

TASK FORCE ON THE STRUCTURE OF THE GRADUATE SCHOOL EXECUTIVE SUMMARY

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Background:

In fall 2006 Provost Holub reinstated the Graduate School and the position of Vice Provost and Dean of the Graduate School to supervise and coordinate all aspects of graduate education at the University of Tennessee. Plans for enhancement of programs, development of new initiatives to support graduate student academic and professional development, and growth in enrollment that reflects a broad diversity of students will require not only increased financial resources but an adequate and sound organizational structure in order to move forward. A new space has been identified for the location of the Graduate School, and some adjustments to the staff and functions are underway, but further study is needed before major changes are put into effect.

Early in the fall 2007 semester a task force was appointed to review the structure of the Graduate School and to make recommendations regarding an organizational model that supports academic achievement and professional development, efficient implementation of procedures and policies, recruitment, and program development. The charge was given to the task force on October 2, 2007, and had three components:

1. Review past and current functions in the organization and administration of the Graduate School.
2. Examine graduate school models maintained by our peers and aspirational peers.
3. Make recommendations for possible restructuring, expansion, and/or reduction. This would include, but would not be limited to, areas and functions such as administrative staffing, recruitment, admissions, development, and public relations.

The chair divided the task force members into three work groups, each of which took responsibility for a component of the overall charge. Group 1 comprehensively reviewed past and current functions in the organization and administration of the Graduate School. Kay Reed provided a historical context and led the group through a careful examination and analysis of a number of intricate processes. Many hours of discussion ensued, which were amplified through interviews with a number of key administrators, faculty, and administrative personnel. Group 2 assumed the task of identifying and investigating other graduate school models maintained by peer and aspirational peer

institutions. The institutions selected by the task force include: 1. University of Florida, 2. Virginia Tech., 3. University of Kentucky, 4. University of Wisconsin, and 5. University of Georgia. The collected data include functional and administrative structures of graduate schools, relation of graduate schools to other campus units - including the office of research and the admissions office - names and types of graduate degrees - number of graduate students, and the extent to which the graduate schools had an organized and effective Web presence. (See appendix A.) Group 3, which essentially consisted of the entire task force membership, drew from the work of the other two groups, to develop recommendations along five key areas (Reorganization, Policies and Resources; Student Services; Curriculum; External Relations; and Ongoing Assessment). These key areas align themselves with the compendium of graduate school activities listed in *Organization and Administration of Graduate Education*, Council of Graduate Schools, Washington, DC, 2004.

Major Findings:

The major finding of the task force is that the Graduate School at the University of Tennessee, Knoxville, should have oversight of all aspects of graduate education, including research and teaching. It must maintain a strong presence and prominence on the UT campus, exercise leadership in establishing and maintaining standards supporting intellectual rigor, and foster innovation in graduate education.

With appropriate staffing resources assumed, oversight, development and maintenance responsibilities of the Graduate School will include but are not limited to:

- Data Management
- Development of a closer liaison with the Graduate Student Association
- Development of Curriculum/New Graduate Programs
- Editorial Functions including Thesis/Dissertation Submission and production of the Graduate Catalog
- Establishment of a Development Program
- Graduate Admissions
- Graduate Assistantship Administration
- Graduate Fellowship Administration
- Graduate Student Development – Best Practices in Teaching, participation in Best Practice in Research, SPEAK Test Administration
- Graduation and Academic Progress of Graduate Students
- Intercultural/International Exchange Development
- Maintenance of External Relations – with other offices, such as Office of Research, University Registrar, University Libraries, Office of Information Technology
- Maintenance of Relationship with Graduate Council
- Recruitment of Graduate Students

Five Areas of Recommendation

The organization of the Graduate School should be restructured. The Vice Provost and Dean of the Graduate School will maintain a close liaison with the Office of Research as well with the Graduate Council. Reporting to the Dean will be the Director of Admissions, an Administrative Assistant, Associate Dean for Academics, an Associate Dean for Administration (currently the Assistant Dean position), and a Director of Information Technology. Each of these offices will be appropriately staffed, including an Assistant Dean for Recruitment and Student Development reporting to the Associate Dean for Academics. The Assistant Dean's office will be staffed with two Program Coordinators. (For this recommended structure see appendix B, and to understand the current level of staffing see appendix A.) The five areas of recommendations follow:

Area I: Reorganization, Policies, and Resources

The task force recommends:

1. That the University provide staff at sufficient levels and numbers to support all functions of the Graduate School, including an Associate Dean to carry out the day-to-day operations of the School.
2. That the Graduate School review all its policies and compare them to the policies of aspirational peer institutions with an eye toward alignment, especially in the case of the Graduate School's credentialing policies, policies relating to admission of international students, and policies governing joint degree programs.
3. That the Graduate School elevate its visibility and presence at the University by increasing its communication and outreach, and through the development of a new website, with a more direct link from the University's website and direct links from the Graduate School to the various graduate programs.
4. That the Graduate School replace its in-house, out-of-date legacy information system with a state-of-the art user-friendly off-the-shelf integrated system. The system should support the handling of all student records, graduate catalog production, and function as a "live catalog." A good example of an off-the-shelf turnkey system is located at UC Berkeley.
5. That the remodeling of the Graduate School quarters move along without delay. The remodeling should be expansive and reflect the stature that the Graduate School deserves.

Area II: Student Services

The task force recommends:

1. That the Graduate School give attention and develop strategies for student recruitment, retention, and mentoring, including the establishment of a unit for Graduate Minority Programs.
2. That the Graduate School develop a series of workshops and seminars addressing professional ethics and research. For example, workshops on different citations styles (APA, Chicago, etc.); copyright and intellectual property issues; thesis and dissertation standards and expectations; best practices in teaching and research; etc.
3. That the Graduate School develop policies and services to meet the needs of non-traditional students, including working adults, part-time students, and for those with special needs.

Area III: Curriculum

The task force recommends:

1. That the Graduate School provide assistance and leadership in graduate program development and revision. The Graduate School should be proactive in encouraging innovative ventures between programs and in stimulating new intellectual pursuits.
2. That the Graduate School become better informed on the special issues surrounding graduate professional education, especially as it relates to external accreditation requirements, program autonomy, faculty development, curricular and teaching needs, fiscal and space requirements, student recruitment and retention, and program goals and objectives as they relate to the mission of the University.

Area IV: External Relations

The task force recommends:

1. That the Graduate School, given its mission, carefully review its relationships and keep close ties with the Office of Research, the Graduate Council, Enrollment Services, among others, to ensure that UT's graduate education is meeting the needs of all graduate students and faculty.
2. That the Graduate School increase its presence in regional, national, and international associations concerned with graduate education and use these opportunities for recruitment and its own ongoing development and innovation.

3. That the Graduate School enter into fundraising, perhaps with the assistance of a newly appointed advisory board and through a close liaison with the Vice Chancellor's Office of Development.

Area V: Ongoing Assessment

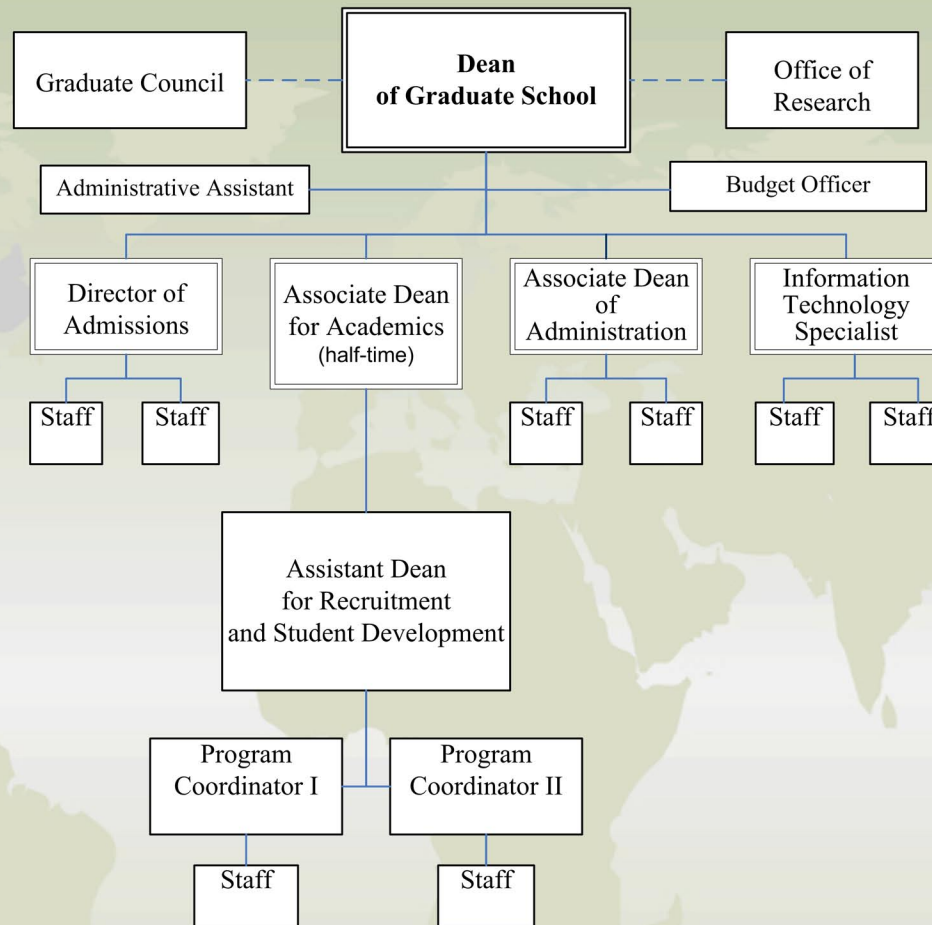
The task force recommends:

1. That the Graduate School develop a 5-year strategic plan, starting with a mission, vision and values statement.
2. That, like other schools and departments on campus, the Graduate School undergo periodic program reviews in order to assess how well it is addressing its mission and meeting its goals and objectives.

Criteria to be Assessed	The University of Tennessee	Virginia Tech	University of Wisconsin	University of Florida	University of Kentucky	University of Georgia
Land Grant Institution	Yes	Yes	Yes	Yes	Yes	Yes
AAU	No	No	Yes	Yes, 1985	No	No
Number of Graduate Student	~5600	~6000	~9000	~10,000	about 6000 (5732 in Fall 2006)	6918 (Fall 2006)
Graduate Degree Programs	M.S., Ph.D.	Doctoral, Masters	Masters (MA, MS, MBA, MSW, ME, Macc, MFA, MLI, MPFS, MIPA, MPA, MM), PhD, DMA	Doctoral, Engineer, Masters and Specialist	Doctoral, Engineer, Masters and Specialist, Distance Learning Programs, and Graduate Certificates // In 2006 UK offered 94 master's/specialist level and 56 doctoral and 3 first-professional degree // also offers "Dual-Degree-Program" that allow to count up to 9 graduate hours towards both graduate programs	The Graduate School administers all graduate programs of the University. It offers the Master of Arts in 34 disciplines, the Master of Science in 47 disciplines and the Doctor of Philosophy in 80 disciplines. Professional master's degrees are available in 28 areas, and professional doctoral degrees are offered in education and music. The University also awards the Master of Education in 21 areas, the Specialist in Education in 19 areas and the Doctor of Education in 14 areas.
Number of Interdisciplinary Program		12	~20 (note that many programs within traditional disciplinary)	~30		
Approximate Degrees Awarded Annually		~1600	2450	~3,500	A total of 1599 graduate degrees were awarded in 2005-2006: 243 doctoral degrees, 23 specialist and 1333 master's degrees	2032 (2006)
MS / M.A. / Specialist		?	1800	?	1356 (2005-06)	1658 (2005-06)
PhD		?	650	?	243 (2005-06)	374 (2005-06)
Graduate Centers					Total 4: Biomedical Engineering, Patterson School of Diplomacy and International Commerce, Nutritional Sciences; Martin School of Public Policy and Administration	
Doctoral Programs with Other Universities					several cooperative & joint doctoral programs with other universities (domestic & internat.)	?
Grad School Affiliation with Research	No	No	yes - Grad Ed and Research missions combined	Yes, UF Research and Graduate Programs	Both report to Provost (see org charts)	Both report to Sr Vice president for Academic Affairs and Provost
Title of Graduate School Dear	Vice Provost and Dean of Graduate School	Vice Provost and Dean	Associate Vice President and Dean	Associate Vice President and Dean	Dean of the Graduate School	Dean of Graduate School
Administrative Structure and Reporting	Staff	Administrative	Dean reports/works with Provost and Chancellor	Office of Research Comprised of		Office of Vice President of Research and Graduate School are separated entities
	Administrative Specialist	Vice Provost & Dean (Karen DePauw)	Dean oversees Office of Research and Sponsored Programs as well as all Research Policy and Compliance, internal and external research competitions, and all Graduate Education units. Dean also oversees ~15 interdisciplinary research centers	Div. of Sponsored Research		
	Associate Dean (Best Practice in Teaching)	Associate Dean (Anne McNabb) (1/2 time)	Deans Office	Graduate School		
	Assistant to Dean	Associate Dean (Brian Mihalik)	VC and Dean (Martin Cadwallader)	UF Research Foundation		
	Graduation Specialists (2)	Administrative Assistants (2)	Assoc. Dean for Administration	Office of Technology Licensing		
	Thesis/Dissertation Consultatant	Web Application Developer	Assoc. Dean for Arts and Humanities			
Staff for Graduate School	Program Resource Specialists		Assoc. Dean for Biological Science	Administrative		
	Graduate Assitants (2)	Fiscal Affairs	Assoc. Dean for Physical Science	Associate Vice President and Dean (Henry T. Frierson)		Graduate School
		Director	Assoc. Dean for Social Studies	Associate Dean (Kenneth Gerhardt)	1 Assoc. Deans & 1 Sr. Assoc. Dean	1 Dean
	IT Specialist (Data Management, Fellowships, Assistantships, Curriculum, SPEAK)	Fiscal Coordinator	Assoc. Dean for Research Policy		1 Assistant Deans	1 Associate Dean
		Academic Program Review	Sr. Assoc. Dean for Graduate Education		1 Administrative Assistant	1 Assistant Dean
		Director (also the Director of Development)	Executive Secretary		3 Programmers (different levels / titles)	1 Director, Special Projects
		Diversity Program	Accounting	Associate Director	Manager Research I.S.	1 Director, Enrolled Student Services
		Associate Vice Provost	Asst. Dean & Staff (n=4)		1 Director	1 Director, Communications
		Admissions & Academic Progress	Human Resources		5 Admissions Officers	1 Director, Communications
		Director	Asst. Dean & Staff (n=5)		2 Records Management Officers	1 Director, Development
		Research Services	Information Technology		2 Degree Certification Officers	1 Director, Information Technology
		Recruiting	Director & Staff (n=8)		1 IRIS Representative	
		Director	Research Services		2 Fellowship Officers	
		Recruiting coordinator	Asst. Dean & Staff (n=3)		1 Tuiton Officer	
		Director	Research Policy	Executive Secretary	1 Health Insurance Officer	
		Director & Staff (n=4)	Graduate Assistant	Graduate Assistant	4 Staff Support & 1 Information Desk Staff	
		Student Services & International	Research & Sponsored Programs			
		Director	Director & Staff (n=47)	Office of Graduate Minority Programs		
		Immigration Advisors (3)	Admissions and Academic Services	Associate Dean		
		Student services coordinator	Asst. Dean	Recruitment and Retention Coordinator		
			Assistant	McNair Scholars Coordinator		
			Receptionists (n=1.5)	McNair Scholars Program Assistant		
			Director of Fellowships	Executive Secretary		
			Fellowships Assistant	McNair Graduate Student Assistant		
			Degree Coordinator	Graduate Student Assistant (n=2)		
			Director of Fellowships			
			Student Status Examiners (n=4)	Data Management		
			International Credential Examiners (n=1.5)	Coordinator		
			Outreach and Professional Development	Program Assistant		
			Asst. Dean	Graduate Assistants (n=2)		
			Director of Professional Development & Staff (n=2.5)			
			Graduate Student Collaborative (GSC) (2 project assis)	Student Records		

Criteria to be Assessed	The University of Tennessee	Virginia Tech	University of Wisconsin	University of Florida	University of Kentucky	University of Georgia
			Diversity Resources	Coordinator		
			Asst. Dean	Program Assistant (n=3)		
			Staff (n=1)	Senior Clerk (n=3)		
			McNair Assoc. Dir			
			McNair Counselors (n=4)	Editorial Office		
			Dir. Multicultural Graduate Network (MGN) (project asst)	Editors (n=2)		
				Coordinator		
				(serves students, faculty and staff for thesis/dissertation and curriculum)		
User friendly/informative web presence of Graduate School	No	Yes	Yes	Yes	Yes	Yes
Information on University Homepage	No Direct Link...	Direct Link to Graduate School under Academics	Yes	Admissions-- Graduate	No. // 2 Options to access from homepage: 1.) click on "Academics" or "2. click on "Prospective Students"	Admission / Graduate / Graduate School
Grad Admissions Linked Well with Graduate School	No	Yes, Link on Homepage to Grad School	Yes	Yes, Link on Homepage to Grad School	integrated (under Grad. School)	Integrated under Graduate School
Grad Admissions/Grad. School Linked to Departments	Yes..under degree programs link	Yes	Yes	Yes	yes	
Grad School Linked to Department Comments	Yes..under degree programs link	Yes	Yes	Yes, Departments primary resource Grad. School is information hub	yes: contact list & links to grad. programs	Yes: Direct links to programs and Departments Graduate School serves as information hub
Application Fee	\$35	\$45	\$48	\$30	\$40 dom. / \$55 internat.	\$50
Recruitment Efforts	????	Yes, workshops, recruitment trips, funding	Grad School assists dept/program recruitment efforts with print and web materials and funds for recruitment travel and other items. Grad School actively engaged in recruitment and retention of targeted students (targeted minorities, first-generation college, and financially disadvantaged through pipeline programs, MGN, aculty partners, and partnerships with minority-serving institutions.		funding for recruitment effort (application from depts. necessary), prospective students are invited to campus for an info-weekend (with most expenses paid)	GS attended more than 60 recruitment events Annual Junior/Senior workshop on graduate education
Professional Development Opportunities for Graduate Students (Ex. Best Practices Teaching/Teaching Workshops; Research and/or Ethics Training)	Best Practices in Teaching	GTA Workshop Policy/Guidelines for faculty/staff/students	Prof Devel activities through MGN and GSC, Workshops and Seminar on all aspects of research, teaching, responsible conduct of research, etc. Office of Professional Devel acts as clearinghouse, and partners with units across campus for TA training, Writing Center, career services, grants writing, ethics training, etc.	Mandatory teaching workshop for all starting teaching assign. Policy for faculty/staff/students; no apparent training	Graduate Student Workshop Series TA Workshop Series Dissertation / Thesis "Boot Camp"	Graduet School Interdisciplinary Certificate in University Teaching Strategic Intervention for Doctoral Completion Orientation for Graduate and Laboratory Assistants
					Best Practices in Research: 1 Credit-hour courses with various titles / content options	Future Leaders Program Professional Development Seminars
Use of Databases to Report GS data	No	Apparently yes (password protected)	yes, both internal and through Office of Academic Planning, and Analysis and Office of Budget, Planning, and Analysis	Yes (Office of Institutional Research)/Not easily extractable	Yes: Office of Institutional Research & special statistics for GS as a whole and each graduate program can easily be accessed from GS-website (up-to-date & very detailed!)	Yes: Office of Institutional Research, GS data difficult to access
Oversight of Graduate Student Association (Grad. School vs other)	????		yes		Graduate and Professional Student Association (GPSA) provides a permanent channel for communication between the GS administration & graduate students // very vague definition & not very prominent on webpage	The Graduate Student Association (GSA) is a representative student government and advocacy group working for over 8,000 graduate and professional students at the University of Georgia.
Organization Chart: Office of Research					http://www.research.uky.edu/vpresearch/06researchorg.pdf	http://www.ovpr.uga.edu/vp/vplist.gif
Organization Chart: Office of the Provos					http://www.uky.edu/Provost/files/OrgChart.pdf	
Organization Chart: Graduate School					http://www.research.uky.edu/gs/GSOrganizationChart.pdf	
Graduate School Reports (including statistical data)					http://www.research.uky.edu/gs/GraduateSchoolReports/GraduateSchoolReports.html	
Organization Chart: University						http://www.uga.edu/oir/admin/00ugaorg.html

Appendix B.



Program Coordinator I:

- Coordination of Recruitment
- Administrative Assistance for Fellowships
- Administrative Assistance for Assistantships

Program Coordinator II:

- Coordination of “Best Practice in Teaching”
- Coordination of “Best Practice in Research”
- SPEAK Test Coordination – we already have someone doing this at 25% FTE
- Coordination of Dissertation Writing and Development Workshops
- Minority Programs Office Administration