



GRADUATE SCHOOL  
UNIVERSITY OF WISCONSIN-MADISON

# **CGS New Deans Institute, July 7, 2018**

## **Session III: Managing Operations: Time, Staff and Partnerships**



**William J. Karpus**

**Dean**

**UW-Madison Graduate School**

**“Managing Staff”**



# **UW-Madison Graduate School**

Public Doctoral Highest Research University

Research expenditure = \$1.2 Billion (2017)

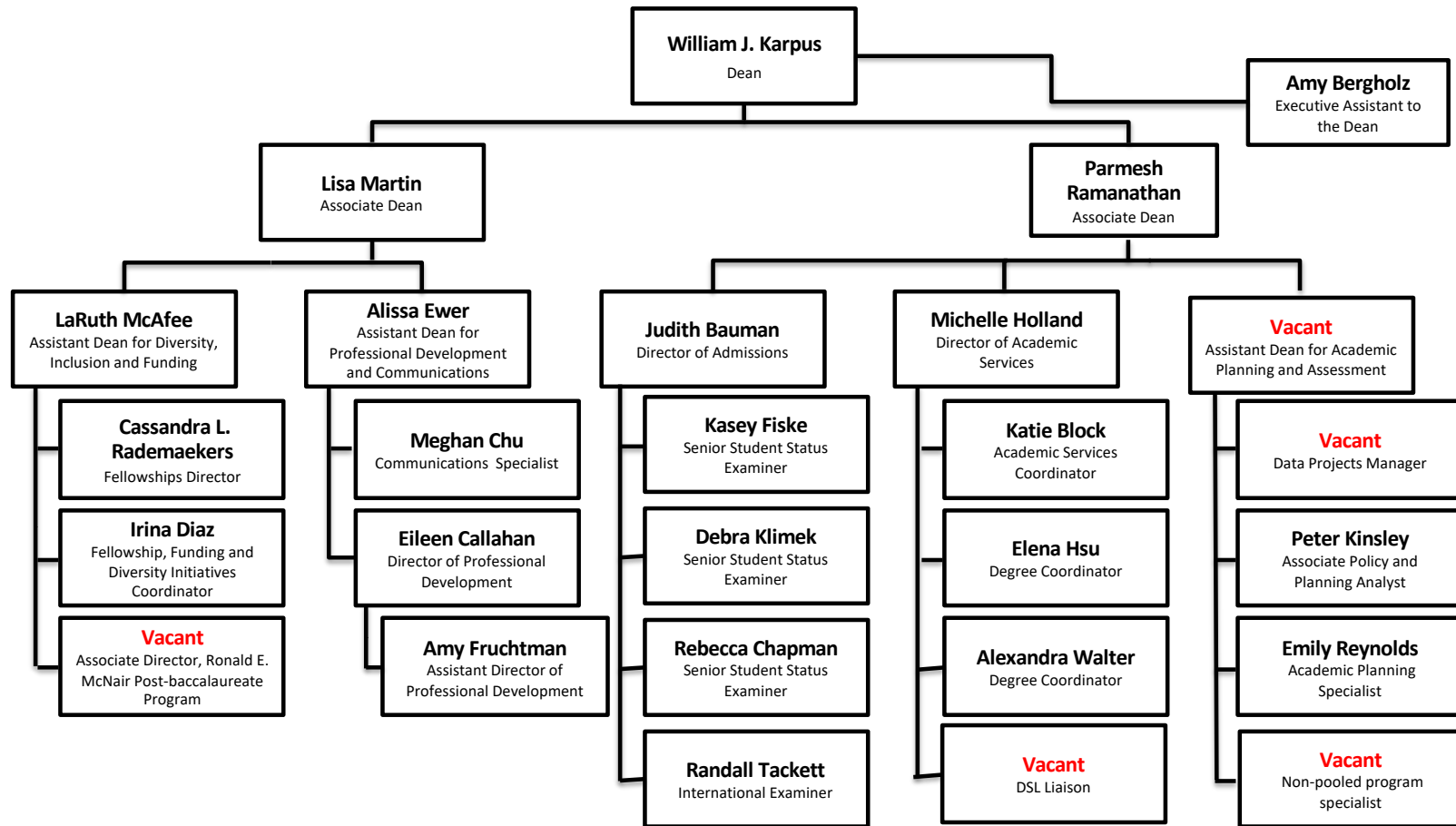
Total enrollment = 43,820 (fall 2017)

Graduate enrollment = 8,952 (fall 2017)

Doctoral programs = 109

Masters programs = 160

# Functional Area Organization



# Challenge #1

How to harness the knowledge and experience of the staff to inform the graduate school's vision and move it forward.



# Establish Effective Communication



1. Weekly associate deans meeting [3]
2. Bi-weekly meetings with leadership team  
(associate deans, assistant deans and directors)  
[8]
3. Bi-weekly staff meetings (around the horn and  
special topics) [All]
4. Five operational units have regular meetings
5. Engagement, Equity and Diversity Committee [4]

# Performance Management

1. Office of Human Resources online tool
2. Once per fiscal year
3. Self assessment and creation of individual and office goals, supervisor input and review of goals, face-to-face meeting; review by dean and associate deans
4. For staff not meeting expectations, interaction between human resources, staff member and supervisor for resolution
5. Mid-year check-in



## Challenge #2 (For group discussion)

An assistant dean position is vacant as a result of the incumbent moving to a different campus unit. This is a high profile, campus-facing position for the Graduate School. A potential candidate for the position internal to the university expresses interest in applying. One of your current staff members expresses that this potential candidate would not be a good fit for the position or the organization, despite you receiving information from colleagues to the contrary. Discuss approaches to stakeholder engagement and the decision-making process you should implement to fill the vacancy.







**THANK YOU.**

