

Governance and Organization

Building Relationships & Synergies for Any Organizational Structure

Moderator Dr. Karen Butler-Purry

Associate Provost for Graduate and Professional Studies

Professor, Department of Electrical and Computer Engineering

Council of Graduate Schools Annual Meeting
Pre-Meeting Workshop
December 4, 2019

Workshop Presenters



Dr. Karen Butler-Purry
Texas A&M University

Associate Provost for Graduate and
Professional Studies



Dr. Lisa Boehm
Bridgewater State University

Dean of the College of Graduate
Studies



Dr. Scott Lanyon
University of Minnesota

Vice Provost and Dean of Graduate
Education

Workshop Overview

- **Dr. Karen Butler-Purry**, Texas A&M University
- **Dr. Lisa Boehm**, Bridgewater State University
- Break
- **Dr. Scott Lanyon**, University of Minnesota

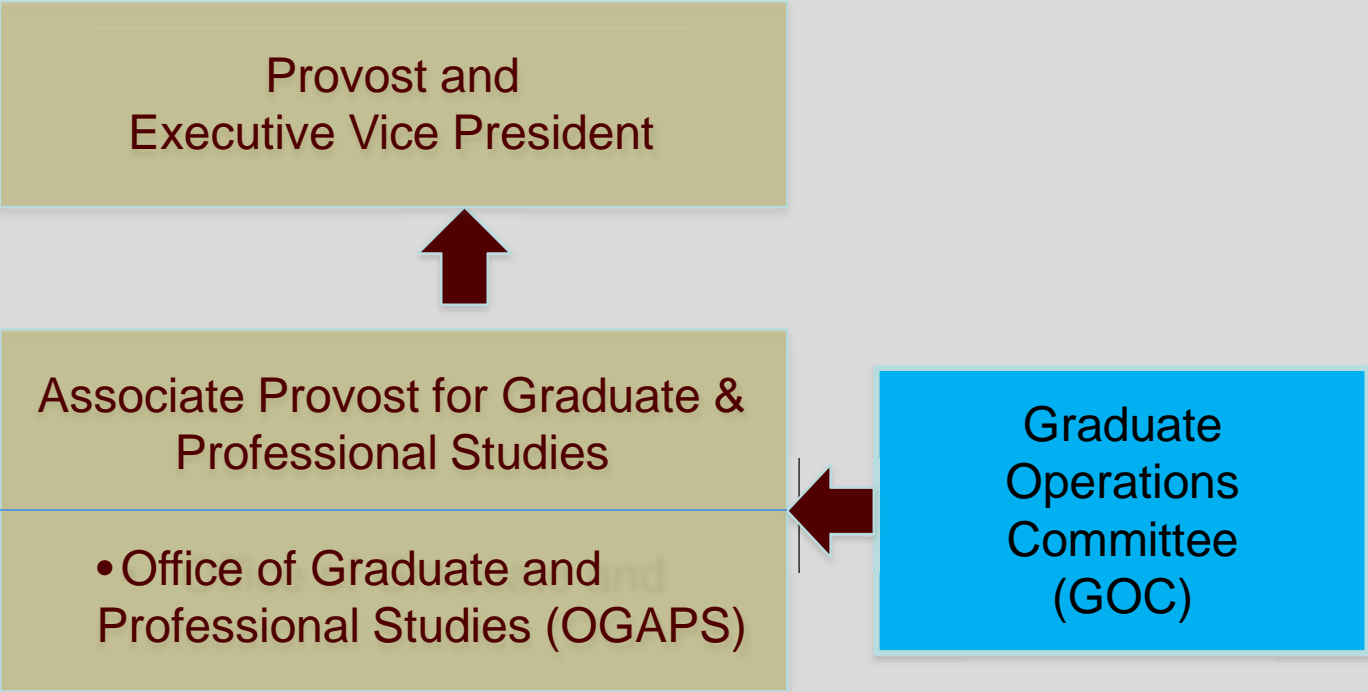
[Each speaker will give a 30-minute presentation]

- Activities, Discussion, and Q&A
- Concluding Remarks and Key Recommendations

- Large Public Land Grant University
- Carnegie Classification: doctoral university with the highest level of research activity
- Enrollment (not including Galveston and Qatar branch campuses)
 - 67,003 total
 - 52,205 undergraduate students
- Graduate & Professional Studies
 - 14,798 graduate and professional students
 - 175 Master's degree programs
 - 92 Doctoral degree programs



Source: accountability.tamu.edu



GOC – serves as advisory body to the Associate Provost for Grad & Prof Studies and focuses primarily on operations and procedures regarding administration of graduate education throughout the University.
 Each academic college is represented on the GOC by the associate dean (or other named individual) responsible for graduate studies in that college.

Administrative Organization – Graduate Operations

Department & Intercollegiate Faculty	College – GIC	University – GC
Graduate Advisors – Faculty and/or Staff	<div>Chair – Associate Dean for Graduate Studies</div> <div>Members – Dept. Graduate Advisors</div>	<div>Chair</div> <div>Members – Chairs of GICs, Dept. Graduate Advisors, Graduate Faculty</div>

- GIC (Graduate Instruction Committee)** -- Responsible for making recommendations concerning graduate course offerings, general policies on graduate instruction and for other matters pertaining to graduate studies in each **college**.

- GC (Graduate Council)** -- A reporting committee to the Faculty Senate. Concerns itself with the development of graduate programs within the **university** and the maintenance of standards of excellence in all graduate instruction and graduate activities

Unit Responsibilities for Supporting Graduate and Professional Studies

Office of Admissions	Departments/Programs	Office of Graduate and Professional Studies (OGAPS)	
Facilitates application materials	<ul style="list-style-type: none">• Recruiting• Make Admission Decisions• Fellowships• Assistantships• Dept./Program Orientation• Graduate Faculty• Offers Courses• Directs Research	<ul style="list-style-type: none">• Official Student Record• Student Matriculation Processes:<ul style="list-style-type: none">◦ <i>Teaching Assistant – Training & English Proficiency</i>◦ <i>Degree Plan, Proposal, Preliminary & Final Exams</i>◦ <i>Theses & Dissertations</i>• University Degree Clearance and Dismissal Processes• Graduate Committee Faculty Membership• Non-resident waivers• Doctoral Hooding	<ul style="list-style-type: none">• New Graduate Student Orientation• University level recruitment• Univ. Fellowships and Awards• Research and Presentation Travel Grants• Student Prof Development Programs• Ombuds Services• Advisor Workshops and development
Other Units			
<ul style="list-style-type: none">• Registrar• International Student Services• Career Center• University Writing Center• Center for Teaching Excellence• Counseling and Psychological Services• Student Life			

Roles and Responsibilities of Graduate Education Office



- OGAPS supports and promotes the advancement of graduate and professional studies at Texas A&M University, in the state and beyond
- Central office
- Number of staff:
 - 30 full-time;
 - 15-20 part time staff and graduate & undergraduate students
- Functional areas:
 - Administrative and Programmatic Support
 - Records/ Documents Processing
 - Thesis and Dissertation Services
 - Recruiting, Professional Development, and Student Success
 - Special Projects & Technology Management
 - Data Services
 - Ombuds Services
 - Communications & Marketing (January 2020)

Leadership Team

Dr. George Cunningham
Senior Assistant Provost

*Administration,
Oversees Special Projects, IT, Thesis &
Dissertation Teams*

Jackie Perez
Director

*Business Services, Budget, HR
Oversees Administrative &
Programmatic Support Team*

Rachel Krolczyk
Director

Oversees Data Services Team



Dr. Shannon Walton
Director

*Oversees Recruiting,
Professional Development, and
Student Success*

Dr. Jamie Saucier
Assistant Director

*Oversees Graduate Records
Processing Team*

Administrative and Programmatic Support

Yvonne Costello
Assistant to the APGPS
Supports Dr. K. Butler-Purry

Laura Rueda
Administrative Coordinator
Supports G. Cunningham, S. Walton, R. Krolczyk, Ombuds

Liz Rodriguez
Administrative Coordinator
Supports J. Perez, R. Krolczyk, J. Saucier, R. Ramirez

Linda Thurman
Fellowship & Scholarship
Coordinator

Chelsey Michalsky
Graduate Employment
Coordinator
*Graduate Student Employment and
Benefits Administration*

Vacant
Operations Administrative
Coordinator
*Graduate Committee Faculty, Graduate
Council, Non-Resident Tuition Waivers*

- ***Manages administration of university fellowships and awards, unit business services***
- ***Facilitates allocations to colleges for graduate student support***
- ***Fields all incoming phone, e-mail and walk-in inquiries***
- ***Manages graduate student records***
- ***Coordinates graduate committee faculty membership***
- ***Supports Graduate Council***
- ***Facilitates Compliance for TAs – English Language and New TA training***

Susanna Banda
Administrative Specialist
Manages student workers and front office

Vacant
Business Specialist

Part-Time
Cherise Castille, Administrative Coordinator

Clay Bryan
Thesis & Dissertation
Coordinator

- *Reviews electronic thesis, dissertation and record of study documents for adherence to university guidelines.*
- *Provides advice, preparation support and coordination for release of documents for public access.*

Dr. Niki Holzapfel
Document Submission
Specialist

Vacant
Publishing Specialist

Part-Time Editorial Assistants

Jay Brakefield*
Judie Heidelbaugh*
Amy Motquin*
Julia Williams
Mary Lou Wilshaw-Watts*

*Distance Reviewer

FY18	# of Dissertation/ROS*	# of Theses	# of Manuscripts
2017 C (Fall)	249	173	422
2018 A (Spring)	226	170	396
2018 B (Summer)	277	196	473
TOTAL	752	539	1291

- Coordinates special projects such as conversion to doctoral commencement and hooding ceremonies, new graduate admissions application platform, building move, etc.
- Maintains content for OGAPS-managed websites, calendars, etc..
- Facilitates OGAPS Blog Ambassador Program and OGAPS social media platforms.
- Supports document and media production for staff
- Liaison to Provost IT Organization

Russell Ramirez
Special Projects
Operations Manager

JaeCee Crawford
Senior IT Coordinator

Vacant
IT Specialist

Records and Document Processing

Kim Widdison
Graduate Records
Coordinator

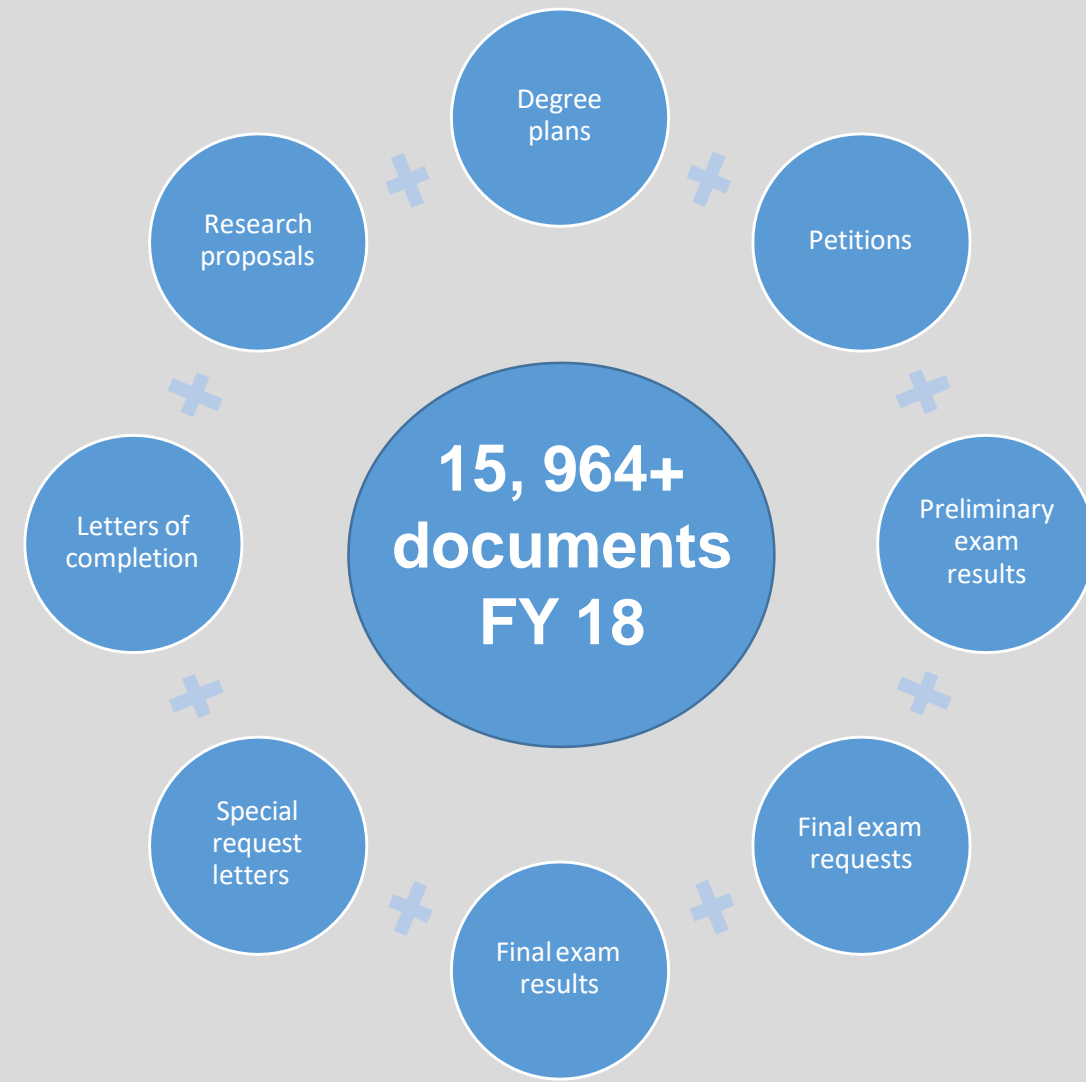
Savanah Sanchez
Graduate Records
Specialist

Stacy Hernandez
Graduate Records
Specialist

Debbie Starnes
Graduate Records
Specialist

- *Facilitate document processing relating to progress toward graduate degrees*
- *Advise faculty, staff and graduate students on university policies and procedures*

Part-Time
Karen Seago, Graduate Records Specialist



Recruiting, Student Success, Professional Development



Dr. LaToya Morris
 Student Success
 Coordinator



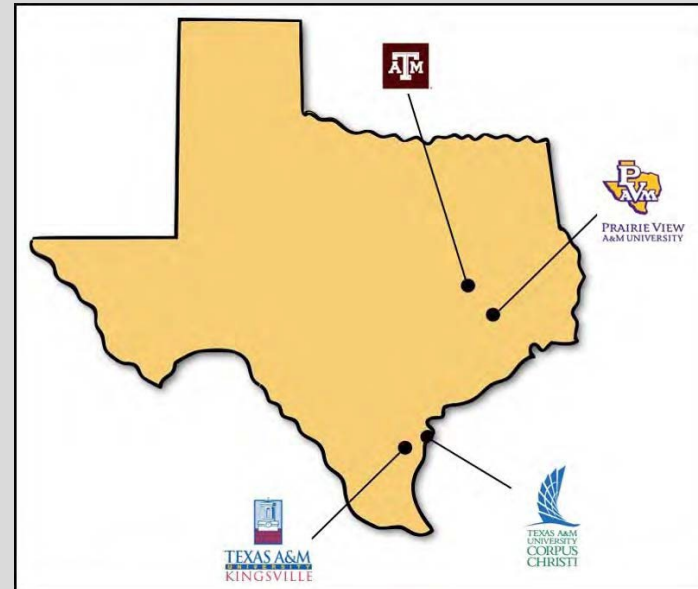
LaRhesa Johnson
 Recruitment Coordinator

Dr. Morgan Schweller
 Professional Development
 Coordinator

- Perform recruiting activities in coordination with programs to attract high-quality, diverse students
- Facilitate graduate student orientations
- Facilitate university fellowships and awards selection, advising, selection, and processing
- Facilitate graduate student orientations
- Oversees Center for the Integration of Research, Teaching and Learning (CIRTL) and its activities
- Coordinates 3-Minute Thesis competition and annual Community of Scholars activities
- Oversees G.R.A.D. Aggies professional development program, including activities and workshops coordinates; and confers professional development certificates
- Oversees the university graduate Research and Presentation Travel program

NSF AGEP (Alliance for Graduate Education and the Professoriate) Initiative

Isah Veronica D. Juranek
Program Coordinator



- Facilitate alliance of four Texas A&M System institutions
- The Texas A&M System AGEP Alliance is developing, implementing and studying a new model for advancing dissertating STEM doctoral candidates as they complete their doctorates, enter postdoctoral fellowships, and succeed in faculty positions.
- Partners with units and organizations to support project goals

Neo Jang
Data Analyst

Vacant
IT Business Analyst

- Provides business intelligence for the office by analyzing relevant data
- Gathers, compiles, analyzes, interprets, reports data and identifies patterns
- Prepares, maintains, and presents historical and comparative data reports
- Prepares and develops ad-hoc reports and queries
- Develops, maintains, and updates databases for specialized projects

Dr. Linda Castillo
Ombuds Officer

- **Assist students, faculty, staff and administrators to informally solve conflicts**
- **Confidential listener, not an advocate**
- **Provide advice to those voluntarily seeking it with respect and dignity**

Shift toward more centralized structure

- Change to Graduate School/College model
- What led to the decision to re-establish graduate school model?
 - Emerging issues are benefitted by a more centralized structure.
 - Interdisciplinary graduate degree programs
 - PhD student advising and requirement inconsistencies
 - Graduate School will contribute perceived value to the external branding and visibility of graduate programs at Texas A&M
 - Positions graduate school administration to serve as a facilitator in strengthening our graduate programs, research, and innovation
 - Promotes student success and well-being across programs and fosters collaborations among individual programs and disciplines



- Hanover Study Report
 - Scope of work and findings
 - Analyze the structure of graduate units, program offerings, types of administrative staff in the unit, and graduate unit mission and focus.
 - 10 of 14 graduate units at peer institutions have standalone graduate schools or colleges, and 3 have graduate divisions. Most are decentralized
 - Median number of deans in benchmarked graduate units is 5
 - Median number of staff employed in benchmarked graduate units is 48
 - Financial aid support, admissions, and student services are the most common services housed in benchmarked graduate units.
 - Major recommendations
 - Consider transfer of some admissions responsibilities to OGAPS
 - OGAPS should consider increasing its role in financial aid and funding opportunities

- New Provost supports the shift to a graduate school
- Campus visits to 3 Graduate Schools/Divisions
 - OGAPS staff
 - Faculty/Administrators
 - Council of Principal Investigators (CPI) Representative
 - Graduate Operations Committee (GOC)/University Research Council (URC) Representative
 - Faculty Senate Representative
- Meetings with groups
 - CPI
 - URC
 - Faculty Senate
 - Graduate & Professional Student Government (GPSG)
 - Council of Deans

- Timeline (anticipated Sept 1, 2020)
- New resources allocated to OGAPS and other units to support transition in 2019-20
- Move to renovated building in late Spring 2020
- Establish Task Force of stakeholders in Spring 2020; Possibly survey faculty
- Key Bodies and Units Supporting Graduate Education
 - Governing Board and Administration that Support Graduate Education
 - Programs and other Units that Supervise Graduate Study and Recommend Degrees
 - Graduate Program Directors
 - Graduate Faculty
 - The Graduate Council
 - The Graduate Student Organization
 - The Graduate Advisory Board
 - Other Units
 - Graduate Admissions
 - International Services
 - Continuing Studies
 - Office of Postdoctoral Affairs

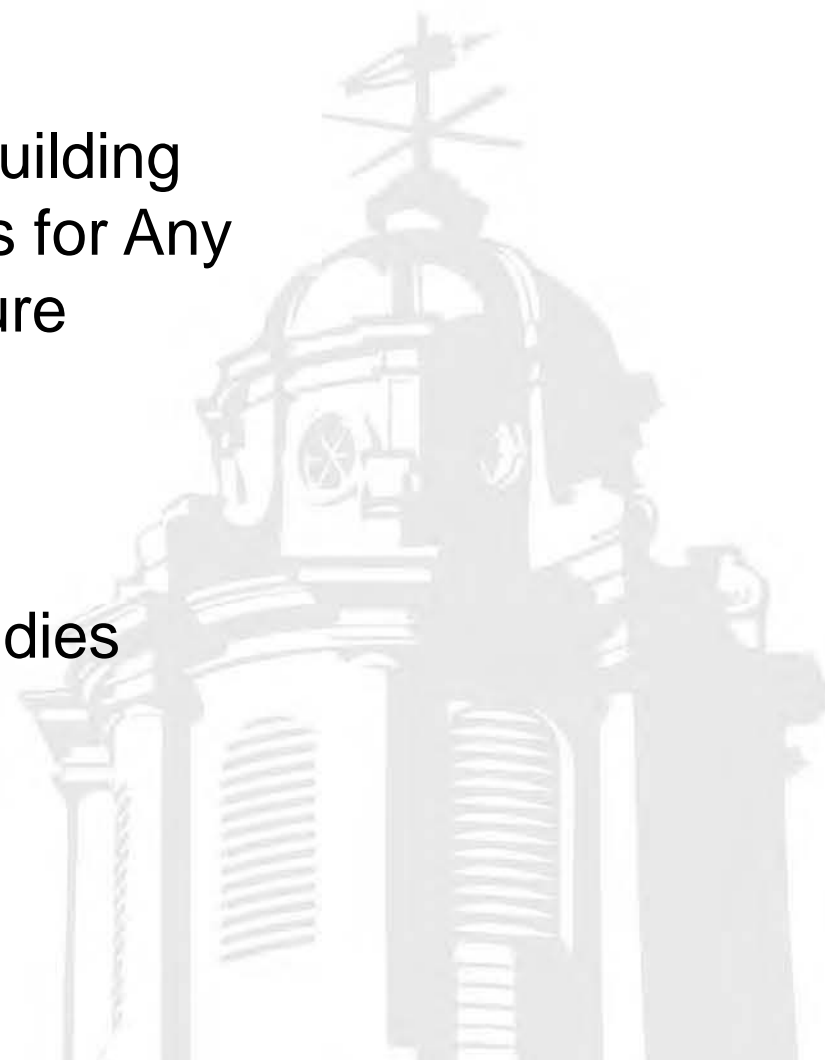
- ogaps.tamu.edu
- klbutler@tamu.edu



Governance and Organization: Building
Relationships and Synergies for Any
Organizational Structure

Lisa Krissoff Boehm, PhD
Dean, College of Graduate Studies

BRIDGEWATER STATE UNIVERSITY



BRIDGEWATER STATE UNIVERSITY

reg. comprehensive

masters level

DIV III

Founded 1840

Horace Mann



BRIDGEWATER STATE UNIVERSITY





Oldest continually situated public university for teachers in the US

11,000 total students

Southeastern Massachusetts

Serves Gateway Cities

Additional Campuses on Cape Cod and Attleboro



BRIDGEWATER STATE UNIVERSITY



COLLEGE OF GRADUATE STUDIES AT BSU

Founded 1937

42 master's degrees

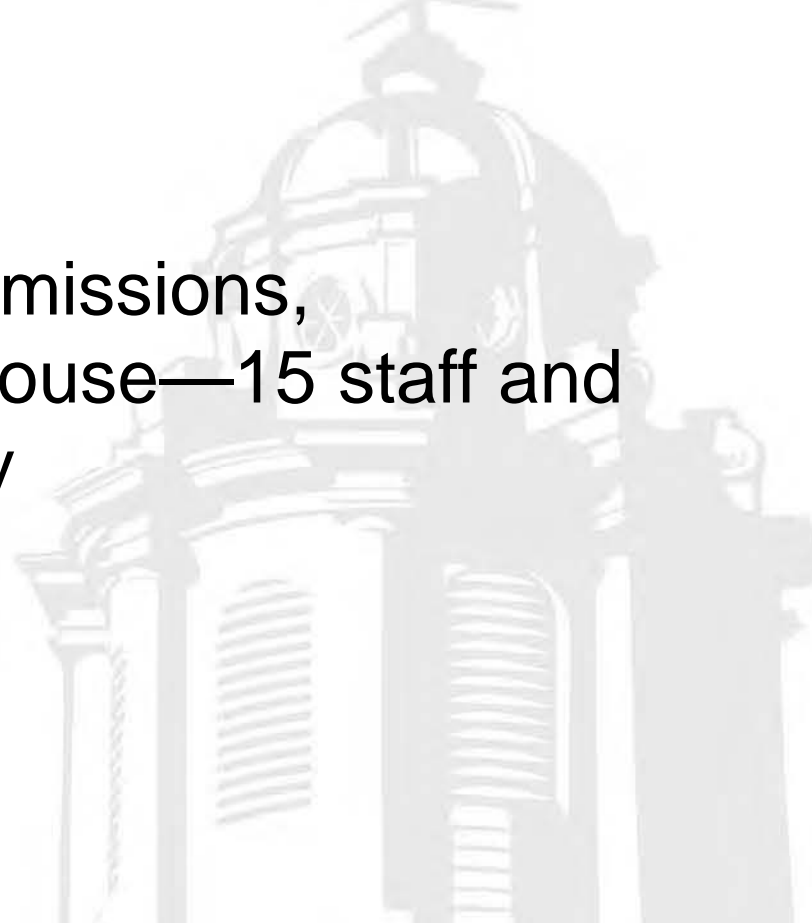
113 distinct graduate programs

1500 graduate students

UNITS: Grad Student Services, Grad Admissions,
Communication and Outreach in house—15 staff and
one faculty, program chairs, faculty

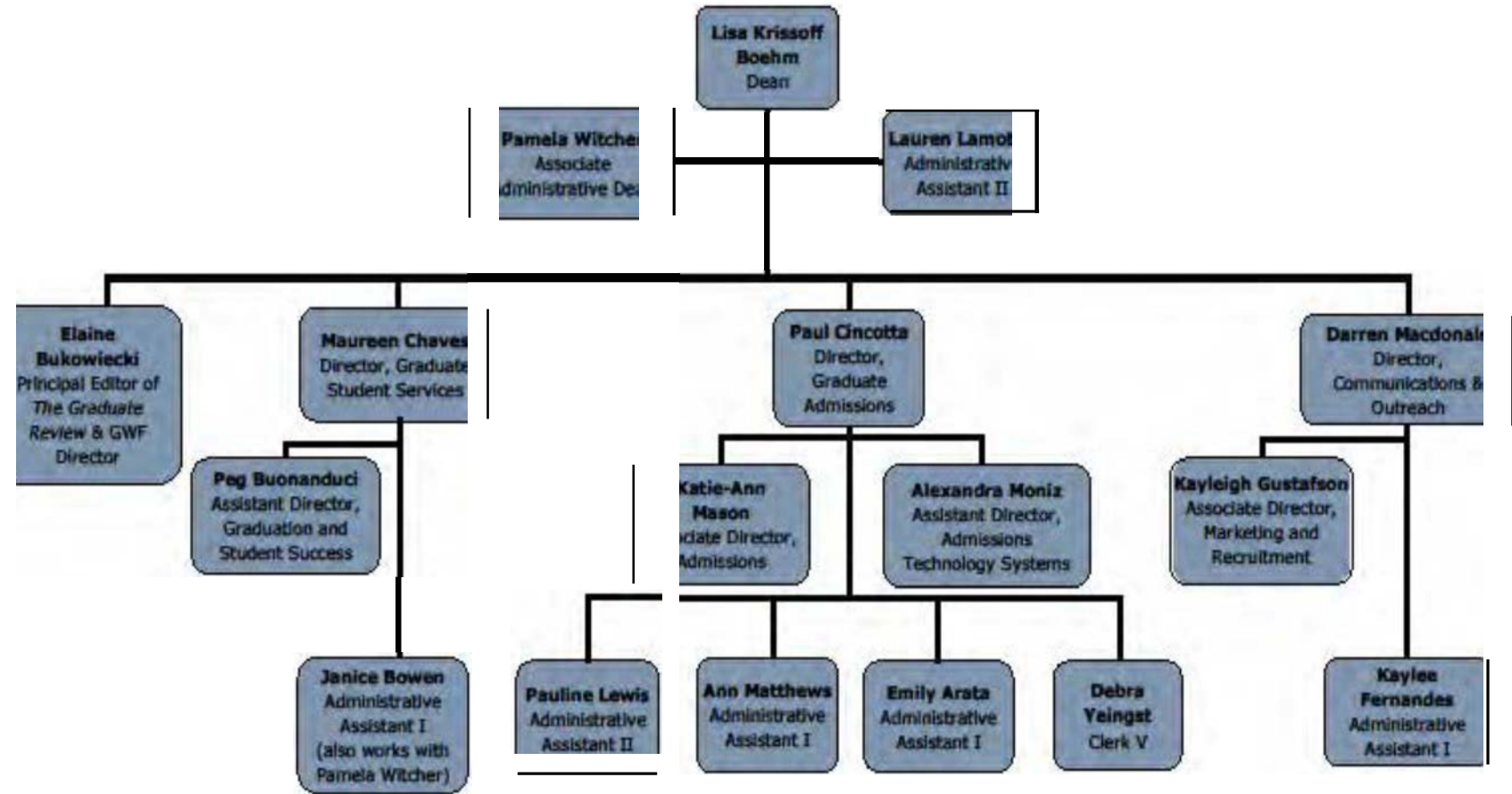


BRIDGEWATER STATE UNIVERSITY



College of Graduate Studies

Vpd ed 10/30/2018



College of Graduate Studies Structure

Highly centralized
Serve all graduate students
& programs
Graduate programs in all
colleges
4:4 teaching load

BRIDGEWATER STATE UNIVERSITY



College of Graduate Studies

Two collective bargaining contracts with faculty— “day” and “evening”—continuing education and graduate

Would not recommend due to complexity, however allows for autonomy

Graduate Education Council instead of other governance committees



College of Graduate Studies

Different pay rates for graduate and continuing education

Some faculty teach graduate on load; most of it is additional work

Monitoring schedule and keeping track of how professors are being compensated complicated

Independent Financially



BRIDGEWATER STATE UNIVERSITY

Strategies

Graduate Assistants

GWF, GRAs. Full and Half time GAs

120+ positions

GA funding and appointment

Begin to use funding for recruitment

Prioritize student experience

Manage carefully and re-distribute



BRIDGEWATER STATE UNIVERSITY



Strategies

Faculty

Work with other deans on hiring

Interview with other dean

Build graduate courses into job ads

Collaborate with Provost and deans to
establish hiring priorities

Create business plans to show how extra
income and fund hires



BRIDGEWATER STATE UNIVERSITY



Strategies

Communication is KEY

Grad only listserv

Appointment of graduate faculty

Dean's Notes—internal communication device, with “chair’s corner”, bi-weekly

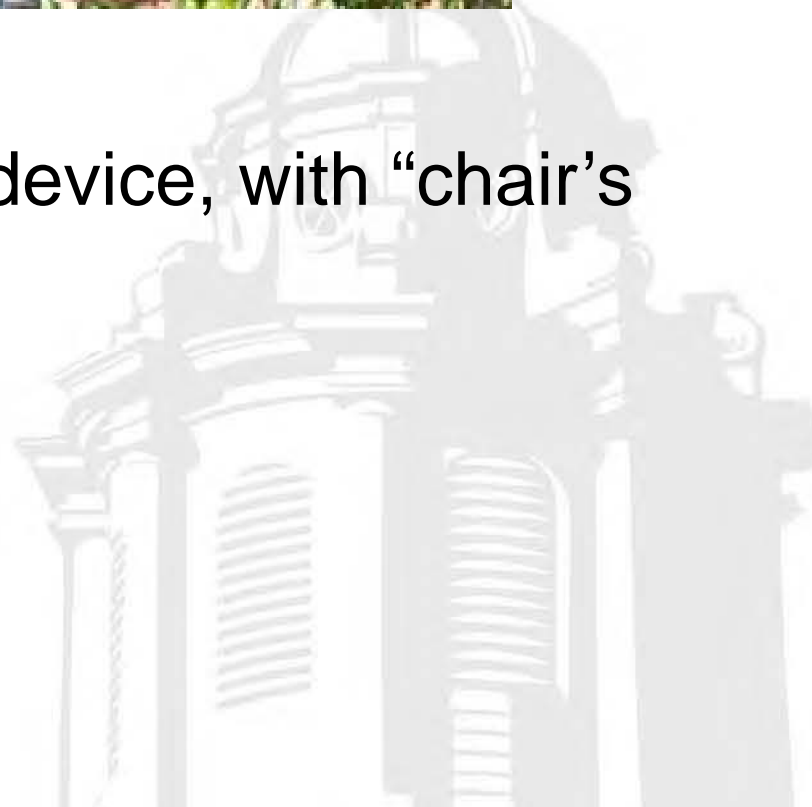
I write them myself

Chair’s Meetings

Dean’s Dialogues



BRIDGEWATER STATE UNIVERSITY



Strategies

Create community for students and faculty

Continuous outreach to other universities and area non-profits and employers

Write MOU agreements regularly

Strengthen Assessment

Strengthen course evaluation process

Graduate Review

Improved Exit Requirement Process and thesis



BRIDGEWATER STATE UNIVERSITY

Strategies

Graduate deans must foster—

Collaboration

Lack of hard feelings

Open channels of communication

Respect for graduate research

Celebration of faculty and student achievements

Relationships with advancement

Grant writing skills, esp. grants for student scholarships



Break

GOVERNANCE & ORGANIZATION: LESSONS FROM DECENTRALIZING

Scott Lanyon

Vice Provost and Dean of Graduate Education



GRADUATE SCHOOL

UNIVERSITY OF MINNESOTA

Driven to Discover®



University of Minnesota

Carnegie Classification: R1

5 campuses (3 with Grad/Prof)

44,001 Undergraduate students

4,814 Ph.D. students

2,235 Research Master's students

9,705 Professional students

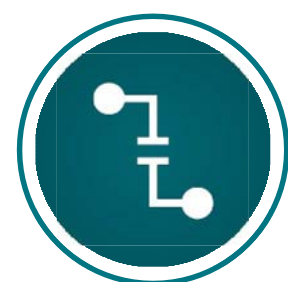
Graduate School staff size: 27

RCM Budget Model

Why do institutions decentralize graduate education?



Collegiate desire to capture
resources from central



Collegiate desire for more
autonomy



Realignment of support
services



Save money by reducing Grad
School staff



Perceived poor performance
of Graduate School



Collegiate Desire to Capture Resources from Central





Collegiate desire for more autonomy

Local
decision-making



Responsibilities

Graduate School



Colleges & Graduate Programs



Realignment of support services





Realignment of support services

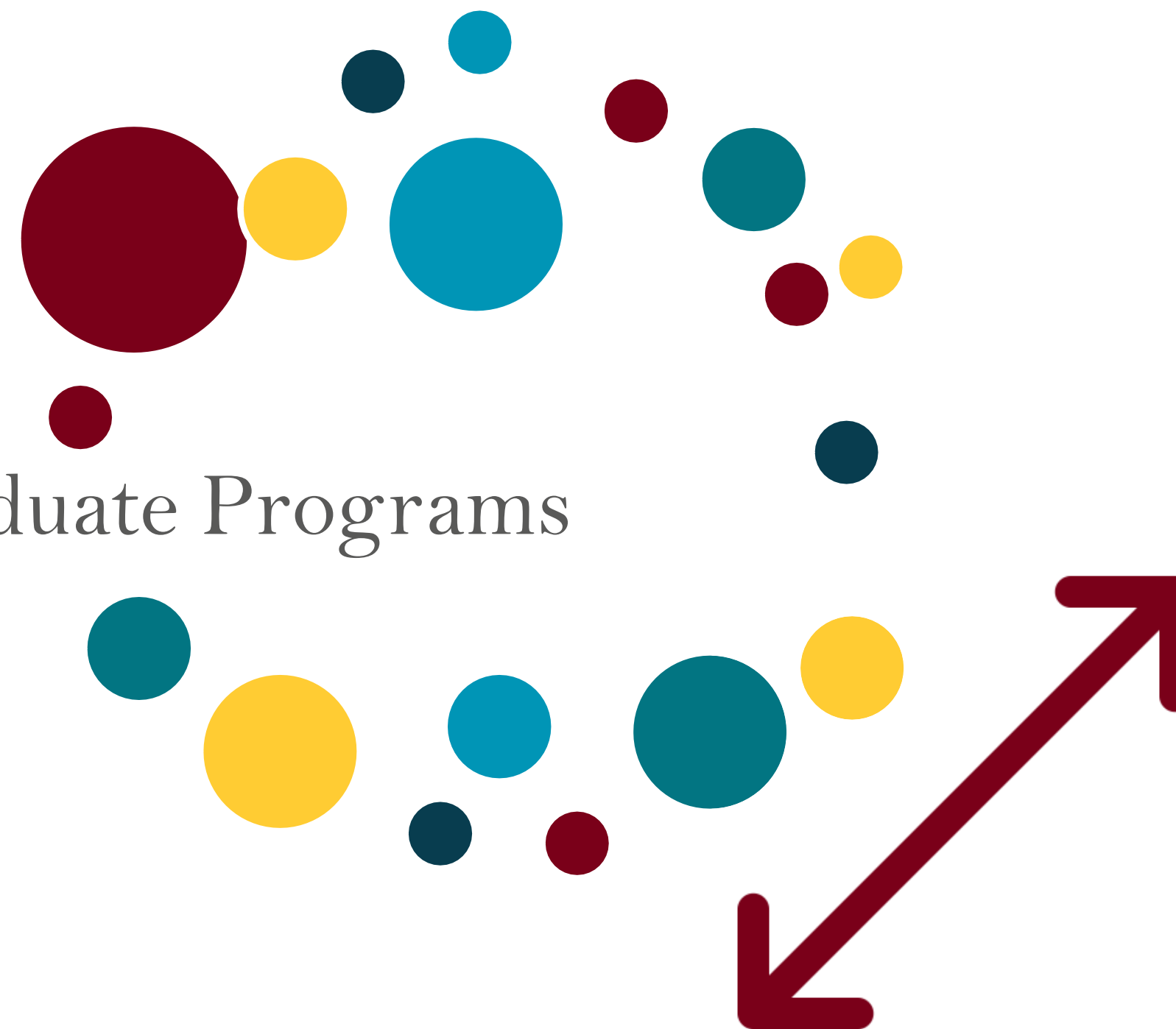




Save money by reducing Graduate School staff



Colleges & Graduate Programs





Perceived poor performance of Graduate School

Lack of transparency

Unresponsive or slow to respond

Central “one-size-fits-all” mandates that don’t make sense for all disciplines

Make work for faculty, staff and students

Biased distribution of resources





Unanticipated benefits

Rethinking, and subsequently changing, processes and procedures

Making conscious decisions about what is best done by:

- the graduate program,
- the college,
- the Graduate School, and
- by other central units



Overall Conclusion:

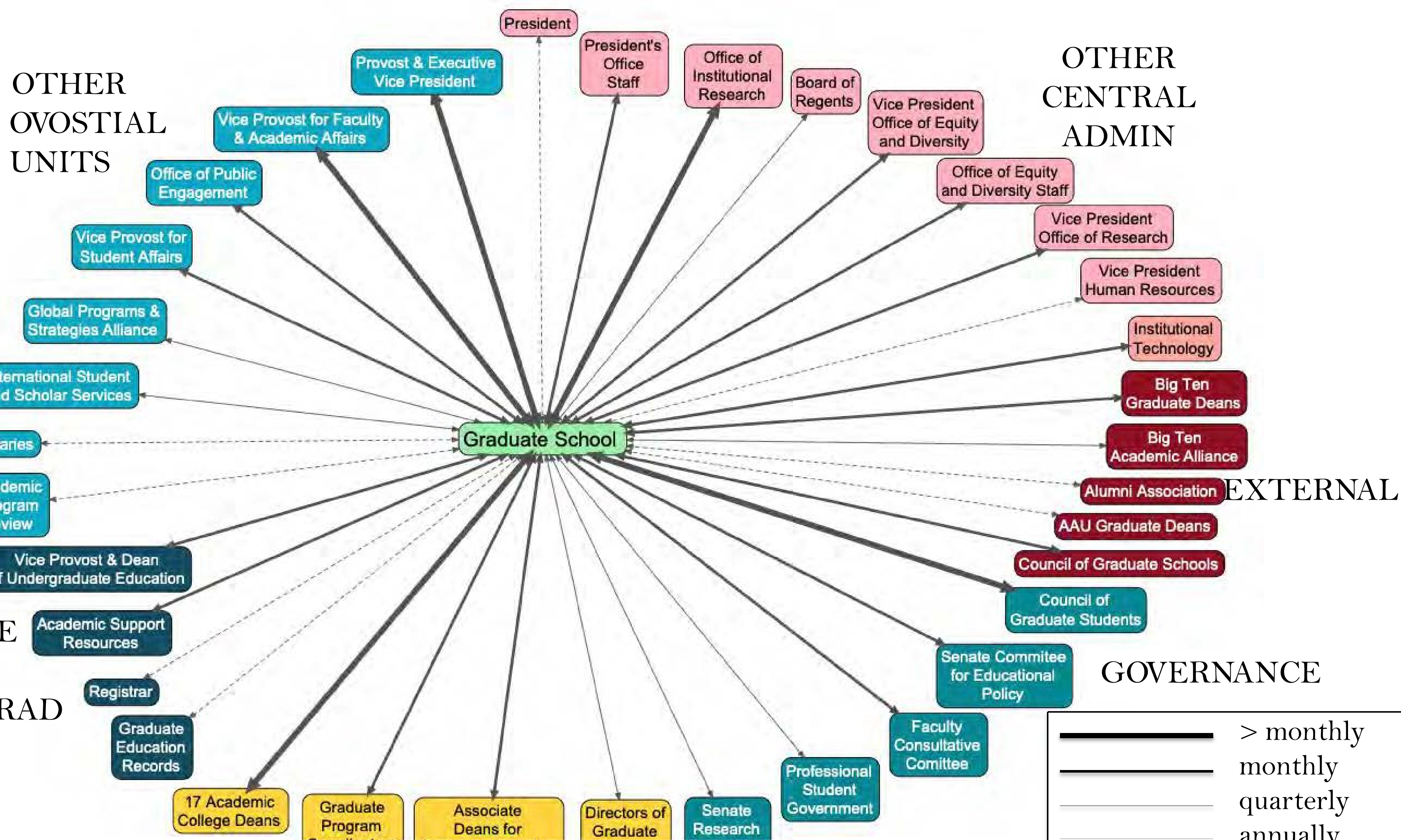
There was too much focus on what people wanted to *change from*, and not enough thought given to what they wanted to *change to*

Centralized



100% Decentralized

OTHER OVOSTIAL UNITS



9/16/2019, 9:58PM

A complete nightmare for me': Grad students concerned with UMN health insurance

Last week, students hand delivered a letter to President Gabel's office signed by 1,600 people expressing frustrations.

by EMILY SIZEN



LIAM ARMSTRONG

A group of graduate students enters Morrill Hall on Thursday, Oct. 10 to petition the

Sept 26th I received an email from a student who was just notified that her surgery scheduled for Oct 8th was not covered by the new insurer which went into effect the start of the semester.

First time I heard anything about it.


re-2015:

PROFESSIONAL
EDUCATION

GRADUATE
EDUCATION

Graduate School

2015



GRADUATE
EDUCATION

Graduate School



PROFESSIONAL
EDUCATION

Provost's Office

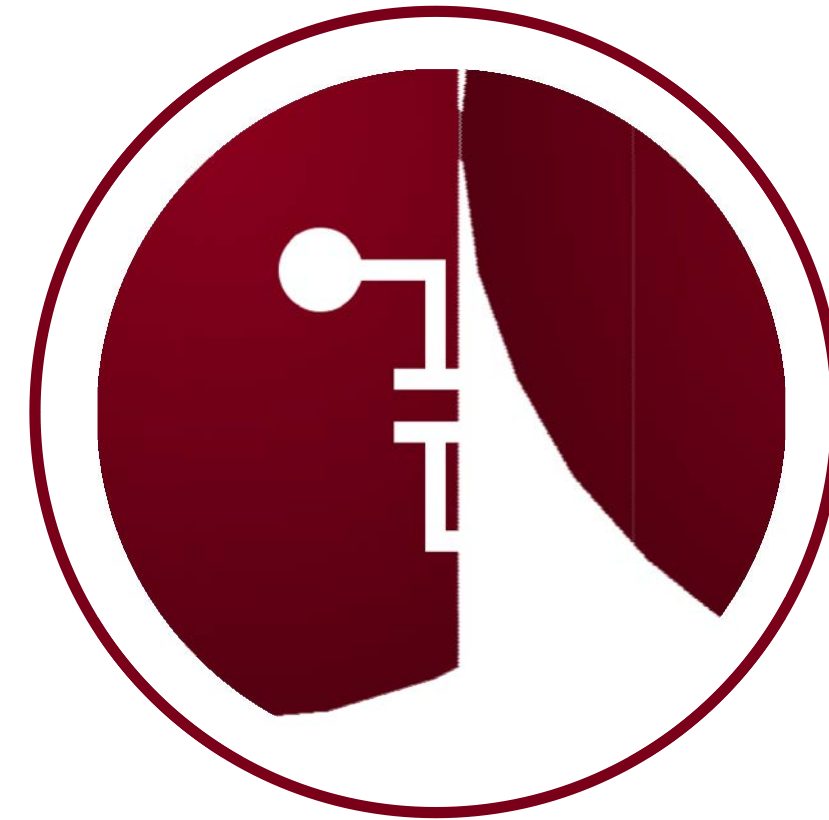
Why did we divide post-baccalaureate education?



Unnecessary additional oversight since professional programs are mostly accredited



Pressure for grad school to distribute resources to both grad and prof – desire to **build a firewall around grad resources**



Professional programs **wanted still more autonomy** (to set tuition, to do their own admissions in some cases)



Unnecessary additional oversight since professional programs are mostly accredited



Colleges have been very happy to not have to duplicate effort where they are reviewed one way by the external accrediting body and then have to do yet another review that conforms to a Graduate School review structure and format.



The Provost's Office sometimes plays little or no role in program review.



There is no central advocate for professional education



Pressure for grad school to distribute resources to both grad & prof—desire to **build a firewall around grad resources**



The division clarified the intent of the institution. Central resources are largely intended for the research programs and now that is made clear. Since the split there has been less complaints about why professional students aren't eligible for various Grad School fellowships etc....

Furthermore, Graduate School programs are clearly offered to graduate students but we welcome professional students, and that makes the Professional Programs feel like they are getting a benefit.



Professional programs **wanted still more autonomy** (to set tuition, to do their own admissions in some cases)



Professional programs have been able to set their own tuition to track what is happening nationally.



Many programs did their own admission with their own office and infrastructure.



Many programs recognized that this was inefficient and so have asked the Graduate School to handle their admissions infrastructure for them.

2015

Hi, I'm a grad
student.

Oh, I'm a grad
student, too.

UATE
ATION

e School

PROFESSIONAL
EDUCATION

Provost's Office



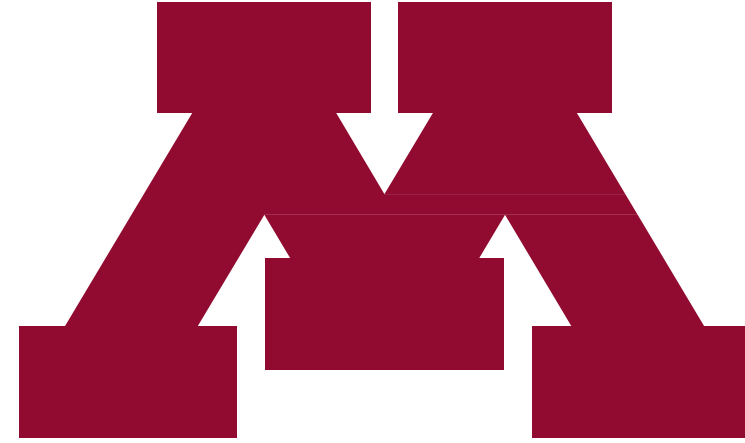
Recommendations

Based on
Actual Data

- Identify current strengths
- Specify new desired outcomes

Based on
Best Practices

- Engage the entire Grad Ed community in developing an implementation plan



UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Crookston | Duluth | Morris | Rochester | Twin Cities

©2014 Regents of the University of Minnesota. All rights reserved.
The University of Minnesota is an equal opportunity educator and employer.

Activities/Discussion/Q&A



Using an internet browser go to pollev.com/scottlanyon301

Or

Using text messaging, text scottlanyon301 to 37607

Then, when poll is activated, text A, B, C, or D



GRADUATE SCI-SCHOOL

Concluding Remarks, Key Recommendations