

Handbook  
For  
Graduate Program Directors  
Wake Forest University  
Graduate School of Arts and Sciences

2009-2010

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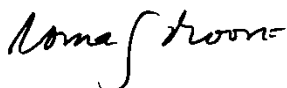
## *Welcome !*

On behalf of the Graduate School of Arts and Sciences, I thank you for your willingness to serve in the very important capacity of Graduate Program Director. You are the very heart of graduate education at Wake Forest University (WFU), acting as supervisor of your program as well as the liaison between faculty and students within your program and between your program and the Graduate School administration. Only with energetic and dedicated Graduate Program Directors like you can the Graduate School at Wake Forest University fulfill its mission.

We have prepared this *Handbook* to aid you in the conduct of your important activities. To orient you, we have organized it into several sections. First, we provide an overview of what is involved in being a Graduate Program Director. Second, we describe the operations of the Graduate School -- its structure, admissions, recruiting, registration and related processes, and other nuts and bolts of our operations. The third section addresses what is required for effective administration of your graduate program, involving activities that are shared with the program faculty as well as with the departmental and graduate school administrations. The fourth section addresses policy and other matters affecting graduate students, and the fifth section consists of the Graduate School calendar and contact information.

I hope you find this *Handbook* to be useful. We are indebted to former Associate and Interim Dean Cecilia Solano for assembling its first draft, and welcome your comments and suggestions for how to improve it. Finally, you should note that the materials included here supplement the guidelines and policies contained in the [Student Handbook](#) and Faculty Handbooks at the [Reynolda](#) and [Bowman Gray](#) campuses of WFU.

We in the Graduate School and on behalf of the current and future generations of Wake Forest students and graduate faculty thank you for your dedication to our common mission of expanding the frontiers of knowledge and educating students to become independent, intellectual leaders in their fields.



Lorna G. Moore, PhD  
Dean, Graduate School of Arts and Sciences

## SECTION 1. INTRODUCTION

### A. Duties of a Graduate Program Director

The duties of Graduate Program Director are wide-ranging and include serving in the following roles:

- Advisor – the source of information for students and faculty on procedures and policies.
- Advocate – the person who promotes the graduate program to the department, the University, and outside groups.
- Mentor – to graduate students under your supervision and more generally to other graduate students, and to graduate faculty as well.
- Conflict manager – a neutral negotiator to resolve conflicts that arise between students, students and faculty, and occasionally between faculty.
- Counselor – someone who deals with the emotional issues of students that affect their academic work.
- Liaison – between your program and the Graduate School staff and administration.
- Policy maker – who, together with your program or departmental graduate committee, creates policies that enhance the quality of your graduate program.
- Program manager – who maintains awareness of individual students to make sure they are making continuous progress toward attaining their degree.
- Recruiter – who helps to attract the largest number and highest quality of applications and encourages talented and diverse students to matriculate into your program. These duties, as furthered elaborated below, are combined with those of the Graduate Program Director in some programs but separated in others.
- Standard-bearer – who upholds the standards of performance relevant to the graduate degree program.
- Web master – who, together with other faculty in the unit, manages the on-line presence of the graduate program so that it is kept current and attractive.

Some units separate the role of Recruiter in order to provide assistance to the Graduate Program Director for encouraging high quality, diverse, national as well as international applicants to the program. Such goals are best met by:

- Creating and sending marketing materials to relevant persons;
- Helping to make the program/departmental website attractive and current;
- Working with alumni, current students, and databases of under-represented minorities (e.g., Ronald McNair Scholars) to identify potential applicants;
- Making contact with faculty at other schools to encourage applications; and
- Contacting desirable applicants by mail, email, phone, or in person to encourage them to apply to and matriculate in WFU programs.

The general approach must be pro-active in order to increase the number of qualified applicants, as the market for such students has become increasingly competitive. Associate Dean Linda McPhail works directly with departments and programs to assist with their recruiting and to coordinate their activities with those of other graduate programs and of the University overall. A

Graduate Program Director or Recruiter who wishes to discuss proposed recruiting practices is encouraged to contact the Graduate School Office to set up a meeting with Dean McPhail.

## **B. Term of Office**

Graduate Program Directors will be appointed by the relevant Department Chair or Program Executive Committee for a specified term following consultation with the Graduate School Dean. There is no restriction on the number of terms a person can serve in this capacity. The Graduate Program Director must be a member of the Graduate Faculty and should have the rank of associate or full professor. The program director's service shall be explicitly acknowledged by the department, center or institute chair, or University administration in an appropriate way. If the Graduate Program Director cannot complete the full term of duty, there should be a period of overlap with the new director to ensure a smooth transition in leadership.

## **C. Graduate Program Directors' Meetings**

One or more times a semester, the Graduate School Dean will call meetings of Graduate Program Directors from one or both main WFU campuses. If a Graduate Program Director is unable to attend, s/he should send a suitable replacement.

## SECTION 2. OPERATIONS OF THE GRADUATE SCHOOL

### A. Structure of the Graduate School

Overview. The Graduate School of Arts and Sciences was begun in 1961. It has offices and staff on both the Bowman Gray Campus and the Reynolda Campus, and also has programs located at the satellite Downtown Campus in the Piedmont Triad Research Park, the Friedburg Campus, and the Bowman Gray Technical Center. The Graduate School has one dean, two associate deans, one assistant dean and nine full- or part-time staff. The Graduate Council meets monthly, serves as advisory to the Dean and is elected from the Graduate Faculty at large, with representation balanced between the two main campuses. The Graduate Faculty as a whole meets two times per year to decide curricular and other major policy items. There is one Graduate Student Association (GSA) and several other student groups.

The Graduate School has 10 MA, nine MS, 13 PhD, eight joint-degree, and three certificate programs. Four of the master's programs and ten of the doctoral programs are on the Bowman Gray Campus; 15 master's programs and three doctoral programs are on the Reynolda Campus. There are eight joint degree programs with the Business, Divinity, Law and Medical Schools as well. All of these programs are listed on the Graduate School website ([Programs of Study](#)).

Additional background information on the Graduate School may be found in the Annual Report of the Graduate School, which can be downloaded from the "[Graduate Faculty Resources](#)" webpage.

Bylaws for the Graduate School describe its major policies and procedures and are listed on the "[For Faculty](#)" web page of the Graduate School website.

Events in which the Graduate School plays a major role include Hot Topics, Graduate Student Research Day, Graduate Forum, Founder's Day, the Poteat Lecture, Hooding and Awards Ceremony, and Commencement.

Hot Topics was initiated in Fall 2007 to increase the visibility of the Graduate School in the WFU community and to spotlight how faculty and students are working together to expand the frontiers of knowledge and foster the next generation of leaders in their fields. Sessions are held in the fall and spring at alternating campus locations as noted on the Graduate School [calendar](#), with the spring event coinciding with Graduate Student Research Day. Graduate Program Directors are encouraged to support their students in attending this event and to help remove scheduling conflicts with department or program events.

*Graduate Student Research Day* is an opportunity for the Graduate School as a whole to showcase the excellent research being done by its students. Research Day is usually held in late March or early April, with a call for abstracts sent out in February. Students may submit only one poster per year as the primary author for work in which s/he has had a major role. It is

permissible to use a poster that has previously been presented at a conference. The Graduate School provides easels and boards for students to display their poster at a session that lasts 1-2 hours. A booklet of all the abstracts is provided and there is a competition for the best poster in a number of categories, with judges drawn from the faculty of relevant disciplines. The winners receive a letter of acknowledgment and a cash prize. Graduate Program Directors should actively encourage their students to submit posters and their faculty to attend the poster session.

*Graduate Forum* is organized largely by the Graduate Student Association and is intended to be an opportunity for graduate students to meet with professionals from many areas. It is usually held in January at the Reynolda Campus, with students from both campuses being invited to attend. A format often used is that of having professionals from academic, government, or business settings serve as facilitators for a discussion of their career paths. Graduate Program Directors are encouraged to support their students in attending this event by helping to remove scheduling conflicts with departmental or other program events.

The *Hooding and Awards Ceremony* is held on the Saturday afternoon before *Commencement* and is the occasion when graduating master's and doctoral students receive their hoods and congratulations of faculty, parents, and friends. Doctoral students are hooded by their dissertation advisor, and master's students are hooded by a faculty member chosen by the GSA or by their program director. The Dean welcomes participants and their families attending this important ceremony, followed by a reception. A distinguished speaker, nominated by the Graduate Council, addresses the graduating students. The Gordon A. Melson Outstanding Master's Student and Outstanding Doctoral Student awards are presented at this occasion as well. Graduate Program Directors are asked to attend the *Hooding and Awards Ceremony* to honor their graduating students and to ensure that program and departmental faculty attend this important event.

*Commencement* occurs on the Monday following Hooding and Awards, at which time the master's and doctoral students receive their diplomas from the President of the University. Graduate Program Directors are also asked to attend this event and to ensure representation from other faculty in the graduate program as well.

Graduate Council serves as an advisory committee to the Graduate School Dean. Among other tasks, it approves course changes, policies affecting graduate education, proposals for new programs, membership on the Graduate Faculty, selection of the Gordon A. Melson Outstanding Student Award winners, and winners for some of the other student awards. Graduate Council is chaired by the Dean or an Associate Dean in the Dean's absence. It consists of 14 voting members (six members elected from each of the two main campuses, and the two Graduate Student Association co-chairs), and has three standing committees (the Curriculum Committee, the Credentials Committee, and the Policy Committee). The minutes of past [Graduate Council meetings](#), meeting schedules as well as other materials are available on-line. Faculty may submit any material for consideration but such materials must be submitted at least two weeks in advance and delivered electronically or in person to the Graduate School Office (Room 6 Reynolda Hall, Reynolda Campus).

The Graduate Faculty consists of those persons who engage in graduate or professional teaching, productive scholarship, and directing graduate-level research. Graduate Faculty membership is not required to teach a course that provides graduate credit, but is required to serve on a thesis or dissertation committee. A list of all current Graduate Faculty members can be found in the [Graduate School Bulletin](#).

Persons may serve as Graduate Faculty as either continuing or temporary members. Continuing status is intended for faculty who wish to have an ongoing, active role in graduate programs whereas temporary status is appropriate for faculty who serve on an occasional thesis or dissertation committee. Descriptions of the [detailed procedures](#) for joining the Graduate Faculty, including nomination forms, are available at our website. All graduate faculty are required to have the appropriate terminal degree. Continuing membership is subject to review every five years to determine whether a faculty person still qualifies for membership as demonstrated by publication or other professionally acceptable achievement in a scholarly or creative medium; teaching of or in courses for which graduate or professional credit may be obtained; serving on a graduate student thesis, dissertation, or project committee; or other evidence of valuable contributions to the graduate programs of the University. Temporary Graduate Faculty status may be granted when a faculty member is asked to provide specific activities related to student research and education such as serving on a graduate student's thesis or dissertation committee. Temporary graduate faculty status remains in effect for the duration of the student's degree program.

All materials should be submitted as a unit to the Graduate School address listed on the form at least two weeks before the Graduate Council [meeting date](#) in order to be considered at that session. The Graduate Council makes recommendations for *continuing* membership, with final approval provided by the Dean of the Graduate School. A letter will be sent to the faculty person and department chair reporting the result of the Graduate Council's vote. The Dean makes the decision regarding *temporary* status.

As required by the Graduate School Bylaws, Graduate Faculty Meetings are held twice a year, in November and April. At the November meeting, the Dean of the Graduate School presents the roster of current Graduate Faculty members. The Graduate Faculty as a whole votes on course changes, policy issues, and program proposals. Only *continuing* members of the Graduate Faculty are eligible to vote. The minutes for Graduate Faculty meetings can be found on-line under [Graduate Faculty](#).

The Graduate Bulletin may be found [on-line](#). It includes the Graduate School mission statement, its history, policies and procedures as well as the current members of the Graduate Council and the Graduate Faculty. Importantly, it contains sections for each program, which Graduate Program Directors are asked to update regularly so that an up-to-date Bulletin is available for matriculating graduate students in late summer. The section describing each program should contain a description of the course and research requirements for the degree, an up-to-date list of faculty, as well as other important program-specific information.

Student Handbooks are an invaluable means for easing program administration and assuring a high-quality graduate program. Their preparation and maintenance are the responsibility of each Graduate Program Director and the respective departments. Such handbooks should be available online at the program website and address topics such as the program's course requirements, a calendar of program deadlines, a typical sequence of courses and activities across the program, a description of the courses and lab rotations, how to choose an advisor, expected standards of performance, journal clubs or seminar series, special skills requirements, the thesis or dissertation process, and licensure requirements if appropriate. In addition, there may be sections on administrative details such as obtaining keys, career advice, professional standards, publishing policies, and student life.

Also of special importance is the general Student Handbook for all WFU students. This document contains the rights and responsibilities of graduate students, description of grievance procedures, and other materials as described in section four.

## **B. Admissions and Recruiting**

Admission Categories. Most students are admitted as full- or part-time students in a specific graduate program, but persons can be admitted as an “unclassified” graduate student in which case they are not enrolled in a particular degree program. Persons may also be admitted as “provisional” graduate students if their credentials do not meet Graduate School or program-specific expectations, in which case the student has one full-time semester (or its equivalent in part-time study) to meet the requirements for regular admission as determined by the Graduate School.

There are presently three certificate programs: the Structural and Computational Biophysics and the Medieval Studies certificate programs, to which already-matriculated students may apply, and the Bioethics certificate program, to which incoming students may apply. Incoming students should express their interest in the “personal statement” section of the application. Persons interested in these programs should contact the Certificate Program Director directly for further details concerning the application process.

### Application Process, Deadlines and Fees.

*Application Process.* The Graduate School requires an applicant to submit the following materials by the appropriate deadline:

- official transcripts from all undergraduate or graduate schools attended,
- a completed application form,
- a personal statement attesting to the student's interest in the particular program,
- GRE, GMAT or MCAT scores as required by the program,

- letters of recommendation from three persons familiar with the candidate's interests or abilities (and which should be submitted on the WFU form),
- TOEFL or IELTS scores (international students only), and
- the application fee.

Programs or departments may add additional application requirements as they see fit and as described at the Graduate School website or in printed materials.

Once the application fee is paid and the complete application has been processed, the Graduate Program Director may review the application. After a decision on an applicant has been made by the graduate program, its recommendation should be sent to the appropriate Graduate School Office. Graduate Program Directors should be clear in their statements to students that the Graduate Program Director can only recommend acceptance of students into graduate programs as it is only the Dean of the Graduate School who can make offers of admission.

All such recommendations should be sent to the Graduate School Office as soon as possible but no later than March 15<sup>th</sup> for students undergoing initial evaluation, so that students who are rejected may make other arrangements. Students about whom the program has not made a final decision by March 15<sup>th</sup> should receive a waitlist letter in order to provide timely feed back and keep the applicant apprised of the status of his/her application. Wake Forest, along with most American doctorate-granting universities, has signed the Council of Graduate Schools' Resolution Regarding Graduate Scholars that stipulates that: 1) students must be given until April 15<sup>th</sup> to decide on financial offers and should not be pressured to decide before this time; and 2) an offer of admission with financial support made after April 15<sup>th</sup> is conditional on the student providing a written release from the institution of any offer that the student had previously accepted. The general spirit of the Resolution is that students should have an opportunity to consider more than one offer and should have until April 15 to do so, that institutions and students should be able to view acceptances in force after April 15 as binding, that everyone should know what the rules are, and that an offer by the institution and its acceptance by the student constitute an agreement which both expect to honor. The Resolution acknowledges that students, after having accepted an offer, may change their minds and withdraw that acceptance. The intent of the Resolution is to provide a uniform and widely accepted framework for so doing, and one that provides protection for both student and institution.

Each applicant receives an official letter from the Graduate School describing the status of the decision affecting his/her application by or shortly after April 15<sup>th</sup>. For accepted students, this letter describes the financial cost and support arrangements (if any), including the provision of a laptop computer. Once replies from the students undergoing initial evaluation have been received, some programs may admit students after April 15<sup>th</sup>.

Once the applicant's response has been received, the Graduate School will inform the Graduate Program Director. If a student accepts the offer of admission, s/he will be sent an e-mail acknowledgement and, subsequently, additional materials concerning the Reynolda or Bowman Gray Campuses' orientation process as appropriate. All students must submit final transcripts with their prior degree conferred before registration.

If the offer of admission is not accepted, the Graduate Program Director may choose to recommend that an offer of acceptance be made to another student if the requisite resources are still available. If a Graduate Program Director learns that a student will not be accepting an offer or does not wish his/her application to undergo further consideration, this information should be sent to the Graduate School by email as soon as possible. Files for students that were rejected or withdrew their application will be kept on file in the Graduate School office until the next application deadline. On the Reynolda Campus, students have the option of requesting that their application be reactivated one additional time for consideration by the Graduate Committee without paying an additional application fee, but must notify the Graduate School that they wish to do this prior to the following January 15<sup>th</sup> deadline. All rejected and withdrawn application files that are not reactivated will be destroyed shortly after the January 15<sup>th</sup> deadline.

As there are often late applications and students may be placed on waiting lists, the Graduate School staff will do a final check in early summer to ensure that all students have received a final decision. Students who have been rejected sometimes call the Graduate School Office to determine the reasons for the rejection. All of these calls are forwarded to the appropriate program/department. The Graduate Program Director or Recruiter may answer these inquiries as they wish; a good way to respond is to provide information about the qualifications of students who were accepted, rather than to comment on the reasons for which a student was denied acceptance.

*Application Deadline* for most programs is January 15<sup>th</sup> for fall admission. Some programs have other deadlines. The deadline is November 1<sup>st</sup> for programs accepting students in the spring semester. Some programs (e.g., Education) begin during the summer, for which the application deadline is January 15<sup>th</sup>. Complete applications are processed as soon as the application fee is received. Graduate Program Directors can begin to review application materials as soon as the materials are complete or after the January 15<sup>th</sup> deadline, whichever comes first.

*Application Fees.* The application fee for all programs is \$60. The preferred mode of payment is by credit card. Other acceptable forms of payment are personal checks or bank checks. Application fees are waived as described in the Graduate School [website](#). The application fee must be paid or permission for it to be waived before an application can be processed.

Applicants with disabilities may or may not reveal in their application materials that they have physical, learning, or mental disabilities. This information is not used for reaching an application decision but is sought by University and governmental agencies in order to ensure that all persons, regardless of disabilities, have access to graduate education.

Financial Aid for students comes from several sources: the Graduate School, faculty grants, student fellowships, tuition, and philanthropic (foundation) sources. Practices vary somewhat by campus and by source of funding.

On the Bowman Gray Campus, the Graduate School provides matriculating students a tuition scholarship, a laptop computer, and partial payment for University-based health insurance. Also,

the Graduate School typically provides a certain number of stipends to each program for 1<sup>st</sup> year students. The number of stipends may change from year to year. For doctoral programs, the expectation is that after the 1<sup>st</sup> year, the department or program will provide all stipends. The Graduate School will continue to provide a tuition scholarship through the 5<sup>th</sup> year for doctoral students.

On the Reynolda Campus, the Graduate School provides a laptop computer and partial payment for University-based health insurance to all full-time doctoral students. Full-time master's students also receive a laptop computer and may purchase health insurance at competitive rates through University programs. The Graduate School typically provides stipends to each program for 1<sup>st</sup> year doctoral students, some continuing doctoral students and some master's students, the amount of which varies by program and the number of which may change from year to year. Full or partial tuition scholarships are provided to all doctoral or master's students receiving stipends, and some other master's students as well. Faculty whose students are working on extramurally sponsored research are expected to request funds in faculty grant applications for supporting student stipends after the 1<sup>st</sup> year and for partial payment of tuition.

When recommending acceptances, the Graduate Program Director should be careful to consider the number of stipends and scholarships allotted and to use these judiciously, so that offers of admission with financial assistance are not given to more students than those for which resources are available.

Graduate students are encouraged to submit outside fellowship applications in order to obtain their own sources of stipend and tuition support. Possible funding sources for such programs are listed at the [Graduate School website](#). Graduate Program Directors should ensure that graduate students are aware of these resources.

Philanthropic support is available through awards from the William Randolph Hearst Foundation for supporting under-represented minority (URM) graduate students on the Reynolda Campus. The amount of the award varies. Graduate Program Directors are encouraged to identify URM applicants at an early stage of the application process and to use these awards to attract qualified students to matriculate at Wake Forest.

GRE and Other Test Scores (GMAT, MCAT, TOEFL and IELTS). The Graduate School requires the GRE for all programs, with the exception of MALS, the MD/PhD program, the Bioethics program (exceptions must be approved) and applicants to programs of study in the biomedical sciences who have already received a medical degree (MD) or other terminal, professional degree. When using the GRE scores for consideration of admission, the Graduate Program Directors should be aware that the percentile distribution of verbal and quantitative scores is quite different. For example, a score of 600 is at the 85<sup>th</sup> percentile on the verbal but the 48<sup>th</sup> percentile for the quantitative test; hence combining percentiles is preferred to combining the actual scores. Current percentile ranks for the scores can be obtained on the [GRE website](#). It might also be useful for a Graduate Program Director to establish a database of scores and performance by students within the department to help establish appropriate minimum scores. Requiring a subject test is at the program's discretion. If a program adds or eliminates

subject tests, please make sure that the Graduate School is informed and the website and application-related materials are changed accordingly.

The GMAT is required by the PhD/MBA program to be eligible to advance to MBA training while the MCAT is required for applicants to the MD/PhD program. The LSAT is required for applicants to the JD/MA dual degree program.

The TOEFL or IELTS exams are required for all international students whose primary language of instruction is not English. The minimum score acceptable to the Graduate School is 550 for the paper-based exam, 213 for the computer-based exam, and 79-80 for the internet-based exam. For the IELTS, a minimum score of 6.5 is required. It should be noted that if an applicant will be acting as a teaching assistant, particular attention must be paid to the applicant's skills in spoken English.

Health Insurance and Immunizations are required for all graduate students. International students are also required to have insurance that includes repatriation coverage. Beginning August 2008, a common health insurance plan and support toward its premium will be provided by the Graduate School for doctoral students (and MS students at BG) who do not already have comparable coverage. A separate plan is available to master's students at competitive rates. Students electing the University's plan will have their contribution deducted from their stipend check on a monthly basis. Information about this health plan and enrollment forms can be found on the Graduate School website ([Bowman Gray Campus](#) \ [Reynolda Campus](#)).

North Carolina state law requires immunization records for all matriculating graduate students. The correct forms must be used; these are available online for [Reynolda Campus](#) and [Bowman Gray Campus](#) students. The specific immunizations are listed in the [Graduate School Bulletin](#) and at the website. If a student fails to provide this certification, the student's registration will be cancelled after 30 days. The Graduate School will notify students at risk of being dropped as well as the relevant Graduate Program Director. For the Reynolda Campus, evening students and those taking fewer than four credits are not required to show proof of immunization.

International Applicants International students must obtain the necessary visas and conform to other regulations. For the Reynolda Campus, the Center for International Studies coordinates these matters and works with the Graduate School to handle the procedures. The primary contact is Mr. Kent Greer ([greerrk@wfu.edu](mailto:greerrk@wfu.edu)). On the Bowman Gray Campus, the primary contact is Ms. Susan Pierce ([spierce@wfubmc.edu](mailto:spierce@wfubmc.edu)). Among the key requirements is for applicants to demonstrate that they have sufficient funds to support themselves while in the US. If accepted, international students often need aid in making the transition to the US. The Graduate Program Director may become involved in arranging housing and transportation for students entering the country. The [Center for International Studies](#) can also provide assistance. Mr. Greer provides an orientation specifically for international students in conjunction with the Graduate School's orientation.

Interviews are recommended, but not required, for all programs. Doctoral programs invite select applicants for “PhD Interview Weekend,” an event usually held from Thursday to Saturday in mid- to late February. The Graduate School provides lodging for two nights and hosts a cocktail reception and dinner, with the Dean and student groups making presentations. Graduate Program Directors, Recruiters and other faculty attend the dinner as well. Departments and programs are expected to provide additional opportunities for students to become acquainted with the faculty, current graduate students, laboratory facilities, and other aspects of the program as well as to pay for travel and other arrangements.

Departments and programs may invite applicants for interviews before or after Interview weekend. The Graduate School, however, will not be able to contribute financially to these interviews.

Letters of Recommendation from at least three persons familiar with the applicant’s academic work are required for all programs. The Graduate School requires that students have their recommenders submit their statements using the Graduate School’s recommendation form. This [form](#) is available on the Graduate School [application webpage](#). At this time, it is not possible for recommenders to submit their statements on-line but the Graduate School is working on making this a possibility.

Summer Research Opportunities Programs (SROP) are offered by the Graduate School and in collaboration with other programs in which undergraduates interested in graduate study come to WFU to work in research labs. Programs are typically eight weeks long and provide undergraduates with a stipend and housing, paid either by the Graduate School or federally-funded programs such as Excellence in Cardiovascular Science, National Institute of Drug Abuse, the Wake Forest Translational Science Institute, the Wake Forest Institute for Regenerative Medicine, individual faculty grants, or via collaborative arrangements with other institutions. Students present a poster showing their work at the end of the summer program; Graduate Program Directors and Recruiters are encouraged to attend and make other efforts to meet and recruit these students into their programs.

Transfer Students from other institutions must go through the standard application process in order to be admitted to WFU, and they must also provide a letter of release from their former institution. Master’s students may transfer up to six semester hours of credit toward his/her WFU graduate program. The minimum grade allowed for transferring courses is a B with the hours being counted toward the total earned for graduation but the grade not being used in the calculation of the grade point average.

Website and Web-related Recruiting Strategies. The program’s website is probably the single-most important item for marketing a graduate program. Therefore, it is important that it be attractive, up-to-date, and have an active recruiting component with direct links to the application pages of the Graduate School website. The program/departmental page should be

reviewed at least twice a year to ensure that the information is current and that all links are working. The Graduate School will work with the programs to ensure that the website is functioning as well as possible.

Among the various categories of information that should be included on the webpage are:

- Basic program information such as the major area(s) of the discipline emphasized, the size of the program/department (including number of undergraduates, graduate students or postdoctoral fellows), degrees offered, notable awards and other indications of program distinction.
- Course of study materials such as core and elective course descriptions; typical length of the program; internships; special opportunities or other resources available.
- Faculty information such as photos, research interests, academic background, recent publications, and awards received for individual faculty members.
- Student information such as photos, a list of undergraduate schools, current research projects, presentations, publications, awards, and job placements for recent graduates.
- Other items such as a description of the program/department's social life would also be appropriate (e.g., photos of parties, events honoring graduate students, professional development programs, etc).
- Finally, there should be information specifically oriented to recruiting, such as admission requirements, typical qualifications of a desirable applicant, how to contact the Graduate Program Director with questions about the program, a description of the admission process (such as whether interviews, tests, or other materials are required), and direct links to the Graduate School's application page.

In addition to the department/program and the Graduate School's websites, other web-related recruiting tools are [GradSchools.com](http://GradSchools.com) and other internet search engines. The Graduate School as a whole and several of its programs subscribe directly to *GradSchools.com*, currently the most-frequently visited site. WFU recruiters need to be sure that their information at *GradSchools.com* is current and accurate. There are other, free internet search engines used by students to find graduate programs. Note: Mentioning the name of Wake Forest University frequently on your program web page will help assure that your graduate program is picked up by a given search engine.

### **C. Nuts and Bolts: Orientation, Registration, Thesis/Dissertation Completion, Graduation**

Orientation. New student orientation is held for the Bowman Gray programs in early August and in mid- to late-August for the Reynolda Campus programs. This is an important occasion for welcoming new students to campus and orienting them as to necessary procedures and guidelines for succeeding as graduate students. Many of the activities are handled by the Graduate School staff – such as familiarization with health insurance policies, Honor Code regulations, library resources, getting identification cards (see below), distribution of laptop computers, disability and compliance policies, and student services available on campus. Graduate Program Directors play an important role in instilling a sense of community and enthusiasm by making students feel

welcome. The Graduate School is in the process of helping to develop other activities that serve a range of graduate programs.

Identification cards are required for all graduate students and are specific to each campus. At Reynolda, students will be contacted the summer before they matriculate and asked to send a digital photo that can be used to create their identification card. Graduate Program Directors should pick up these identification cards on the Friday before the first week of classes in the fall, so that the cards can be distributed to students before they begin the registration and orientation process. These cards can be used at the library, to enter buildings after hours and to have funds credited to them to pay for meal and copying services. Students should carry their identification cards at all times when on campus.

At Bowman Gray, matriculating students will go to Security and have their identification cards made. For security reasons, identification cards must be used to enter the research buildings. Students are required to wear their badges where they can be seen at all times when on campus.

Reynolda Campus students who work at the Bowman Gray Campus or Bowman Gray Campus students who wish to use facilities at the Reynolda Campus may also need to obtain an identification card for that campus. If so, they should contact the Graduate School Office on the campus from which the identification card is needed.

Registration. There is an official registration period for each semester (including the summer session), which can be found on the Graduate School [Calendar](#). To be considered full-time, a student must be registered for nine credit hours in the fall and spring semester and six credit hours for a summer session. This is especially important for international students who must be enrolled full-time (9 hours) to maintain their visa status. Students registered as “thesis only” or “graduate fee only” are considered full-time. At present, graduate students on the Reynolda Campus can register for courses using the online WIN system, whereas students at the Bowman Gary Campus register through e-mail to the Graduate School office.

*Auditing* a course consists of participation without receiving a letter grade or credit hours. If space is available after registration of students for credit and after the first meeting of the class, others may request permission of the instructor to enter the course as auditors. Such auditing is appropriate if, for example, the student needs a record of having taken the class on his/her transcript. Full-time degree-seeking students in the Graduate School may audit courses without charge.

*Add/Drop* forms may be accessed on the Graduate School website. With the approval of the advisor and instructor, a student may add a course during the first two weeks of classes or the equivalent period during a summer term. With the approval of the advisor and instructor, a student may drop a course during the first month of a semester or the equivalent period during a summer term without penalty or notation on the transcript. These dates are given on the Graduate School [Calendar](#). A student who is permitted to drop a course after the first month, with the approval of the Dean of the Graduate School and the department concerned, is assigned a Drop (DRP). Courses marked Drop are not counted in determining the grade point average.

Grades, GPA Required for Good Standing. Grades are assigned graduate students as A, A-, B+, B, B-, C+, C, and F. There is no C- or D. The grade of “NR” (Not Reported) is assigned when the grade is not received by the Registrar before the due date; this must be resolved within 45 days of the beginning of the next semester or the grade automatically becomes an “F” or “U” (Unsatisfactory). A grade of “I” (incomplete) may be assigned only when a student fails to complete the work of a course due to illness or some other emergency. If the “I” is not completed within 30 days after the student begins the next semester (not counting the summer session), the “I” automatically reverts to an “F”. In no case is a graduate degree awarded to a student who has an “I” or “NR” on their record. [Incomplete grade forms](#) are available on the Graduate School web site.

To be considered “in good standing” a graduate student must maintain a grade point average (GPA) of 2.5 or higher; be actively engaged in coursework, research or other activities deemed appropriate by the program/department; and making adequate progress toward the degree. If a student’s GPA falls below 2.5, s/he will be placed on academic probation and sent a letter from the Dean indicating the specific efforts that are required to remedy the situation by the end of the next regular academic semester, with copies being sent to the Graduate Program Director. If the GPA does not improve, the Graduate Dean may, in consultation with the Graduate Program Director, dismiss the student from the program. Individual programs/departments may require a higher GPA but this must be stated in the program materials. Academic probation may be assigned when a student receives a “U” grade for progress in research. In addition, the minimum grade point average required for graduation is 3.0 and PhD candidates must have a grade point average of 3.0 in graduate courses at the time of the preliminary examination.

Candidacy for the Degree, Preliminary Examination and Intent to Graduate Forms are handled somewhat differently on the two campuses.

At the Bowman Gray Campus, the *Admission to Candidacy for the Degree* form must be approved by the Dean of the Graduate School following the recommendation of the major department or graduate program committee. Admission to candidacy usually occurs at year two. Students must have satisfactorily met all foreign language, special skills, or ethics requirement to become candidates for the degree.

*Master’s of science* students must submit the Application for Candidacy for the Master’s Degree form and are expected to complete the master’s degree requirements within one additional semester.

*Doctoral students* submit the Application for Candidacy for the Doctor of Philosophy Degree form following satisfactory completion of the Preliminary Examination. The Preliminary Examination is normally given near the end of the student’s second year of graduate study and must be passed at least 12 months prior to the date of the awarding of the degree. For the Preliminary Examination, an examining committee is selected by the department and includes at least three members, one of whom represents a related concentration area. A single written examination or a series of written examinations may be used but should cover all areas of

concentration and collateral studies. There may also be an oral examination in which any faculty member invited by the examining committee may participate. The examining committee passes or fails the student. In case of failure, the committee can recommend that the candidate be dropped or that reexamination be allowed no sooner than six months from the date of the first examination. A student may be reexamined only once. The Graduate Program Director is encouraged to ask advisors to prepare students for the Preliminary Examination by clearly outlining expectations and performance standards as early in the student's program as possible.

The *Intent to Graduate Form* at Bowman Gray is submitted when the student first registers as thesis-only; this usually occurs in year 5. For each semester (including the summer session), there is a date by which the *Intent to Graduate Form* must be submitted by the student to the Bowman Gray Office of the Graduate School. This date is typically 90 days before the fall or spring semester graduation date or 8 weeks before the summer graduation date. All of the above forms can be found at the [Bowman Gray Campus](#) section of the Graduate School website.

The Reynolda Campus uses a combined form that includes both the *Candidacy for the Degree* and the *Intent to Graduate* information. This form has three different versions:

- one for doctoral students,
- one for students in a masters' program with a thesis option, and
- one for students in a master's program without a thesis option.

For each semester (including the summer session), there is a date by which the student must submit the combined form to the Reynolda Office of the Graduate School. This date is typically 90 days before the fall or spring semester graduation date or eight weeks before the summer graduation date. All of the above forms can be found at the [Reynolda Campus](#) sections of the Graduate School website.

Deadlines for Degree Completion. Master's students are given a maximum of six years from the first semester of enrollment for completion of their degrees and doctoral students a maximum of seven years. However, the typical length of time at WFU is much shorter on both campuses -- two years for masters program and five and a half years for doctoral programs -- and substantially under the national averages. Program Directors should encourage students to complete their degrees in a timely fashion. If extraordinary circumstances require a student to exceed the time limit, the advisor, department chair, or Program Director should write a letter to the Dean of the Graduate School indicating the amount of additional time required, the reason for the extension, and an assurance that the student will be able to complete the degree within the additional time requested. The Graduate School Dean will then make a decision and communicate this to the student, advisor, Graduate Program Director, and Department Chair. The maximum additional time given is typically one year. In extraordinary cases, a final extension of one more semester may be approved.

Thesis/Dissertation is usually the culminating aspect of a master's or doctoral program.

*Deadlines for the Thesis/Dissertation Defense* are provided each year by the Graduate School in order to identify the last date by which the defense must be held for a student to graduate in a given semester (including the summer). The Graduate School also designates the last date by which the final version of the paper and electronic copies must be submitted to the respective Graduate School Offices. At present, the dates for the Bowman Gray Campus are slightly different from those on the Reynolda Campus; common dates may be adopted in the future. Both sets of deadlines may be found in the [Academic Calendars](#) section of the Graduate School website. Graduate Program Directors should circulate the dates for the August, December, or May graduations and work with advisors and students in his/her program/department to ensure that students meet these deadlines.

*Defense* of the thesis or dissertation must occur by the particular dates specified on the [Graduate School Calendars](#) and as specified in the [Bulletin](#). Once the committee chair has polled the committee members in order to determine if the dissertation is of acceptable quality, the doctoral student must prepare and distribute a program for the defense at least two weeks before the scheduled date. There is a [standard format](#) for this program which may be found on-line on the Graduate School website. At the Bowman Gray Campus, students send an electronic copy of the program to Susan Pierce for printing. At the Reynolda Campus, the distribution of the program is currently left up to the student. The Copy Shop will print the programs for a fee.

The Graduate Program Director should encourage advisors to prepare students for the thesis/dissertation defense. Generally, the defense itself is not open to the public but doctoral students sometimes give a 1-hour seminar preceding the defense that is open to the public. During the thesis or doctoral defense, the committee may ask questions directly related to the thesis or dissertation as well as on related topics. The committee can recommend an unconditional pass, a pass upon rectifying deficiencies, or a failure. If a student fails, s/he is allowed one more attempt to pass the defense. If changes are required, the student must make the designated changes and obtain the advisor's approval and/or all or part of the committee's, as specified by the committee, prior to the thesis or dissertation being accepted.

*Final Examination Committee or Panel.* Composition of the committee depends on whether it is a master's or doctoral committee. Specific rules may be found in the [Bulletin](#). In general, committees for master's theses have three members -- the advisor, another member of the department, and one person from the same or another department but qualified in the particular discipline. Doctoral committees generally have five members -- the student's advisor, the chair of the major department/program or a faculty member chosen by the chair, another member of the major department/program, a representative from a related area from within or outside the department/program, and a member from outside the major department or the program of concentration. This latter person represents the Graduate Council and serves as chair of the committee. All committee members must belong to the Graduate Faculty. Current members of the [Graduate Faculty](#) can be found at the Graduate School website. If the student and his/her advisor wish to have someone on the committee who is not currently a member of the Graduate Faculty, a request for either continuing or temporary Graduate Faculty status must be made to the

Dean of the Graduate School following the procedures described above and on the Graduate School website.

*Format.* The Graduate School has format standards, which are listed on the Graduate School's "[Current Students](#)" webpage. Each discipline typically also has its own format for a thesis or dissertation, as well as its own recommendations regarding formatting of references. Advisors need to check to ensure that their students are using the proper format(s). Students must submit the thesis or dissertation to the appropriate Graduate School Office by the deadline listed on the [Academic Calendar](#). At Reynolda, students send their electronic copy to Sheila White at whitesl@wfu.edu, who ensures that the Graduate School's formatting policies have been followed and then sends the copy back to the student for correction. At Bowman Gray, each student is required to meet with Susan Pierce (spierce@wfubmc.edu), Registrar, at least four weeks prior to the scheduled defense to review the formatting of the thesis/dissertation and other matters; namely, health insurance (termination and continuation), transition to internal postdoctoral positions, termination of stipend, financial aid, required forms (Survey of Earned Doctorate, Exit Survey, News Release, Microfilm Agreement), electronic thesis and dissertation and printing requirements.

*Submitting Electronic Copies.* At the same time that the master's or doctoral student submits his/her final paper copy, s/he should also submit an electronic copy as instructed at the [Electronic Thesis and Dissertation](#) website. For privacy protection, no signatures should be included on the cover sheet as this copy will be made available to all members of the WFU community on both campuses. A signed student-advisor agreement must be completed and submitted to the Graduate School office. Once the thesis/dissertation has been successfully submitted, the Graduate School will be notified via e-mail by the library. The thesis/dissertation must then be reviewed and released by the Graduate School office before being available to the WFU community. The thesis/dissertation will be released to the National Library of Digital Theses and Dissertations (NLDTD), an internet-based digital library system, immediately or after one year as designated by the student and advisor. Information is provided on the [ETD website](#) and classes are offered by the Library should students need assistance in converting theses/dissertations into PDF files and submitting them electronically.

*Submitting the Final Paper Copy.* After the student has made the changes required by his/her committee and their advisor has approved the changes, one paper copy is to be submitted to the appropriate Graduate School Office by the deadline indicated with the required signatures on the cover page of the document. This copy must be printed on archival quality paper, usually 100% cotton, and brought to the Graduate School for binding and archiving at the Coy Carpenter or Z. Smith Reynolds Library, depending on the campus in which the student was enrolled. For doctoral students, this copy (but without signatures, for privacy protection) will also be sent electronically to *Proquest*, a microfilm storage service. Costs for the printing, copying, and binding of all master's or doctoral theses or dissertations are the responsibility of the student, his/her advisor, or the program. If program funds supplied by the Graduate School are used, it should be understood that this will decrease the amount available for other functions such as recruiting or student travel.

*Thesis/Dissertation and Research Credit Hours.* In programs where a thesis or dissertation is required, a student must register for the required number of research or thesis hours. The requirements vary by [program and department](#). All research hours are graded as satisfactory (S) or unsatisfactory (U).

*“Thesis-only” or “Grad-fee” status.* At Bowman Gray, PhD students register as “thesis only” in the semester in which they graduate or as they enter the 6<sup>th</sup> year, whichever comes first. At Reynolda, students register as “grad fee” once their coursework is complete. Students registered as “thesis only” or “grad fee” receive no credit hours or grades for this assignment, but they are considered as full time and retain all the privileges of full-time students (e.g., library, use of athletic facilities, deferral of loan repayment requirements) and pay a lesser amount of tuition (currently \$30/semester).

Exit Survey. The Graduate School requires each student to complete an Exit Survey before s/he graduates so that feedback can be supplied to programs for their continued improvement. The student’s answers remain anonymous, with responses being combined so that individual students cannot be identified. The Dean of the Graduate School sends the results of the survey annually to the respective Graduate Program Directors and Department Chairs. The Graduate Program Director is encouraged to review these results with the Graduate Committee in his/her program/department and to use this feedback for making programs as effective as possible.

#### **D. Other Important Matters**

Continuous Enrollment. Students in degree programs must be enrolled continuously through the semester in which they graduate. Enrollment may be achieved by registering for courses, for research hours, or as “Thesis Only” or “Graduate Fee.” Failure to maintain continuous enrollment is assumed to mean that the student is not maintaining progress toward the degree and can lead to the student’s dismissal at the discretion of the Dean of the Graduate School.

Faculty Excellence Award. Since 2000, the GSA has recognized one faculty member each year as having made outstanding contributions to graduate education. Students nominate faculty mentors and a GSA committee makes the final decision. The recipient of the award is honored at the Hooding and Awards ceremony by the co-chairs of the GSA.

Internships. Students may wish to enter an internship with a biomedical, technology or other kind of business or agency. Information about such opportunities is contained in the [Internship Opportunities](#) section of the Graduate School’s website. Typically these experiences take place during the summer months. A student doing an internship must register for GRAD 702 or 703. To receive credit for this experience, there must be a written description and evaluation of the work that the student has done, as well as the supervisor’s written and graded evaluation of the student’s performance. Based on this information, the Internship Director will assign the final

grade as “satisfactory” (S) or “unsatisfactory” (U). When enrolled as a full-time graduate student and receiving University support, a graduate student should be devoting him/herself full-time to graduate study; therefore, the Graduate School requires that students be making good progress toward completion of their degree, including its associated teaching and/or research duties. If the internship provides a stipend, the amount of the student’s stipend paid from a faculty grant or other source is reduced accordingly, unless an exception has been made by the Graduate School Dean.

Participation of international students in internship programs must be approved for Curricular Practical Training (CPT). To determine their eligibility, students should contact Kent Greer on the Reynolda Campus and Susan Pierce on the Bowman Gray Campus before starting the internship.

Leaves of Absence Full-time students who wish to take a leave of absence must receive approval from the department concerned and the Dean of the Graduate School. The student must submit a leave of absence request in writing, be in good academic standing, complete forms required by the Graduate School for courses in progress, and provide letters of support from the program director and advisor. The maximum time for a leave of absence is one academic year. At least one month prior to the beginning of the semester in which the student plans to re-enter the Graduate School, a written reinstatement request must be sent to the Dean of the Graduate School. The time spent during the leave of absence will not count in the maximum time allotted for the degree. If a student on an approved leave has not requested reinstatement after a year, the student will be considered to have withdrawn from the Graduate School.

Maternity Leave. If a graduate student wishes to take maternity leave, the student should confer with her advisor and Graduate Program Director in order to determine suitable arrangements for continuing to meet degree requirements in a timely fashion and what arrangements are suitable for continuing to receive University financial aid or other forms of University support. A leave of absence may be required. If the student’s stipend ends while on maternity leave, it is the student’s responsibility to pay the monthly health-insurance premium consistent with campus policy. If the student is supported through a fellowship or other kind of extramural award, the Graduate School will follow that agency’s established guidelines.

Minors. A certified minor may be obtained in some programs within the biomedical sciences (Bowman Gray Campus) by completing 12 semester hours of coursework, including specific courses as required by individual programs. Program directors should be consulted for details. Students pursuing such an option should notify the Graduate Program Director and the Graduate School Dean of their desire to do so no later than one semester following the term in which the coursework is completed. Notation of the minor will be made on the official transcript.

Program Requirements. The requirements for receiving a degree are found under the specific program or departments in the [Bulletin](#). In general, these include a minimum GPA of 3.0,

passing any special skills requirements such as the professional development and scientific integrity courses currently required of students on the Bowman Gray Campus, fulfilling the residency requirements, and successfully defending an acceptable thesis or dissertation for those programs in which a thesis or dissertation is required.

Repeating Courses. A graduate student may repeat a course in which a B- or lower grade has been received. The course may be counted only one time for credit. The higher grade earned will be counted in calculation of grade point average. Both grades will appear on the transcript.

Program Review and Institutional Re-accreditation. On the Reynolda Campus, all graduate programs are currently reviewed individually, along with the unit's undergraduate program, every seven years on a rotating basis. The Office of Institutional Research, the Dean of the College, and the Graduate School coordinate this process. Information on the review process can be found on the [Office of Institutional Research](#) website. The Graduate Program Director is usually central in writing the relevant portions of the program self-study and identifying appropriate internal and external reviewers. Once the self-study is written, an internal and external committee will review the program and write an evaluation, which is sent to the Provost, the Dean of the College, and the Dean of the Graduate School. These administrators then write a Memorandum of Understanding (MOU) to the program, citing the reviews and making recommendations for changes in the program. The department then takes the appropriate action(s) recommended in the MOU. A review of the outcome of these actions is conducted one year later.

On the Bowman Gray Campus, a review of all biomedical programs is currently conducted once every seven years. The last review was done in 2005, for which a committee was appointed by the Dean of the Graduate School to prepare the self-study and identify internal and external reviewers following the format used the Reynolda Campus, with the external and internal reviewers considering the self-study and the Dean of the School of Medicine and the Dean of the Graduate School making recommendations for programmatic change.

Residency Requirements. To obtain a WFU degree, a student must have been in residence for the required number of years. The regulations for master's degree programs vary. Specific requirements may be found in the [Bulletin](#). All doctoral students are required to have a two-year minimum in residency.

Seminars. Many departments and programs invite national or regional speakers to participate in their seminar programs. The Graduate School maintains a webpage that lists all of the [seminars](#) scheduled for both campuses. Faculty and graduate students are encouraged to check this webpage periodically to determine if there is a seminar of interest coming up in his/her own department or another one in the University. Graduate Program Directors should send all departmental/program seminar titles and dates to the Graduate School Office so that they can be added to the schedule.

Sources of Support and Policies on Extra Remuneration. Stipends and other sources of support for graduate students vary among programs. The Graduate School assumes that each full-time graduate student is devoting him/herself full-time to graduate study and making good progress toward completion of the degree. Accepting employment that interferes with making good progress toward the completion of the degree may result in cessation of University-derived support and/or dismissal from the program. However, the Graduate School recognizes that the amount of stipend provided may not be sufficient, especially in some programs; hence a student may need another position as a paid internship, another job within the University (such as at the library or opportunities for students to work as residence advisors for the undergraduate [Office of Residence Life](#)), or an external job. Additional remuneration for internships or other University-associated sources of employment can be accepted with permission from the advisor, the Graduate Program Director, and the Graduate School Dean. International students are restricted from having jobs off campus, although they can have internships off-campus, as long as they are enrolled for course credit. International students are further advised to check with the International Studies Office to ensure that there are no visa issues involved.

Summer Courses. Students may be enrolled during the summer months for courses or research credit. Summer stipends may be obtained from faculty research grants, departmental sources, internships, or Richter funds in the case of Reynolda students. Reynolda Campus students in doctoral programs and all Bowman Gray students are required to enroll in summer sessions. A limited amount of tuition scholarship support is available for master's students at Reynolda as well.

Transferring Course Credit. If a student took graduate-level courses at another institution before enrolling at Wake Forest, the student may petition to have these courses added to his/her WFU transcript and counted toward the master's degree requirements. This petition should be made after the student is accepted into the program or department. If an enrolled student wishes to take courses at another institution, s/he must show the Graduate Program Director a description of the course and its requirements before taking the course, and the Graduate Program Director, as well as the student's advisor, must approve such a course. Once the course is completed, the student must provide an official transcript showing the course grade and materials completed for the course to the Graduate Program Director. If approved, the Graduate Program Director notifies the appropriate Registrar and requests that the courses be added to the student's WFU transcript. A student may transfer no more than 6 hours of coursework for credit toward a master's degree. The minimum grade allowed for transferring courses is B. The hours are counted toward the total earned for graduation but the grades are not calculated in the GPA. This limitation does not apply for the PhD degree. Courses taken at other schools of Wake Forest, such as the Divinity, Law, Calloway, or Babcock Graduate School of Business are not considered transfer courses.

Transferring to Another Program. A student who wishes to transfer from one program to another at WFU may do so with the permission of the new department or program. The student should first contact the Graduate Program Director of the department or program to which he or she wishes to transfer and arrange to interview with one or more prospective advisors. If a prospective advisor is identified, the student's transfer request may be considered further. Upon receipt of a written request from the student, the Graduate School will forward credentials from the student's file to the new Program Director for evaluation and consideration of financial aid. At the conclusion of this process, the Graduate Program Director sends a transfer recommendation to the Dean of the Graduate School for approval. The student is not required to withdraw from an existing program until the transfer request to the new department has been approved. The department or program from which the student is transferring will have no further financial responsibility for the student. The student must, however, complete the formal process of withdrawing from the original program by the end of the semester in which the transfer takes place.

Travel Funds. Graduate students are encouraged to attend and make research presentations at state, regional, and national conferences. To support this activity, the Graduate School provides up to \$300 from the [Alumni Student Travel Award Fund](#) to graduate students on the appropriate campus on an annual basis, until such funds are exhausted (typically February or March of a given year). Graduate Program Directors should urge their students to make their requests early. Such requests should consist of a letter from the student addressed to the Dean of the Graduate School, describing the conference and the research that will be presented. A letter of support from the advisor should accompany this, as well as a copy of the abstract being submitted. Given the limited nature of the funds available, departments, programs, or individual advisors should expect to supplement payment of students' expenses from other sources. Support for international travel for Reynolda Campus students may be obtained by applying to the [Richter fund](#). All students receiving Alumni Student Travel Awards are required to write a letter or an email to the Graduate School Dean attesting to the utility of their use of these travel funds. Students receiving support from the Richter fund are also required to present their project at Graduate Student Research Day.

Vacation Policy. Students should check with their programs for specific guidelines on vacation. In situations in which an international student travels overseas or returns home for vacation, US policies affecting the issuance of visas may cause the student to experience delays or other problems upon reentry. If such delays occur and the student is receiving a stipend, the stipend will be discontinued after one month's absence and then resumed upon return to the US.

Withdrawal. Students who wish to withdraw from the Graduate School must complete the appropriate form, which requires approval from the department concerned and the Dean of the Graduate School. Students who leave without following this procedure will receive a grade of "F" for each course in progress. Students on the Reynolda Campus who were issued a Graduate School laptop computer are required to return it to Information Systems. Students on the

Bowman Gray Campus are required to return their laptop computers to the Graduate School office.

Students who withdraw by the drop date as listed at the [Academic Calendars](#) section of the Graduate School website will not have a grade recorded for courses in progress. Students who withdraw after the drop deadline will be assigned a grade of “Withdraw-Passing” or “Withdraw-Failing” for each course in progress.

Students who have withdrawn from the Graduate School and wish to return within one academic year must request reinstatement in writing to the Dean of the Graduate School at least one month prior to the semester in which they wish to re-enter. To be reinstated, the student must be in good academic standing and receive approval from the Graduate Program Director and the Graduate School Dean. The time spent during a period of withdrawal will not count in the maximum time allotted for the degree.

Students who have withdrawn from the Graduate School and who wish to re-enter after one academic year must reapply for admission as stated in the [Bulletin](#), with their readmission subject to the approval of the graduate program and the Dean of the Graduate School. If a student is approved for readmission to the Graduate School within a five-year period, previous coursework may count towards the degree requirements at the discretion of the Dean and the recommendation of the graduate program concerned. If the student re-enters Graduate School after a five-year period, previous courses will not count in the degree requirements.

## SECTION 3. ADMINISTRATION OF THE GRADUATE PROGRAM

### A. Curriculum and Program Modification

#### Graduate-Level Courses

Graduate-level designation is generally reserved for those courses at the 700- and 800-level, although some units (e.g., Biomedical Engineering) have 600-level graduate courses. Some graduate courses are cross-listed between programs/departments. Courses that carry graduate credit but are not in programs or departments with graduate degrees are listed in the [Bulletin](#) under “Courses in General Studies”.

Courses with a 600-designation are generally intended for both advanced undergraduate and graduate students. Some programs may specify the maximum number of courses that may be taken at the 600-level. The accrediting agency for Wake Forest University, the Southern Association for Colleges and Schools (SACS), requires that courses that include undergraduates have an additional component specifically designed for graduate students that requires a greater level of complexity and specialization than does the undergraduate portion of the course. This additional component must be specified clearly in the course syllabus. SACS regularly reviews University procedures to ensure that this extra requirement is met for all 600-level graduate courses. Graduate Program Directors should remind all faculty of this rule at the beginning of each academic year, so that such a note is included in their syllabi.

Proposing/Modifying Graduate Courses. If a department/program wishes to add, delete, or substantially modify an existing course, the Graduate Program Director needs to complete the Request to Add, Delete or Change Graduate Course [form](#). As this form changes from time to time, please be sure to use the current version, include all the information requested (including the indicated signatures and whether there is an equivalent course already in existence), and send it to the Graduate School as directed. If the form is properly completed, it is then forwarded to the chair of the Curriculum Committee of the Graduate Council, reviewed, and a recommendation made to the Graduate Council for approval, denial, or modification. If the Graduate Council approves the change, the change is presented at the next Graduate Faculty meeting for approval or denial. If denied or changes are recommended, it is sent back to the department accordingly. The department or program is notified once this process is complete.

Modifying Graduate Programs. If a department/program wishes to change some important aspect of the graduate program, the proposed change should be submitted to the Dean of the Graduate School and the Graduate Council for consideration. Such changes might be the termination of an existing graduate program, changing requirements for the degree (such as adding or dropping a thesis requirement), changing the name or direction of the graduate program, or adding or dropping a comprehensive examination. There is no specific form for this but a statement describing in full the proposed change(s), along with a detailed justification and

any budgetary ramifications, should be sent to the Graduate School Dean at least two weeks before the scheduled Graduate Council meeting at which the change is to be presented.

The proposed changes will be reviewed by the Dean of the Graduate School and the Graduate Council as a whole, and will be either approved, denied, or sent back to the department or program for clarification. If approved, the proposed change will be sent to the Graduate Faculty for approval or rejection. In all cases, the department or program will be notified of the final decision by the Graduate Faculty in a letter from the Dean of the Graduate School. The Provost or President of Health Affairs and Dean of the School of Medicine, as appropriate, must approve program changes with budgetary implications. Final approval from the Provost and/or President of Health Affairs and Dean of the School of Medicine (as appropriate), President, and Board of Trustees for substantial changes to an existing graduate program (such as termination or name change) is also required

If a unit, or units, wishes to [propose a new program or certificate](#), it must follow the guidelines on the “Graduate Faculty” webpage. Any such proposal needs to address issues such as the size of the proposed program, resources available, number of graduate hours required, faculty available, overlap with existing programs, likely competitiveness of the program versus others nationally, and actual or anticipated sources of funding. The committee of faculty proposing the program or certificate should meet with the Graduate School Dean to discuss the proposal at an early stage of, and throughout, the proposal’s development. At the initial meeting, the committee should be prepared to discuss the level of support from the department chair and faculty of the relevant academic unit(s). Once the Dean feels the proposal is adequately developed, the proposal may be submitted for consideration to the Graduate Council, with all submission materials being provided to the Graduate School at least two weeks before the next [Graduate Council meeting](#). The Graduate Council will review the proposal and recommend acceptance, rejection, or clarification. The chair of the committee proposing the program should be prepared to attend the Graduate Council meeting to present the program. In all cases, the chair of the committee proposing the program will be informed of the outcome of the vote. If the proposal is approved, it will be sent to the next Graduate Faculty meeting for approval or rejection. If approved there, the proposed program will also have to be approved by the Provost or President of Health Affairs and Dean of the Medical School (as appropriate), the President, and the Board of Trustees. The Office of Institutional Research on the Reynolda Campus will also be involved to determine that the new program meets the Southern Association of Colleges and Schools (SACS) guidelines.

## **B. Promoting Student Success**

Advisor’s Role. The role of the advisor is very important for all graduate students. In most programs, this is an individual faculty member or group of faculty who meets regularly with the student and provides sufficient, appropriate, and timely feedback so that the student will satisfy departmental/program expectations and complete their degree program in a timely manner. Another key activity is mentoring, in which the student’s advisor and other program faculty play

key roles in helping students acquire the teaching, research and service skills needed to become a leader in their chosen field. For programs in which a thesis or dissertation is required, the advisor provides structure, guidance, and a set of appropriate standards for the conduct of this work. On both campuses, the Graduate Program Director facilitates making an appropriate match between advisor and student. On the Bowman Gray Campus, this is aided by a formal system of lab rotations during the first year.

Faculty new to supervising graduate students may not be clear about the best way to act as a mentor and other aspects of the graduate program. A Graduate Program Director therefore can help standardize the performance of faculty advisors in the program by discussing issues related to being a good mentor with new as well as more-seasoned faculty. Additional activities are being developed by the Graduate School and other portions of WFU to aid effective mentoring of graduate students, postdoctoral students, and faculty as described as described at the [Professional Development](#) portion of our website.

In the event that a student's advisor leaves the institution prior to completion of the student's degree, the graduate program committee or the Dissertation Committee is responsible for recommending an appropriate plan for the completion of the degree. This plan should indicate the source of support for the student's stipend and research (including lab space) and designate the student's new primary mentor as well as the person who will serve as a manager to carry out the plan. This plan is to be submitted at least 6 weeks prior to the faculty member's departure and is subject to the approval of the Graduate School Dean.

Awards come from several sources and are made to students on the basis of merit or other designated criteria. The dollar amount received is in addition to the stipend or other monies being received. Among the awards offered are the following:

*Outstanding Master's and Doctoral Student Awards.* The Gordon A. Melson Outstanding Master's and Outstanding Doctoral Student Awards are made each spring. Faculty and Graduate Program Directors are encouraged to identify outstanding students and to nominate them for this award. To be eligible, the student must have graduated in the preceding August or December or be scheduled to graduate in the coming May ceremony. Information on applying can be found on the Graduate School [website](#). Students from departments/programs with or without thesis or dissertation requirements can be nominated as can multiple students from a single department/program. Faculty and students should be aware that to be nominated for the award is in itself recognition of superior performance.

*Richter Fellowship.* This competitive grant is available to students on the Reynolda Campus in order to furnish scholarships and provide students with a "life changing opportunity". Graduate students are encouraged to go overseas in order to work on an intensive research project and to encounter a new and different culture. Students who apply should be aware that emphasizing just one or the other aspect will not be as appealing as an application that emphasizes both. The deadline is usually in early spring. The [Richter fund](#) application procedures are described at the Graduate School website.

*Other Named Awards.* Each campus has a number of specific awards available for students with the awards generally being administered by the units in which the award is housed. In addition to the Melson and Richter awards described above and the Hearst award mentioned in the Financial Aid portion of Section 2 for students in Reynolda Campus programs, the Sulkin, Artom, Cheung, Cowgill, and Robbins awards exist for students in Bowman Gray Campus programs as described in greater detail in the [Graduate School Bulletin](#).

*Oak Ridge Associated Universities (ORAU) Awards* may be applied for by students from both campuses. ORAU is a consortium of research universities that supports a variety of programs to connect students and faculty with federal research facilities throughout the US in fields such as biomedical sciences, chemistry, engineering, epidemiology, mathematics, pharmacology, and physics. For more information, consult the [Graduate School Bulletin](#) or the [ORAU website](#).

### Crisis Control: Conflict Resolution, Emergencies, Emotional Issues

*Conflict Resolution.* When managing a conflict, the Graduate Program Director should be aware that there are multiple issues to be considered: the nature of the conflict, the differences in opinions and perceptions that inform the situation, the emotional state of the parties involved, the relationship among the parties, the impact of the conflict on the individual's desired self-image, the cultural backgrounds of the parties, and the Graduate School as well as the graduate program's standards and procedures. When obtaining information about the issue, the Graduate Program Director first needs to obtain information from all parties. Students or faculty who bring an issue to the Graduate Program Director frequently wish to vent their anxieties and annoyances, with different parties often presenting quite different perspectives. Therefore, in the initial meetings, the Graduate Program Director should allow parties to express their feelings and describe their perspectives, but remain neutral him/herself. At this initial stage, it is usually best not to involve other parties. Such meetings should be held as soon as possible and probably be held individually, with the Graduate Program Director serving as a "third-party negotiator." The Graduate Program Director can help identify the specific issues involved, perhaps listing them from small to large, and recommend a time frame for when meetings and resolutions will occur. In initial meetings, it is often useful to see if the smallest concerns can be handled first so as to help restore trust among the parties, and to ask each party exactly what outcome they would like to have from this process.

Once all the information has been obtained and all affected parties consulted, the Graduate Program Director should attempt to find a solution that honors Graduate School standards, procedures, and policies while considering the perspectives of the parties to the issue. The solution should be aimed not just at resolving the issue in conflict but also restoring as agreeable a relationship between the parties as is possible. A potential solution should be discussed with individual parties first; if there is general agreement, the parties can be brought together to confirm the solution. Finally, it should be remembered that graduate students involved in a conflict with a faculty member often feel the power differential very strongly. Efforts should be made to ensure a policy of fairness and concern for all parties. As a general principle, conflicts are easiest to solve when the fewest number of people are involved.

If the problem cannot be resolved with the persons directly involved, however, then the matter will need to involve the next highest authority such as departmental chair or eventually the Graduate School Dean. If not resolved at these levels, the student should be encouraged to file an academic grievance following the procedures described [Graduate Student Handbook](#).

*Emergencies.* The Graduate Program Director should be familiar with the emergency procedures of his/her campus. Emergencies can be anything from natural disasters to chemical spills or threats from violent persons. In each case, there is a procedure to be followed to maximize the safety of students and faculty. On the Reynolda Campus, procedures are described at the [University Police](#) website. On the Bowman Gray Campus, such policies are available through the [Environmental Health and Safety Office](#). On both campuses, it is the responsibility of the advisor to ensure that graduate students have received orientation to laboratory spaces and potential hazards in compliance with EHS requirements.

If there is an emergency on campus, the University will send out messages by email and other means. Although rare, there may be circumstances in which a Graduate Program Director him/herself may need to check on the safety of all graduate students in his/her program. Thus, it would be appropriate for the Graduate Program Director to keep a list of the email addresses, home phone numbers, and cell phone numbers of all their graduate students accessible to him/her both during and after normal work hours. Students and faculty should also take precautions as to how student data can be preserved in the event of a natural disaster.

*Emotional Issues.* Graduate school is a stressful experience with which even stable persons may have difficulties. It should also be noted that the incidence of undergraduates reporting stress-related problems and depression has risen dramatically in the past decade. Given these two points, it is highly likely that a Graduate Program Director will need to deal with the emotional problems of graduate students.

The Graduate Program Director can choose to offer support and encouragement to a student going through a difficult time to the degree that s/he feels comfortable. As a general rule, it is probably best for the Graduate Program Director to contact the Graduate School for assistance in helping the student to receive counseling services from either the professionals at the [Counseling Center](#) on the Reynolda Campus or at [CareNet](#) adjacent to the Bowman Gray Campus. Some students are very reluctant to approach these centers and it should be emphasized to the student that speaking with a counselor does not signify weakness or a failing on the part of the student, but is an appropriate strategy for coping with such issues. If it is necessary to interact with emotionally stressed students, a Graduate Program Director is advised to meet in a place with other people around and to handle issues in as calming and neutral a manner as possible.

International Students and Visas. The [Center for International Studies](#) provides a variety of services for international graduate students, including assistance with visas, the family friendship and student ambassador programs. The [Chinese Graduate Student Association](#) also provides English-oriented events and other social activities. For additional visa-related issues, see “International Applicants” in Section 2.

Professional Development. In addition to providing education in academic fields and research, graduate schools are increasingly paying attention to providing additional educational opportunities in various aspects of professional growth and development, the purpose of which is to facilitate development of the student as a whole person. The Graduate School website includes a [Professional Development](#) page which has links to many of the resources currently available or under development at Wake Forest University.

At the Bowman Gray Campus, two courses are required for all graduate students. One is a one-semester course held in the spring semester of the first year, which deals with a variety of issues relevant to professional development. The second course is a two-semester sequence that deals with issues regarding the responsible conduct of research (RCR).

At present, there is no official set of professional development courses provided for the Reynolda Campus, although we have begun initiatives to migrate versions of the RCR course to Reynolda. Another area under development is the [Scholar Commons Portal](#) through which RCR courses and other materials can be made available to members of both campus communities. The Graduate School is preparing additional professional development resources and activities that will be available to all graduate students. We anticipate that offerings will cover such topics as manuscript writing, oral presentation skills, effective time management, various computer and technology skills, pedagogy, funding opportunities, team dynamics and leadership, stress management, professional ethics, and career placement skills (e.g., developing the curriculum vita, interviewing skills). One mechanism for making these broadly available is to linking such activities through the [Professional Development Center](#). Individual departments on both campuses also have their own professional development activities from which students can find discipline-specific guidance. For programs without a formal set of professional development activities, Graduate Program Directors are encouraged to work with the Graduate School to develop those areas specific to their discipline.

Publicizing Student and Program Achievements. The Graduate School is eager to advertise the successes of Wake Forest graduate students and faculty, both to the outside world and to the Wake Forest community. Making our student's awards and achievements broadly known enhances the prestige of the Graduate School and our ability to attract quality students and faculty. Therefore, Graduate Program Directors are encouraged to place all accomplishments of their graduate students on the program/departmental websites and to communicate these (by email) regularly to the Graduate School for publicizing. In the future, we plan for students or program directors to be able to log in these achievements at the Graduate School website directly; until such time, please send by email to [bwhitset@wfubmc.edu](mailto:bwhitset@wfubmc.edu). The Graduate School also works with the Development Offices on both campuses to publicize the outstanding achievements of the graduate students. This information is published by various outlets such as *Visions*, *Windows on Wake Forest*, the on-line alumni newsletter "What's New", and *Wake Forest Magazine* and via news releases sent to local newspapers and other outlets.

## Support Services

*Career Services.* The Reynolda Campus has a Career Office that offers help to students from both campuses. There are job listings, library materials, resume evaluations, mock interviews, and an electronic job search system. The [Career Center](#) is located in Reynolda Hall and can be called for student appointments or to make a class presentation.

*Counseling Center/CareNet.* Reynolda Campus students may obtain individual counseling, support and counseling groups, and career counseling at the [Counseling Center](#) located in Reynolda Hall. Bowman Gray Campus students may obtain individual counseling, and group counseling at the [Caret Counseling Center](#) located at 403 South Hawthorne Road.

*Disability.* Matriculating students are given a form at orientation that describes the University's commitment to helping students with disabilities succeed in their graduate programs, be they physical, learning, or mental disabilities. The form states that if an accepted student wishes to have an accommodation for a disability, s/he needs to contact the appropriate disability officer for evaluation. It is the student's responsibility to make the disability known to the Graduate Program Director and appropriate Graduate School Office. It should be noted that all accommodations are for the future, cannot be used to change assessment of past work, and are intended not to waive requirements but rather to permit the student to complete program requirements successfully. After evaluating the nature of the disability, the disability officer will contact the Graduate School and the Graduate Program Director indicating the appropriate accommodations in his/her estimate. Such accommodations can then be worked out with the student and his/her advisor on an annual basis. Graduate Program Directors are encouraged not to attempt to make assessments of disability or arrange accommodations on their own, but to work through the appropriate office. Please see the [disability policy](#) for complete information.

*Health Care.* Students on the Reynolda Campus may visit the George C. Mackie Health Center, located in the lower level of Reynolds Gymnasium. An annual fee is paid for use of these services with many services being free at the time of visit. The hours and services for the [Student Health Services](#) can be found on the WFU website. On the Bowman Gray Campus, students may visit [Employee Health Services](#).

*Housing.* Graduate students are expected to find their own housing and are encouraged to arrange housing in the spring or summer before they come. Since the Graduate Program Director may be the student's first point of contact, it is helpful to have the sources of housing information available. There are housing offices on both main campuses; the [Office of Housing](#) (Benson 101) on the Reynolda Campus maintains information on local apartments and houses for rent or sale, lists of potential roommates, and a [listing of apartments](#) near the Bowman Gray Campus for which graduate students may apply. The Graduate Student Association lists students interested in roommates in their [monthly newsletters](#) and the Prospective Students page of the Graduate School website contains additional housing-related information. In addition, there is the internet site [Craig's List](#) which is often used by graduate students. Graduate Program Directors can ask current students to assist incoming students by providing campus tours, help in completing registration materials, and finding housing. Finally, Kent Greer of the Office of International Studies may be able to help international students who need additional help.

*Learning Assistance Center.* The Learning Assistance Center is located on the Reynolda Campus in Reynolda Hall and provides writing services to graduate students on both campuses. A student who is having writing difficulties will be assigned a person who will work with the student on polishing his/her work. Actual instruction on writing technique is not provided but targeted feedback on writing difficulties is given. The Learning Assistance Center has evening hours; interested graduate students should call to set up an appointment. More information is provided on their [web page](#).

*Library Services.* There are two main libraries, the Coy C. Carpenter Library on the Bowman Gray Campus and the Z. Smith Reynolds Library on the Reynolda Campus, with other libraries present in the Law and Business Schools. Graduate students can check out materials from any of these libraries or reserve carrels or group study rooms at the Z. Smith Reynolds Library.

*Lounge.* The new Johnson Graduate Student Lounge is located in the Z. Smith Reynolds Library. The Lounge has its own exterior entrance with key-card, graduate student-only access to students from both campuses.

*Parking.* Graduate students pay a fee for parking on campus. Students should reference the parking page on the web for details about registration and fees on the [Reynolda](#) Campus. Students at Bowman Gray pay \$15 per month.

To register for a parking sticker on the Reynolda Campus, a student should go to the “personal information” page on the WIN system. There is a graduate student representative on the Parking Committee for the Reynolda Campus to whom concerns regarding student parking fees may be addressed.

On the Bowman Gray Campus, students register their vehicle and receive a parking sticker through Human Resources. All parking lots are badge-access only. If a student from one main campus needs to park on a regular basis on the other main campus, s/he should contact the Graduate School Office on the appropriate campus to obtain a parking sticker.

*Shuttle.* A free [University shuttle](#) travels during daytime hours between the Bowman Gray and Reynolda Campuses. The shuttle leaves the Eden Terrace stop at the Bowman Gray Campus on the quarter hour beginning at 7:10am to 5:15 pm and leaves Reynolda Campus from in front of the Benson Center at forty-five minutes past the hour from 7:30 am to 5:45 pm. The shuttle will also stop at such off-main campus sites as the Bowman Gray Technical Center, Piedmont Plaza, and PTCRC Center Downtown if requested.

## SECTION 4. STUDENT MATTERS

### A. Students' Rights and Responsibilities

The rights and responsibilities of graduate students are described in the [Graduate Student Handbook](#) on the Graduate School website. These include freedom of access to higher education, protection of freedom of expression, protection against improper academic evaluation, protection against improper disclosure of information, protection against harassment, freedom of association, freedom of inquiry and expression, and the right of participation in student government. Student responsibilities are to be mature and responsible members of the community and to show integrity in their work. Graduate Program Directors should ensure that students in their departments/programs are aware of these rights and responsibilities.

### B. Graduate Student Organizations

There are several graduate student associations, approved by the Graduate Council and Graduate Faculty, in which students can become involved. Graduate Program Directors are encouraged to support students in their department/program who might be interested in any of these groups by advertising their events.

Graduate Student Association (GSA). All graduate students at both campuses belong to the GSA and hence this is the main group representing the graduate students at WFU. The GSA has representatives from each graduate program, with the number of representatives being based on the number of graduate students in the department/program. The GSA sponsors a number of graduate student events as described on their [web page](#). The GSA has two co-presidents, one for each campus, who sit on the Graduate Council as voting members and serve on either its Credentials, Curriculum, or Policy Committee. Representatives of the GSA also sit on the Library Committee and the Information Technology Committee on the Reynolda Campus, and the Student Health Insurance Committee for the University.

The GSA organizes academic events (e.g., the Grad Forum), chooses the Faculty Excellence Award winner, serves as a conduit for policy discussions on matters such as health insurance and parking, coordinates social events (e.g., picnics, balls, golf tournament), and supports volunteer charity events (e.g., Christmas shopping with needy children, mail packages for soldiers overseas). They also publish a monthly newsletter and are responsible for the production and updating of the *Survive and Thrive* manual for graduate students that is sent to all matriculating WFU students.

Black Graduate Student Association (BGSA) is composed of students from both campuses and is designed to serve as an academic and social network for African-American graduate students. Membership is open to all interested graduate students as described on their [web page](#). The group runs charity events, holds social gatherings, sponsors a professional forum, and helps with recruiting-related events.

The Brain Awareness Council is composed of faculty and students from both campuses who are interested in brain mechanisms and behavior. There is a [web page](#) for this organization on the Graduate School website. The outreach activities of this group center on making presentations to elementary, middle school, and high school students in the Forsyth County area concerning the brain and related scientific topics, including science as a career.

Chinese Graduate Student Association (CGSA). The CGSA is composed of students from both campuses and is designed to serve as an academic and social network for Chinese-American graduate students. Membership is open to all interested graduate students as described on their [web page](#). The organization holds frequent meetings, arranges trips and sporting events, hosts an annual Moon Viewing Party in the fall and a New Year's Party in the spring. They also arrange English practice sessions for students.

MD/PhD Student Association. There is an association specifically for students working to obtain both a doctoral and medical degree. This organization maintains a [webpage](#) on the Graduate School website.

### **C. University Policies Affecting Graduate Students**

Alcohol. Individual faculty, departments or programs, and official graduate student associations may provide alcohol at parties and social functions that involve graduate students as long as the University regulations regarding such events are followed. The alcohol policies can be found in the [Student Handbook](#) at the Graduate School website. Further, on the Bowman Gray Campus, the Substance Abuse Policy states that students “are prohibited from working while adversely affected by alcohol” and that the possession or use of alcohol on school property by students is prohibited except for authorized school activities. While most graduate students are above the legal drinking age, there may be some students who are underage. In this case, the sponsoring individual or organization will need to create appropriate procedures to ensure that no underage persons obtain alcoholic beverages. In all cases, faculty, departments or programs, or student associations should take care to emphasize responsible drinking behavior, and should provide alternative, non-alcoholic beverages at events.

Animal Care and Use Committee determines the acceptability of any research conducted on animals on the basis of federally mandated guidelines. A student researcher working with animals must first be certified as having received the requisite training. This training can be accessed on-line at the [Reynolda Campus](#) and the [Bowman Gray Campus](#) Office of Research websites. Once the certification has been obtained, the student should submit on-line a form describing the proposed study. The policies and procedure for filling out this form can also be

found at the above websites. Once the proposed study is approved, the student needs to follow the required procedures for obtaining and keeping data. Graduate Program Directors in departments/programs where research is conducted on animals need to ensure that students obtain the required training and certification.

Computer Use. Policies regarding computers are handled somewhat differently on the two main campuses, emanating from [Information Services](#) on the Reynolda Campus and [Academic Computing](#) at Bowman Gray. Each student signs the appropriate computer usage policy at new student orientation. Some relevant rules are that software packages should not be duplicated on other machines, University computers are to be used only by authorized persons, copyrighted material should not be downloaded inappropriately; computers are not to be used for commercial purposes without written consent; and chain letters are forbidden.

The machines that are made available to students upon matriculation belong to the Graduate School until graduation. Therefore, students who withdraw or are terminated by the Graduate School must return the computer to Information Systems at Reynolda or the Graduate School office at Bowman Gray before leaving. Doctoral students are allowed to keep their computers following graduation but master's students at Reynolda, including those enrolled in a doctoral program but who leave following completion of the Master's degree, must return their computers prior to graduation. Also, certain software on the laptops is licensed through the University and must be removed from all computers when the student leaves or graduates.

Graduate Program Directors may need to be in contact with the relevant Graduate School Office to ensure that computers are returned and appropriate software is removed in cases where students leave their programs prior to graduation.

Conflict of Interest refers to instances in which a student has a financial/personal interest or engages in activities outside of work that might compromise or appear to compromise his/her obligations as a graduate student. An example of such a situation might be when a graduate student has an internship with a company that has a financial interest in the research being conducted at Wake Forest. The policy also states that the name of the University should not be used in an external situation in a way that implies endorsement by the University. For example, graduate students should not list their University association when writing letters to the editor of a newspaper. Given that many graduate students may not be familiar with conflict of interest policies, creating such awareness as part of their professional development is likely to be beneficial. The conflict of interest policy for the Reynolda Campus can be found on the website for the [Office of Research and Sponsored Programs](#) and for the Bowman Gray Campus, on the [Office of Research](#) page. Although these policies refer primarily to faculty, staff and administrators, students receiving support from federal grants or other sources of funding are also affected.

Copyright policies are located on the [Coy C. Carpenter Library](#) or the [Z. Smith Reynolds Library](#) webpage. These provide detailed information on "fair use" of copyrighted material, on-line

training, and how to obtain permission to use copyrighted materials. Graduate Program Directors should ensure that graduate students are aware of these policies and procedures. Special classes concerning copyrights are now regularly offered graduate students by the campus libraries.

Environmental Health and Safety. Graduate students, (as well as faculty and staff) who may come in contact with hazardous materials in the course of their work or research should have the training necessary to handle such materials safely and responsibly. This training is provided by the [Environmental Health and Safety Office](#) located on the Bowman Gray Campus and by individual departments at Reynolda. Graduate Program Directors of departments/programs that deal with these materials need to ensure that all students go through the appropriate training and continue to follow correct procedures.

Equal Opportunity Act. WFU adheres to the policy that there should be no discrimination on the basis of race, color, religion, national origin, age, sex, veteran status, handicap status, or disability. While issues such as disability may be the basis for providing support to a student once they are enrolled, the characteristics listed above cannot be used to determine admission to the program or to determine access to educational or employment opportunities while a student. A student who feels that s/he has been unfairly discriminated against based on any of these characteristics should be told to contact the appropriate office. On the Reynolda Campus, students should contact Doris McLaughlin, Director of Equal Opportunity and Employee Relations Manager, Human Resources (336-758-4814 or [mclaugca@wfu.edu](mailto:mclaugca@wfu.edu)). On the Bowman Gray Campus, students should contact Sandra Cultra, Director of Employee Relations (336-716-6123 or [scultra@wfubmc.edu](mailto:scultra@wfubmc.edu)). While a Graduate Program Director may wish to work with a student directly on these issues, it is best to handle them through the appropriate officials.

Grievance Procedures. For academic issues, a graduate student who feels that s/he has been treated unfairly by a faculty may chose to initiate an Academic Grievance as outlined in the [Student Handbook](#). Such an initiation should be done only after the student has attempted to resolve the difficulty promptly with the faculty person directly, no later than two weeks after the incident. If this fails, the student should contact his/her advisor, Graduate Program Director, or Departmental/Program Chair, as appropriate. The Graduate School procedure should begin only after these persons feel that a resolution cannot be reached on the departmental/program level but no later than three months after the incident occurred. The student should be told to contact one of the two [Grievance Liaison Officers](#) for the Graduate School. This person will not act as an advocate but as a guide through the process of filing the grievance. After contacting the Grievance Officer, the student should file a written petition with the Dean of the Graduate School. Details of what should be included in this petition are provided in the Student Handbook. The Dean will then appoint a committee and a chair to review the grievance and the response of the faculty person. Both sides will have the chance to provide evidence, call witnesses, and present their case at the committee meeting. The committee will make a recommendation to the Dean, who will then make a final decision.

Grievances of a non-academic nature, such as discrimination or harassment, should be taken to the Chair or Graduate Program Director of the student's program, to the Dean of the Graduate School, to the Equal Employment Opportunity office, Room 116 Reynolda Hall (Reynolda Campus, telephone 758-4814), or to the Office of Human Resources, 5<sup>th</sup> floor, Piedmont Plaza I (Bowman Gray Campus, telephone 716-6123).

Honor Code for the Graduate School provides guidance for student conduct with respect to academic pursuits, stipulating that students are to conduct their academic endeavors with honor, integrity and professionalism. Since the 2007-2008 academic year, the Graduate School has required that each student sign a pledge indicating that they are familiar with the contents of the Honor Code and accept its conditions. The [Honor Code](#) is located on the "Current Students" page of the Graduate School website. It covers lying, cheating, stealing, vandalism, and research misconduct and requires that a student report a possible Honor Code violation if one is thought to have occurred. Faculty and staff members are not required by the Honor Code to report students for academic misconduct; they retain the right to deal with the student as they see appropriate. However, any student accused by a faculty or staff member has the right to request that the matter be handled under the Honor Code system.

The [Honor Code Panel](#) is comprised of 16 faculty members, eight each from the Bowman Gray and Reynolda Campuses and one student from each department or program, and has an elected Chairperson and Secretary.

Human Research and Institutional Review Board (IRB) reviews research conducted on human subjects in order to determine its acceptability on the basis of federally mandated guidelines. While an IRB exists on each campus, both subscribe to the same principles. All human subjects researchers, including students, must complete the human subjects protection training program entitled "Collaborative Institutional Training Initiative or CITI" before submitting a research application. Once the certification has been obtained, a student researcher must request a user account for the electronic Institutional Review Board (eIRB) system. Comprehensive guidance on obtaining CITI certification, requesting a user account and submitting an eIRB research application can be found at the [Office of Research and Sponsored Programs Human Subjects/IRB](#) (Reynolda) and the [Office of Research IRB](#) (Bowman Gray). Graduate Program Directors in departments/programs where human subject research is conducted need to ensure that the students obtain the required training and are familiar with the appropriate submission process.

Patents for inventions that are developed by students as part of their academic program or use University funds or facilities in their development are the property of WFU or the WFU School of Medicine, as appropriate. The rules and procedures regarding patentable inventions are the same for both campuses and can be found on the Office of Sponsored Research's webpage on the [Reynolda Campus](#) and on the Office of Research's webpage on the [Bowman Gray Campus](#). Directors of graduate programs where inventions might be developed should make the students

in their programs aware of these policies. Another source of information is the University [Technology Transfer Office](#).

Privacy of Records is protected for students through FERPA (Federal Education Rights and Privacy Act), a law relating to the privacy of students' academic records and access of students to their records. A student has five basic rights protected under FERPA:

- The right to inspect and review education records
- The right to seek the amendment of education records
- The right to consent to the disclosure of education records
- The right to obtain a copy of the school's Student Records policy
- The right to file a complaint with the FERPA office in Washington DC

All requests for educational records should be made through the Graduate School as the "official" keeper of students records; some students have requested restrictions be placed on their records that may not be known by the program. Graduate Program Directors should become familiar with policies pertaining to FERPA. In general, faculty and departmental/program staff should be careful to keep student records confidential. In general, no faculty or staff person should disclose academic information about a student to a third party without written permission from the student.

Research Misconduct. A violation that involves an external grant may, in addition to being a violation of the Graduate School's Honor Code, also come under the purview of the research offices at WFU. This would happen, for example, if a student were accused of misrepresenting research data on a project funded by a federal grant. In the case of possible misconduct on an external grant, the Graduate Program Director should contact the appropriate Office of Research (for [Reynolda](#); for [Bowman Gray](#)) to determine whether review will need to be made by that Office.

Sexual Harassment by a supervisor, co-worker, faculty, or student is unacceptable. The sexual harassment policy is stated in the [Student Handbook](#) where it indicates that any sexual relationship between a staff or faculty person and a student (whether consensual or not) is considered a violation of the policy. In general, it is harassment: a) if the behavior creates a hostile environment; or b) if submission to the sexually related behaviors is related to academic or employment decisions and evaluations. The policy also states what kinds of specific behavior can be considered harassment. If a student feels that s/he is the subject of sexual harassment from another student, staff, or faculty member, or if a faculty member or student has witnessed such activities, s/he should make it clear that such conduct should be stopped. S/he may also contact the appropriate person in Human Resources or the Graduate School Dean.

Substance Abuse. Both the Reynolda Campus and Bowman Gray Campus have specific policies regarding substance abuse prevention and programs. These policies are described in the [Student Handbook](#) on the Graduate School website. The policies state that possession, use, manufacture,

distribution, or trafficking in illegal substances or drug paraphernalia is prohibited and may lead to various sanctions, such as censure, suspension, or expulsion. These University sanctions will be made separately from any legal sanctions. A Graduate Program Director who thinks that a graduate student may have substance abuse problems can discuss this issue directly with the student. Both policies state that a student who reports him/herself can expect to have the case handled confidentially. Either the Bowman Gray [Employee Assistance Program](#) or the Reynolda Campus [Counseling Center](#) will provide a rehabilitation program. Failure to follow through on the rehabilitation program or a repeated offense may lead to sanctions.

## **SECTION 5. CALENDAR AND CONTACT INFORMATION FOR THE GRADUATE SCHOOL**

### **A. Calendar**

The [Calendar](#) includes key dates by which various program requirements must be completed. It is published in both the Graduate Bulletin and on the “For Students” page of the Graduate School website. Please note that some of the deadlines are slightly different for the two main campuses. The Graduate Program Director should ensure that students know how to locate the calendar and what the important dates are.

Additional calendar information of interest are the dates of the Graduate Council and Graduate Faculty meetings, which can be found under [Graduate Faculty](#) at the Graduate School website. The [Wake Forest University Calendar](#) also contains dates of general campus events, campus closures, etc.

### **B. Graduate School Contact Information**

#### Central Administration:

Dr. Lorna G. Moore, Dean of the Graduate School

Email: moore@wfubmc.edu or moore@wfu.edu

Phone: 716-4303 (Bowman Gray) or 336-758-5301 (Reynolda)

Duties: budget, Graduate School policy development, program development, other matters

Dr. Dwayne Godwin, Assistant Dean for Postdoctoral Affairs

Email: postdoc@wfubmc.edu or postdoc@wfu.edu

Phone: 716-9437, 716-0087

Duties: postdoctoral affairs: professional development and recruiting

Dr. Linda McPhail, Associate Dean for Recruiting and Program Development

Email: lmcphail@wfubmc.edu

Phone: 716-2621, 716-0221

Duties: recruiting, website, program organization

Dr. Randall Rogan, Associate Dean for Professional Development

Email: rogan@wfu.edu

Phone: 758-5409 (Reynolda), 716-0383 (Bowman Gray)

Duties: professional development, Graduate Forum, student awards, internships

Bowman Gray Office and Staff

Graduate School Office

Location: First Floor Watlington Hall

Email: bggrad@wfubmc.edu

Fax: 716-0185

Susan Pierce, Registrar/Coordinator

Email: spierce@wfubmc.edu

Phone: 716-4303

Duties: registrar, program coordination, financial aid requests, invoice payments, appointment scheduling for Deans Moore and McPhail

Winona Gilbert, Secretary III (part-time)

Email: wgilbert@wfubmc.edu

Phone: 716-0472

Duties: postdoctoral affairs

Kelley Reavis, Administrative Assistant

Email: kereavis@wfubmc.edu

Phone: 716-7419

Duties: student records and reporting, travel materials for Deans

Beth Whitsett, Administrative Assistant

Email: bwhitset@wfubmc.edu

Phone: 716-4224

Duties: admissions, webmaster, flyers

Reynolda Office and Staff

Graduate School Office

Location: 6 Reynolda Hall

Email: gradschl@wfu.edu

Phone: 758-5301

Fax: 758-4230

Debbie, Deheck, Assistant to the Dean

Email: deheckds@wfu.edu

Phone: 758-3622

Duties: registration; program coordination; financial aid, travel, faculty publication fund and invoice requests; appointment scheduling for Deans Moore and Rogan

Carol DiGiantommaso, Coordinator of Admissions

Email: digiance@wfu.edu

Phone: 758-5301

Duties: admissions, student status

Wanda Duncan (part-time)

Email: duncanws@wfu.edu

Phone: 758-5232

Duties: Graduate Council and Graduate Faculty, publicity and events, student awards

Sheila White, Staff Assistant

Email: whitesl@wfu.edu

Phone: 758-5301

Duties: student records and reporting, Graduate Council and Graduate Faculty, publicity and events, student awards

### **C. Other Relevant Contact Information for University Offices**

Counseling Center-Reynolda

Office: Room 118, Reynolda Hall

Phone: 758-5273

Fax: 758-1991

Duties: provide study skills training and emotional counseling

Counseling Center (CareNet)-Bowman Gray

Phone: 716-0800

403 South Hawthorne Road

Winston-Salem, NC 27103

Duties: a non-profit agency providing a full range of counseling services

Disability Offices – Reynolda and Bowman Gray

Dr. Van Westerfelt, Director, Learning Assistance Center

Office: Reynolda 125

Email: westervd@wfu.edu

Phone: 758-5929

Fax: 758-1991

Duties: Cognitive and emotional learning disabilities coordinator

Michael Shuman, Associate Director, Learning Assistance Center

Office: Reynolda 125

Email: shumanmp@wfu.edu

Phone: 758-5929

Fax: 758-1991

Duties: Physical disabilities coordinator

Electronic Thesis and Dissertation program

Roz Tedford, Asst Head, Research & Institutional Services– Reynolda Campus

Office: ZSR Library Room 456

Email: tedforrl@wfu.edu

Phone: 758-5910

Mark McKone, Technical Services Librarian – Bowman Gray Campus

Office: Coy C. Carpenter Library

Email: mmckone@wubmc.edu

Phone: 716-3108

Faculty Grievance Liaison-Reynolda

Dr. Debbie Best, Psychology

Office: Greene Hall 471

Email: best@wfu.edu

Phone: 758-5748

Faculty Grievance Liaison (Alternate)- Bowman Gray

Dr. Steven Akman, Cancer Biology

Office: Hanes, 4<sup>th</sup> floor

Email: sakman@wfubmc.edu

Phone: 716-0231

Graduate Student Grievance Liaison-Reynolda

Dr. Donna Henderson, Counseling

Office: Tibble Hall A115

Email: henderda@wfu.edu

Phone: 758-1890

Graduate Student Grievance Liaison-Bowman Gray

Dr. Doug Case, Public Health Sciences - Biostatistics

Office: Wachovia, 23<sup>rd</sup> floor

Email: dcase@wfubmc.edu

Phone: 716-1048

International Studies Coordinator

Kent Greer, Asst. Dir. of the Center for International Studies & Scholar Advisor

Office: Carswell Hall 27

Email: greerrk@wfu.edu

Phone: 758-6033

Fax: 758-4809

### Internships

Dr. Dr. Randall Rogan, Associate Dean for Professional Development  
Email: rogan@wfu.edu  
Phone: 758-5409 (Reynolda), 716-0383 (Bowman Gray)

### Learning Assistance Center (writing skills)-Reynolda and Bowman Gray

Office: 117 Reynolda Hall  
Email: whitedg@wfu.edu  
Phone: 758-5929  
Fax: 758-1991

### Library-Reynolda

Z. Smith Reynolds Library  
Phone: 758-5478

### Library-Bowman Gray

Coy Carpenter Library  
Phone: 716-4691

### Research Office-Reynolda

Lori Messer, Director of Research & Sponsored Programs  
Office: Reynolda Hall 117E  
Email: messerlj@wfu.edu  
Phone: 758-4910  
Fax: 758-1959  
Duties: process grants, IRB

Dr. Mark Welker, Associate Provost for Research  
Office: Reynolda Hall 204  
Email: welker@wfu.edu  
Phone: 758-5758  
Fax: 758-3912  
Duties: support and encourage research activities

### Research Office-Bowman Gray

Dr. Sally Shumaker, Senior Associate Dean  
Office: Gray Building, E Floor  
Email: sshumake@wfubmc.edu  
Phone: 716-3838  
Fax: 716-4480  
Duties: support and encourage research activities, process grants, IRB

Student Health Services-Reynolda

Office George Mackie Health Center

Phone: 758-5218

Fax: 758-6054

Duties: provide health care for students

Student/Employee Health Services-Bowman Gray

Office: Meads Hall, Ground Floor

Phone: 716-4801

Fax: 716-6127

Duties: provide health care for students

Teaching and Learning Center

Office: ZSR Library 330

Phone: 758-4587

Duties: provide support for faculty and graduate student teaching