

CONSULTANT REPORT TIMELINE

Consultant Recommendation	Graduate School Interpretation/Comments	Timeline
Policies, Guidelines, and Procedures		
<p>The Graduate School should consider taking over Graduate Credentialing and approving graduate faculty as associate and full members</p>	<p>Although done by the Graduate School previously, it was decentralized during Dale Johnson's reign. Should this be tracked in FAIR and housed in Decision Support or Human Resources? The Academics Team is pulling together the history and developing a proposal for Graduate Council to revisit.</p>	<p>Fall, 2009</p>
<p>The student application process should be reviewed for consistency and we should perhaps move the deadline back to February 15th instead of March 15th. We should move forward with the online application for all graduate students.</p>	<p>Date should be moved back to February 15th. Presidential Fellowship applications should be changed to match. Can recommendation letters be sent electronically? USF needs a branded graduate application similar to that used by undergraduate. The new SIS Management Group might assist. Should a graduate application portal be used? Revised dates must be confirmed by early January to be included in the 2009-10 Graduate Catalog for the Spring 2010 deadline cycle.</p>	<p>Spring 2010 if possible</p>
<p>There is a need to develop greater central oversight for graduate assistantships including their work hours, probation issues, etc. This includes all RA, TA, and GA positions.</p>	<p>This is something a "GA Unit" should handle but no funding is available yet. In the meantime, Dr. Pollenz will send waiver evaluation forms to Associate Deans for review and certification.</p>	<p>Fall, 2009</p>
<p>The Dean needs more resources for additional fellowships and tuition waivers. Also, waivers should be based on merit and the Graduate School needs to have more central oversight in this regard.</p>	<p>Tuition waivers need to be merit based instead of FTE or headcount based. The Graduate School Dean needs the full support of higher administration in order to prevent backlash from Colleges and departments due to potential reallocation of funded amounts.</p>	<p>Fall, 2009/ Spring 2010</p>
<p>Graduate certificates should be administered by the Graduate School. Perhaps here we could discuss having a closer relationship with the Certificate Office but not full control.</p>	<p>Graduate Certs were housed in the Graduate School before transferring to Dr. Kathleen Moore's office. It is managed by Dr. Lagretta Lenker. Both offices should establish a closer relationship.</p>	<p>Immediate</p>
<p>Reviews of doctoral AND masters programs should be done on a regular basis.</p>	<p>Kathleen Moore currently reviews PhD programs. The Graduate School may want to base Masters' reviews on how the current Doctoral reviews are done. The Academics Team has started working on a masters/doctoral program review process in collaboration with Graduate Council. The protocol and specifics will be finalized soon in cooperation with Dr. Moore's office.</p>	<p>Fall, 2009</p>
<p>Once a regional campus is accredited as a separate institution, they should assume responsibility for their own graduate studies. Overall responsibility should not at that point reside in the Graduate School. System graduate policies that pertain to all separately accredited institutions can only be set by the Provost.</p>		<p>In Discussion+C66</p>

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Funding and Staff Issues		
<p>The Dean should have at least twice as much competitive fellowship money as now. There should be accounts of \$500,000 for recruitment of minorities, matching commitments, supports of conferences, etc. and at least \$250,000 for student travel funds.</p>	<p>The Graduate School needs more funding. Dean Karen Liller has recommended a "Provost Doctoral Fellowship" that is similar to the Presidential Doctoral Fellowship program. Dean Liller has also requested additional funding for the Presidential Doctoral Fellowship program with stipends of \$25,000 yearly for each student.</p>	<p>Fall, 2009</p>
<p>Graduate School Staffing, Structure, Infrastructure, and Reporting Lines - there needs to be a paradigm shift in the Graduate School where we are a true leadership and advisory unit and less of a processing unit. We need to concentrate on higher order functions and duties with fulltime staff.</p>	<p>The Graduate School is examining current practices and processes for ways to make them more streamlined and efficient. Graduate School is endeavoring to move away from the "paper pusher" role and become more of a leadership and advisory unit. Provost Office support is crucial in order for this to happen.</p>	<p>Immediate</p>
<p>There needs to be first and foremost QUALITY SERVICE for students and the use of good customer relations at all times.</p>	<p>The Graduate School Management is encouraging all employees to "focus on quality" for all departmental processes and interactions.</p>	<p>Immediate</p>
<p>Staff need to attend Professional Development Activities and related meetings and conferences for professional growth.</p>	<p>The Graduate School Office Manager is comprising a list of suggested professional development opportunities for staff.</p>	<p>Immediate</p>
<p>Staff need to become involved across the university and serve on committees and councils as appropriate.</p>	<p>To ensure better visibility, Graduate School staff will volunteer for other department committees whenever feasible.</p>	<p>Immediate</p>
<p>Staff and Administrators should visit departments and colleges when they hire new graduate coordinators and other staff who interact with the graduate school.</p>	<p>The Graduate School staff will visit and train new departmental staff who are hiring GAs and will send staff to Colleges and Departments to explain process issues. The Graduate School has reinstated workshops/seminars for colleges and programs through Grad Coordinators and Program Directors to work on best practices. The Graduate School will establish front-end training for new staff.</p>	<p>Immediate</p>

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Communication, Programs, and Other Issues		
Graduate Catalog - positive comments overall were generated about the Catalog with some suggestions for improvement that focused on providing correct web links, improved search features, additional information on typical GRE scores, grammatical issues, etc.	Associate Dean Richard Pollenz and Carol Hines-Cobb are currently editing the online graduate catalog to ensure accurate, detailed information. They are focusing on correct web links, establishing better search features, and providing detailed information on GRE scores.	Immediate
There were additional comments about how the Graduate School should focus on academic programs that are successful and a plethora of new doctoral programs should not be considered.	The Graduate School management team is focusing attention on the three new PhD programs recently approved (Government, History, and Sociology).	Immediate
There were concerns that some colleges and programs admit very few students and some students are taking too long to complete their degrees.	Graduate School will analyze Admits and Time-to-Degree data. Academics is working on Time-to Degree/Time Limit reports, in connection to program reviews. Fellowship tracking by cohorts and time to degree is essential for justifying increased support for fellowships.	Immediate
There was much encouragement to continue our partnership with the Office of Research and Innovation, including working with them and faculty on training grants and having an Office of Postdoctoral Education.	Funding is needed to hire a Post-Doc Director, Assistant Director, and support staff for these activities. Preliminary investigation of how postdoctoral offices are set-up and maintained at peer institutions has begun and data are being collected in anticipation of formal approval for establishment of this office. The new Postdoctoral Pilot Project Initiative received 223 applications for employment, of which 172 have advanced to the review stage.	Summer, 2009/ Fall, 2009
There was an expressed need to conduct Professional Development Programs for Students and Postdoctoral Fellows. We could expand here on what we are already doing in Student Success.	The Graduate School will monitor student success rates and create progress reports, seminars, and workshops. Diversity progress reports and workshops have already begun. However, more workshops can be expanded along with attendance records/patterns and seminar/workshop evaluations.	Summer, 2009
There was a need to encourage more fulltime graduate students and increase the number of full-fee paying domestic and international graduate students. Recruitment efforts should be instrumental in solidifying more full time grad students.		Immediate
There is a need to continue our efforts in promoting interdisciplinary graduate programs and faculty committees for students.		Immediate