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.
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
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?

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## Interim Measures

<table>
<thead>
<tr>
<th>Academic</th>
<th>Housing</th>
<th>Support</th>
<th>Safety</th>
<th>Transportation</th>
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<tbody>
<tr>
<td>• Discrete professor</td>
<td>• Change in campus housing</td>
<td>• Access to counseling both on</td>
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<td>notification and</td>
<td>• Change in dining location</td>
<td>and off campus</td>
<td>• Providing an escort to assure safe</td>
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<td>accommodation (e.g.,</td>
<td>• Assistance in finding alternative</td>
<td>• Medical services</td>
<td>movement between class and</td>
<td>shuttle service, cab</td>
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<td>receiving extensions,</td>
<td>housing</td>
<td>• Arrangements to ensure safety</td>
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<td>rescheduling exams, etc.)</td>
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<td>and access to other support</td>
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<td>• Alternative course</td>
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* Other reasonable changes may be tailored to the involved individuals in respect to each unique circumstance.
Resources
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Wrap UP