshberg, Stonyfield Farm; Dan Morrison, Optima Bank; Tom Moulton , Sleepnet Corp; David Greer, Wirebelt of America; and Henry Huntington Pleasant View Gardens).
- The Drolet family of General Linen Services was named the 2011 recipient of the Family Business of the Year award which was presented at the annual WSBE awards dinner in April.
- On May 24th the Center hosted its first Family Business Recognition Dinner in Bedford to celebrate families in business. Recognitions included General Linen FB of the Year, Life Time Achievement Awards to Lewis Janetos Sr, Hope Makris, Armand LeBlanc and Jon Huntington. Also recognized were companies that have been in business for more than 100 years, 75-99 years and 50-74 years. Keynote speaker for the dinner was Meg Hirshberg Author. 124 people attended.

❖ **Graduate Student Senate (GSS) Support**

- The Graduate School provides logistical and financial support to the GSS.
- Regular attendance at GSS Business and Executive Meetings.
- Regular attendance at USNH Board of Trustee Committee and Business Meetings
- GSS Orientation Week:
 - Co-sponsored Graduate Resource Fair with MUB (100+ attended)
- GSS members have a presence on numerous campus wide committees:
 - Student Health Benefits Plan Committee
 - Campus Transportation and Planning Committee
 - Central Budget Committee.
- The GSS participates in the annual mandatory fee oversight process.
- Transitioned from the Graduate Student Organization to the Graduate Student Senate.
- GSS constitution signed by President Huddleston and Dean Richards in Spring 2011
 - Name change reflects formal recognition of the GSS as the governing body for graduate students.
- First Thursdays: Monthly GSS Social (40 attended on average).

- Fall and Spring Ice Cream Social (~75 people attended each).
- Graduate and Professional Student Appreciation Week (April 12-16).
- GSS End of Semester Dinner: December and April (~75 attended each event).
- Stonewall Graduates Meetings
 - GAFFS: Gay's and Family and Friends Movie Series.

❖ **Scholarship and Service**

- Served on the Northeastern Association of Graduate Schools (NAGS) Executive Committee as Senior Advisor. NAGS is one of four regional association of Graduate Schools with membership from Washington, DC through the mid-Atlantic and New England States as well as Ontario, Quebec and the Maritimes.
- Served on the UNH Law Academic Integration Committee.
- Elected to serve on the Board of Directors of the Council of Graduate Schools (CGS) for a two-year term. CGS is the only national organization in the United States that is dedicated solely to the advancement of graduate education and research. CGS draws its institutional membership from colleges and universities significantly engaged in graduate education, research, and scholarship culminating in the award of the master's or doctoral degree. Currently, CGS membership includes over 500 universities in the United States and Canada, and 16 universities outside North America. Collectively, CGS institutions annually award more than 95 percent of all U.S. doctorates and over 78 percent of all U.S. master's degrees. The twelve member Board serves as the governing body for the organization.
- Re-appointed to serve as one of two graduate deans on the Council of Graduate Schools/Council for Opportunity in Education (CGS/COE) Advisory Committee to the McNair Program.
- Served on the CGS Dissertation of the Year Award Committee in the Social Sciences.
- Co-facilitated a workshop on dual degree and five bachelor/master's programs at the Summer Workshop for Graduate Deans in San Juan, Puerto Rico, July 2010.
- Moderated a Panel presentation on "Diverse Perspectives on Achieving Student Success" at the CGS Annual Meeting, Washington, DC, December 2010.
- Served as an NSF Panel Reviewer, January 2011.

❖ **Challenges**

- Keeping graduate education a central focus of the mission of a comprehensive research university during these financially challenging times.
- Graduate compensation (in particular 12 month support for doctoral students) as well as maintaining an affordable health plan remains a fundamental issue in order to attract and maintain a high quality student body.
- Increasing the number of graduate students on grants and finding appropriate incentives to do so.
- Maintaining and expanding graduate enrollments, particularly in professional master's and professional development programs, in the current economic climate with increased competition from colleges within the state and region that have been traditionally undergraduate focused and are using large numbers of adjuncts to teach in their programs.
- Finding the appropriate balance between e-learning and face to face instruction in the delivery of graduate programs given the multiple demands placed on the faculty.
- The need for accessible, adequate and affordable Graduate and Family Housing on or very near to campus continues to be an issue.

- Working with students who have medical and emotional issues to balance their needs with the appropriate academic and non-academic services that are required to insure their success if they remain in the university or to counsel them out is increasingly complicated and time consuming.
- Monitoring and responding to actions at the federal level that impact TRIO, graduate and research funding.

❖ **Goals for FY12**

- Work with the various committees and individuals appointed to review graduate education to ensure that the centrality and quality of graduate education is both maintained and as appropriate enhanced.
- Review staffing and workloads within the Graduate School and PDT in order to provide high quality support and service to applicants, students, faculty and staff across the campus given the staff SIP's.
- Continue to work with University Communications and Marketing to enhance the visibility and centrality of graduate education and research at UNH in Durham and Manchester. Specific items include:
 - Produce a companion brochure to the Research at UNH piece focused on graduate education.
 - Roll out a television ad on WMUR highlighting the professional master's programs offered on the Manchester campus.
 - Produce a number of NPR spots which focus on the quality of graduate education at UNH and the array of programs offered in Durham, Manchester and perhaps Concord.
- Continue to work with the Vice-Provost for Research to enhance visibility of the high quality of research being conducted at UNH and ensure that academic programs and research efforts are in sync, particularly in doctoral education.
- Continue to work with the Colleges and Schools to increase enrollments in existing degree programs where there is capacity, develop new professional master's and certificate programs where feasible and dual degree programs with the law school (See Appendix B).
- Continue to improve and enhance all electronic processes related to admissions and student services within the graduate school and academic programs across campus.
- Work with the Colleges and Schools and the Foundation to maintain and develop new sources of financial support for graduate students in order to attract the highest quality students to enhance the university's reputation.
- Finalize transition of CEO Forum and the Center for Family Business to WSBE.
- Continue to broaden the range of professional fields that are served by the noncredit offerings of PDT and develop more online course options.
- Finalize transition of most registration and payment processes of non-credit courses from the Registrar and Business Services to PDT to improve the process as well as customer relations.
- Resolve on-going issues related to financial aid support (advising) for graduate students on the Manchester campus.
- Submit a successful application for renewal of the McNair program.
- Identify and prepare non-federal grant applications for program supplements and enhancements (such as international research and travel, and transition support for low-income students) to the McNair program.

APPENDIX A
Mission, Vision and Goals
The Graduate School
Harry Richards, Dean

Mission

The mission of the Graduate School is to provide innovative, responsive and accessible master's, doctoral and certificate programs of the highest quality in line with the university's "Blueprint for the Future, UNH in 2020". Graduate programs foster a close interdependence between research and classroom teaching and enhance the undergraduate experience at the university. The graduate faculty and students work together to creatively generate new knowledge and disseminate that knowledge. The Graduate School is a source of intellectual capital for the University, the region, and the nation. The Graduate School extends its programs and services to central and southern New Hampshire by offering professional graduate programs for working adults on the Manchester campus.

Vision

The Graduate School and in particular, doctoral education distinguishes UNH as a research university. Master's programs, both research and professional, further enhance the university's public land-grant, sea-grant and space grant mission. The Graduate School provides leadership to support the scholarly and creative efforts of the faculty and students, advances the principles of ethical conduct of research and scholarship, articulates and champions an institutional perspective on graduate education, promotes interdisciplinary scholarship and ensures its graduates are prepared to become leaders in the 21st Century.

Goals

In order to accomplish this vision, the Graduate School works to:

- Increase the visibility of graduate education on the campus, in the state, the nation and the world
- Maintain a strong relationship between research and graduate education to best align the academic and research programs of the university
- Enhance the diversity of our students and faculty
- Ensure competitive compensation packages for graduate assistants
- Increase the support for graduate students through competitive fellowships and scholarships; professional development programs (Preparing Future Faculty - PFF, Preparing Future Professionals - PFP, Responsible Conduct of Research - RCR); and community activities
- Ensure that PhD enrollment and graduation rates are at levels appropriate to the university's position as a high research activity institution
- Ensure that all graduate programs are of the highest quality through a sustained process of program review
- Support and encourage the development of selective new graduate programs that build on the strengths of the faculty in both Durham and Manchester
- Foster the development of international collaborations and dual degree programs as appropriate
- Support the development of program delivery models, including on-line learning, that enhance high quality graduate programs to meet the changing nature of today's students
- Develop high quality academic and research programs with the UNH School of Law

Success

The Graduate School is an essential partner and valuable resource to the campus. Success is measured by the effectiveness of the Graduate School and the dean's advocacy for graduate education through collaborative efforts with the college deans, the research office, the Graduate Council, the Graduate Student Senate, the Graduate Coordinators, the Graduate Faculty and the program staff at UNH.

APPENDIX B

Opportunities for New/Revised Programs

Doctoral:

- PhD in Marine Biology (in process)
 - Revive PhD in Oceanography (under discussion)
 - PhD in Biology (under discussion)
 - PhD in Business
 - PhD in HHS and or Doctor of Professional Practice (under discussion)
 - PhD in Interdisciplinary Studies
- Student defined options
Core set of courses to include a common seminar, research methods, and ethics.
Disciplinary courses in 3 areas of study
Candidacy Exams would be an integrated paper to show breadth and depth of student understanding in the 3 fields
Dissertation would be interdisciplinary in design w/faculty from 3 different areas of study

Master's Programs:

- Professional Science Master's (PSM):
Collaborative biological science programs with faculty in WSBE or RECO and local companies such as LONZA, Fischer Scientific
Collaborative physical science programs (Chemistry) or (Physics) with faculty in WSBE and local companies
- MA in Psychology
- MA in Communication (UNH); or MA in Communication Arts (UNHM); or MA in Communication and the Media (UNH/UNHM)
- MA in Urban Studies/Community Development (UNHM) or (UNHM/COLSA)
- MED in Middle School Education
- MED in Science Education
- MED in Language Teaching
- MFA in Theatre if the new Performing Arts Center gets support in Strategic Initiatives
- MS in Medical Sciences (non-thesis program in sciences for students who need another year study to be more competitive for admission to medical/dental/vet school)
- Interdisciplinary Master's in Recreation Management/Tourism/Outdoor Education

New Certificate Programs:

- Special Education Administration (in process)
- Feminist Theory (under discussion)
- Teacher Certification (get all of these various options on the books as official certificates)
- Dietetics/Nutrition/Eating Disorders/Obesity
- Geospatial Sciences (in process)
- Adolescent Development (in process)
- Child Advocacy and Family Policy (in process)

Current Programs that have capacity, demand or opportunity to expand with self-funded students (Some UNH resources, including additional faculty may be required)

WSBE:

- MBA (day; evening in both Durham and Manchester; Executive MBA)
- Add part-time evening program in Accounting

HHS:

- MSW in Manchester (admit every year)
- MS in Communication Sciences and Disorders (demand)
- MS in RMP (connect to North East Passage)

COLSA:

- MS in Nutritional Sciences (under review)
- Add non-thesis tracks in most of the Biological Science areas
- Redesign RECO/RAM with a professional focus in natural resource management

LA:

- MA in Justice Studies – add track or option in Criminal Justice
- MED in Teacher Leadership (tracks or options in educational technology; curriculum and instruction)
- PhD program in Education on the Manchester campus (cohort model – admit every 3 or 4 years)
- MPA add track or option in Criminal Justice if Justice Studies does not

CEPS:

- Add non-thesis track in all engineering programs (change in degree from MS to MEng for non-thesis tracks under discussion)
- Add non-thesis track in Chemistry

Dual degrees with Law School currently under discussion or in process:

- MBA, MPA, MSW, MA Political Science, MA Economics, and eventually PhD in economics (MBA approved; others under discussion and at various stages of review)

6/11

APPENDIX C

Mission, Vision and Goals
Office of Professional Development & Training
(Graduate School)
Harry Richards, Dean

Mission

The mission of UNH Professional Development & Training (PD&T) is to offer professionals, businesses and organizations in New Hampshire and the surrounding region a wide range of professional development opportunities. Programs include noncredit, one-day workshops, short courses, certificate programs, conferences, institutes, customized in-house training and on-line webinars. PD&T coordinates with UNH departments to offer contracted, off-campus, graduate-level credit courses designed to enhance skills and knowledge of the professions served. PD&T programs assist professionals in developing new skills, enhancing current skills, or obtaining the continuing education required to maintain their professional licenses. Training is offered in a number of fields, including: business and industry, teaching and school administration, health and human services, engineering, soil science and surveying and violin craftsmanship and other professional fields as identified and the need arises. Programs take place on the UNH campuses in Durham and Manchester as well as at the PD&T Training Facility at the Pease Tradeport. PD&T is also the University's provider of CEUs, and coordinates the awarding of CEUs for all units at UNH as well as external organizations that seek to award UNH CEUs.

Vision

Professional Development & Training serves as an outreach on behalf of the University of New Hampshire to the professional community and fulfills the land-grant mission by delivering educational programs to the population of the State of New Hampshire. The professional development services provided by PD&T allow professionals to function at the top of their field.

Goals

In order to accomplish this, Professional Development & Training works to:

- Identify through advisory committees, market research, and state licensing requirements the current needs facing current and potential new target audiences
- Collaborate with and extend the expertise of the University's Schools and Colleges to help meet the training needs of business and industry in the state
- Employ the most qualified faculty, including faculty from the University of New Hampshire, to deliver the programs
- Build collaborative relationships with professional societies and groups that can inform the content of program offerings
- Maintain and build the visibility and reputation of programs through in-depth, targeted marketing campaigns and practices
- Ensure that programs are of the highest quality through regular program evaluation

Success

PD&T provides a valuable service to the University. Success of its programs enhances the reputation of the University, demonstrates the University's commitment to serving the needs of business and industry, schools

and organizations, and provides high quality training to a wide variety of adult professionals in the state and region.

8/2/11