

# SESSION II:

## Managing Operations: Time, Staff, and Partnerships

Mark Garrison, Dean, Morgan State University

Janet Rutledge, Dean, University Maryland Baltimore Campus

Carol Shanklin, Dean, Kansas State University

# Morgan State University

## School of Graduate Studies

### Mark Garrison, Dean

- **Morgan State:**

- Recently designated Maryland's Preeminent Public Urban Research University
- Campus declared a National Treasure by the National Trust for Historic Preservation in 2016
- Celebrating 150 years 1867-2017

- **School of Graduate Studies:**

- R3: Doctoral Research — (30 million external funds annually.)
- Average 1300 to 1400 graduate students last 5 years.
- 16 doctoral programs; 55 doctorates annually.
- 40 masters programs; 250 masters annually.
- Centralized Graduate School model.
- Comprehensive Life-Cycle from Recruitment to Graduation
- Seven Staff, Graduate Assistants, and Institute for Urban Research reports to Graduate Dean





## Janet C. Rutledge, Vice Provost and Dean

- **Carnegie Classification:** Doctoral Universities: Higher Research Activity; STEM-dominant
- **Total Graduate Enrollment:** 2,500
- **Degree Programs:** 24 PhD; 40 master's (3 have online options); 31 certificates
- **Graduate School Administrative Model:** Centralized
- **Number of Staff:** 23 FTEs  
5.5 FTE Administration (Dean/Vice Provost, 0.5 FTE Associate Dean, Associate Vice Provost, Senior Assistant Dean, 2 Assistant Deans), 17.5 Professional and Support Staff
- **Scope of Responsibilities:** Marketing, Recruitment, Admissions, Retention and Academic Success including Professional Development, Graduation Clearance, Commencement, New Programs/Courses, Program Reviews, Graduate Assistantships/Fellowships, Postdoc Affairs, Diversity Pipeline Programs, Graduate Student Association



# Kansas State University Graduate School Carol Shanklin, Dean

- Carnegie Classification: R1- Doctoral Universities, Highest Research Activity, Research Doctoral: Comprehensive program
- Total Graduate Enrollment: 3,846
- Degree Programs: 39 doctoral degrees; 4 educational doctoral degrees, 73 master's degrees and 43 certificate programs
- Graduate School Administrative Model: Hybrid
- Number of Staff: Total-14.5 FTEs
  - 2.5 FTE Administration (Dean and Three 0.5 FTE Associate Deans), 11 Professional Staff and 2 Graduate Assistants
- Scope of Responsibilities: Recruitment, Admissions, Academic Success including Professional Development for Graduate Students, Program Reviews, Retention, and Commencement

# Scenario 1: The Deep Dive

- Presentation to large number of stakeholders about key issues in Graduate School:
  - 1) Admissions Processing;
  - 2) Funding: Financial Support of Graduate Students;
  - 3) Teaching Assistantships and Graduate Assistantships;
  - 4) Graduate Community and University Engagement.
- Meeting covered only first two items.
- Audience expresses appreciation of new awareness.
- Not everyone achieves buy-in though.

# Scenario 1 Focus Questions for Discussion

1. The opportunity to make a presentation to a large audience of University Administrators, Staff, and Faculty is quite unusual, but it had a significant impact. How might this opportunity be created without Presidential directive?
2. The agenda was ambitious, and it was critical to start with the most challenging. However, the issues of assistantships and, especially, community stature of graduate programming need serious attention. What approach could be taken to keep the conversation moving forward?
3. What other topics have university-wide appeal? Would a similar venue work as well in addressing them?



## Scenario 2

### Legal Concerns Related to Title IX and Clery Act

- Causal relation between GTA and student in recitation section escalates to sexual harassment and stalking



## Questions about Scenario 2

- What are the reporting obligations of the department head after learning of the issue?
- What are the reporting obligation of the graduate dean after learning of the issue?
- How are reporting obligations same or different?
- What resources are available for Jackson and Cassidy?



# Scenario 3

## Management Strategies Related to Workflow and Staff Management Responsibilities

- **Issue 1:** Workflow for Developing, Approving and Implementing New Programs
  - Developing program and shepherding through approval process
  - Implementation steps
- **Issue 2:** Onboarding of New Staff

# Scenario 3

## Questions on Workflow and Staff Management

1. How does new program approval or onboarding of new staff work on your campus? What is the role of the graduate dean?
2. When a process requires cooperation from several offices across the campus, who is in charge and how do you keep the process moving forward?
3. When do you decide that a formalized or standard process is needed versus handling infrequent events in an ad hoc manner?

## Scenario 4: Managing Policies

- Appeal process in need of development.
- Process begins in department, goes to Dean of the department's school.
- A written statement then goes to the Dean of the School of Graduate Studies.
- The Graduate Dean's decision is "Final."

# Scenario 4 Focus Questions for Discussion

1. Does the existing statement outline a procedure that ensures due process?
2. What is needed to make the process more specific and less vague?
3. Should the statement clarify what can be appealed (for instance, can the Graduate Dean alone review an academic judgment or evaluation)?
4. Do you think the Dean's decision is actually "Final"?



# Participants' Engagement

# Scenario 1 Focus Questions for Discussion

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## Questions about Scenario 2

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# Interim Measures

Academic	Housing	Support	Safety
<ul style="list-style-type: none"><li>• Discrete professor notification and accommodation (e.g., receiving extensions, rescheduling exams, etc.)</li><li>• Alternative course completion options (e.g., course load reduction or withdrawal)</li><li>• Voluntary leave of absence</li><li>• Academic support, such as tutoring</li></ul>	<ul style="list-style-type: none"><li>• Change in campus housing</li><li>• Change in dining location</li><li>• Assistance in finding alternative housing</li></ul>	<ul style="list-style-type: none"><li>• Access to counseling both on and off campus</li><li>• Medical services</li><li>• Arrangements to ensure safety and access to other support services</li><li>• Assistance in identifying an advocate to help secure additional resources or assistance</li><li>• Assistance with visa and immigration procedures</li></ul>	<ul style="list-style-type: none"><li>• No contact directive</li><li>• Providing an escort to assure safe movement between class and activities</li></ul>
<b>Financial Aid</b>	<b>Employment</b>		<b>Transportation</b>
<ul style="list-style-type: none"><li>• Emergency funds or loans</li><li>• Potential refund of tuition and fees as a result of alternate course completion</li></ul>	<ul style="list-style-type: none"><li>• Change in work schedule</li><li>• Change in job assignment</li><li>• Voluntary leave of absence</li></ul>		<ul style="list-style-type: none"><li>• Transportation accommodations such as shuttle service, cab voucher or parking</li></ul>
<p><b>* Other reasonable changes may be tailored to the involved individuals in respect to each unique circumstance.</b></p>			



# Resources



# Scenario 3

## Questions on Workflow and Staff Management

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3. When do you decide that a formalized or standard process is needed versus handling infrequent events in an ad hoc manner?

# Scenario 4 Focus Questions for Discussion

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# Wrap UP