

Self-Study
Review of the Graduate Office at IUPUI
September, 2013

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Introduction

In July 2012 the institution-wide nature of the University Graduate School was recognized by making the School part of University Administration, with funding through a University Administration (UA) account. As part of the reorganization, the Graduate Office at IUPUI became part of that budgetary responsibility center.

The Graduate Office at IUPUI has performed many functions for the IUPUI campus over the years and roles have evolved as the campus has grown (Appendix 1). This review of the Graduate Office is intended to focus on ways to provide the best service and support to the IUPUI campus, taking advantage of the new structure that gives improved access to staff and resources of the University Graduate School.

Specific questions to be addressed in the review include:

- Is the Graduate Office at IUPUI meeting service expectations or should additional services be added?
- Do the functions of the Graduate Office at IUPUI align with the campus Strategic Plan?
- Does the Graduate Office at IUPUI interface adequately with national organizations to bring innovations and best practices in graduate education to campus?
- How should the role of the new Director of the Graduate Office at IUPUI change to make the organization and structure most effective?
- Does the new organization adequately promote the goal of university-wide administration of graduate education?

Mission of the Graduate Office at IUPUI

The mission of the Graduate Office at IUPUI, as articulated by all our staff in 2000, is to promote the prosperity of graduate education by meeting the diverse needs of students, faculty, staff, and administrators through professional service and distribution of appropriate resources.

Responsibilities of the Graduate Office at IUPUI

Overview: The Graduate Office at IUPUI is an office of the Indiana University Graduate School, but the Graduate Office serves all graduate programs on the IUPUI campus, including

non-graduate school programs and professional programs as well as programs overseen by the Graduate Schools of Indiana University and Purdue University.

As the central administrative office for graduate programs at IUPUI, the Graduate Office is responsible for a wide range of services (Appendix 2). The Graduate Office at IUPUI is responsible for monitoring electronic applications, admitting applicants based upon the recommendations of the programs, assuring conformance with University Graduate School policies for Graduate School programs, and for properly creating the electronic student record. The Graduate Office at IUPUI also monitors the progress of non-native English speaking graduate students in meeting admission requirements for English for Academic Purposes (EAP). In addition, for all IU Graduate School degree programs and all Purdue University masters programs at IUPUI, the Graduate Office monitors progression to degree, confirms degree requirements are met, and reviews the format of the dissertation or thesis. The Graduate Office at IUPUI also mails the diploma to graduates of IU Graduate School programs.

The Graduate Office at IUPUI directs the Graduate Non-Degree Program (GND) at IUPUI, which allows students to take graduate level courses without committing to a graduate degree program. This program is overseen by Sue Wheeler, GND Coordinator in the Graduate Office.

The Graduate Office at IUPUI is the home for the Preparing Future Faculty and Professionals program for this campus. The program is overseen by Assistant Dean NaShara Mitchell.

The IUPUI Graduate Office also administratively supports these faculty and staff-led committees which are described in more detail in subsequent pages:

The Graduate Affairs Committee of IUPUI, which advises campus administration on policies relating to graduate education and approves all new graduate level courses, certificates, or degree programs. Director of the Graduate Office at IUPUI/Associate Dean of the University Graduate School Sherry F. Queener chairs this committee.

The Fellowship Committee, a faculty committee that distributes approximately \$2.5M in fellowship funding to programs and students at IUPUI each year. Fellowships awarded directly to students include the University Fellowship and Travel Fellowships. Block grants are awarded directly to schools for use to support the research-based graduate programs within each unit. This committee is chaired by a faculty member and administratively supported by the Assistant Director of the Graduate Office, Monica Henry; Dr. Queener attends but does not vote.

The Graduate Recruiting Committee, a faculty/staff committee that shares best practices for recruiting and actively engages in joint recruiting in a variety of settings, including businesses and educational institutions in central Indiana. This committee is organized and led by Sue Wheeler of the Graduate Office.

Involvement with Development of Campus Policy for Graduate Education: The Graduate Office at IUPUI and its Director are involved both in developing and implementing policies at IUPUI concerning graduate education.

Graduate Affairs Committee (GAC)

Since its inception, the Graduate Affairs Committee (GAC) has existed to recommend to IUPUI administration, policy relative to graduate education at Indianapolis (Appendix 3.A). The role of the GAC was further defined by a policy statement in 1995 from then Executive Vice-Chancellor William M. Plater (Appendix 3.B). This statement declares that the main functions of the GAC are “To co-ordinate graduate program activities and to address issues of quality on the Indianapolis campus” and “To address issues of graduate education as well as any general issues that might affect the graduate community on the Indianapolis campus.” The three subcommittees of the GAC are defined as Curriculum, Fellowship, and Recruitment. The membership is defined and includes the Deans of the Indiana and Purdue University Graduate Schools. The Director of the Graduate Office at IUPUI is directed to bring matters of concern and policy to the GAC for discussion. The GAC discussion and directives are identified as a mechanism “to ensure a co-ordinated approach and intelligent development of graduate programs, as well as the quality of such programs, on the Indianapolis campus.” The GAC was reorganized and expanded in 1997 (Appendix 3.C, and 3.D) but it fundamentally operates under the same charter today as in 1995, in that the structure and role of the GAC has been endorsed by both Uday Sukhatme and Nasser Paydar as they succeeded to the role of Executive Vice Chancellor after William Plater’s retirement. Details of the work of the Graduate Affairs Committee may be accessed at <http://www.iupui.edu/~gradoff/faculty-staff/affairs-committee/index.shtml>. Relationships to other committees involved with graduate education are described in Appendix 3E.

Strategic Plan for Graduate Education, 2002

Little centralized planning for graduate education existed at IUPUI before 2000, but in 2001-02 the Director of the Graduate Office Dr. Sherry Queener and Vice-Chancellor for Research and Graduate Education Dr. Mark Brenner convened a group of faculty who were charged with creating a Strategic Plan for graduate education at IUPUI. This group established four key goals:

- Achieve national and international recognition of the quality and extent of graduate programs at IUPUI
- Expand graduate programs in areas of national focus, regional demand, unique campus resources and expertise
- Expand employment possibilities for students completing graduate programs at IUPUI
- Improve administrative and business practices to better support graduate education

For each of these goals, specific objectives were set, along with strategies to accomplish them.

Progress toward achieving the goals of this Strategic Plan was evaluated in 2008 and again in 2012 (Appendix 4). The evaluations showed that the growth of graduate education at IUPUI had exceeded expectations in many areas. In particular, the planned growth in graduate certificates meeting standards established by the Graduate Affairs Committee (Appendix 5) had taken place; the certificates have played their predicted role of supporting master's programs and in supporting economic priorities in the state. Graduate certificates must apply and be approved by the US Department of Education before students in the program can qualify for financial aid in a process that requires information about employability (Appendix 6). The following graduate certificates are approved for financial aid at IUPUI:

Bioethics	Biometric Computing
Biotechnology	Clinical Informatics
Clinical Pediatric Nutrition	Clinical Research
Computing Security	Database and Data Mining
E-Commerce Development	Executive Certificate in Library Management
Geographic Information Science	Health Policy
Health Sciences Patient Centered Outcomes	Health Systems Management
Homeland Security & Emergency Management	Human-Computer Interaction

Informatics	Medical Dosimetry
Museum Studies	Nonprofit Management
Professional Editing	Public Health
Public Management	Software Engineering
Survey Research	Teaching English as a Second Language
Teaching in Nursing	Teaching Writing
Translational Science	

Eight new IUPUI graduate certificates are currently at the Department of Education for approval.

In addition, the planned growth of strategic doctoral programs has taken place, which includes a rigorous review process established by Dean of the Graduate School John Slattery and first implemented at IUPUI. The process is run by the Graduate Affairs Committee (Appendix 7).

National Research Council (NRC) Survey of Research Doctorates, 2006-2009

Dr. Queener was the IUPUI contact for the NRC Survey of Research Doctorates. IUPUI had never before been included in the survey but in 2006 the campus had 14 programs that met the criteria for inclusion. Dr. Queener coordinated training of staff within programs to generate data needed for the survey and distributed communications from the NRC to the IUPUI community. The Graduate Affairs Committee oversaw progress of the survey and reviewed the data. After results were published, Dr. Queener made presentations to various campus groups to help explain the rating systems (Appendix 8)

Task Force on Graduate Education, 2009-2010

In 2009, Executive Vice-Chancellor Uday Sukhatme invited a visiting faculty fellow to work with the Director of the Graduate Office to evaluate issues confronting graduate education at IUPUI. A primary goal was to examine ways to enhance doctoral education on campus. The Task Force noted five areas for consideration (Appendix 9):

- Better graduate student support overall would enhance competitiveness
- The IUPUI Preparing Future Faculty program needed to be enhanced and better used
- Degree completions could be enhanced with better end of program support
- Use of graduate students to enhance teaching needed to be increased
- Graduate assistant positions in service offices were being cut for budgetary reasons

The discussions surrounding this activity included a Town Hall Meeting that included a presentation by Dr. Queener on the state of graduate education at IUPUI. The Town Hall presentation was updated in 2012 to include data current as of 2011 (Appendix 10).

In response to the report, the Preparing Future Faculty program was moved into the Graduate Office to give a mechanism to create base funding to support and expand the program. Pilot funding to support teaching assistants (TAs) and to support students during the thesis or dissertation term was made available. Overall, some increase in the funding for fellowships and block grants has also taken place. Graduate assistant positions continue to be a challenge.

Principles of Graduate and Professional Learning, 2009-2010

The Principles of Graduate and Professional Learning (Appendix 11) were developed by Dr. Queener in conversation with graduate faculty in several programs, the Graduate Affairs Committee, and the Academic Affairs senior staff. The Principles were presented by Dr. Queener to the IUPUI Faculty Council and to the Program Review and Assessment Committee (PRAC) and are widely published on several websites, including:

<http://academicaffairs.iupui.edu/PlansInitiatives/Plans/Principles-of-Graduate-and-Professional-Learning>.

The Principles of Graduate and Professional Learning have been endorsed by the Graduate Affairs Committee and by the IUPUI Faculty Council.

The Principles form the conceptual framework that describes expectations of all graduate and professional students at IUPUI, who must:

- > Demonstrate mastery of the knowledge and skills expected for the degree and for professionalism and success in the field
- > Think critically, applying good judgment in professional and personal situations
- > Communicate effectively to others in the field and to the general public
- > Behave in an ethical way both professionally and personally

The 2011 IUPUI Graduate Alumni Survey conducted by the Information Management & Institutional Research unit at IUPUI posts the results of all surveys online (http://imir.iupui.edu/surveys/reports/default.aspx/ALM/ALM_GRAD/70/3/2011). This survey sheds light on the level of success graduate programs achieve in meeting the Principles of Graduate and Professional Learning. Mastery of the knowledge and skills expected for the

degree and for professionalism and success in the field is demonstrated, for example, by the data showing that 93% of past doctoral students are working for pay and 99% report that their IUPUI education prepared them very well for their job. Of working doctoral degree recipients, 82% reported that their job is directly related to their IUPUI graduate program. About 77% of doctoral degree respondents reported that they could very effectively or effectively conduct original research and scholarship. Thinking critically, applying good judgment in professional and personal situations is a key goal stated in the Principles and 98% of doctoral degree recipients indicated that they felt they effectively or very effectively think critically.

North Central Association (NCA) Accreditation Planning and Site Visit, 2010 -2012

IUPUI is separately accredited from other IU campuses and the ten-year cycle called for a site visit in 2012. In preparation for that visit, Senior Advisor to the Chancellor for Academic Planning and Evaluation Dr. Trudy Banta created task forces to gather the information needed for the self-study. Dr. Sherry Queener, Director of the Graduate Office, was called upon to be part of the task force for Criterion Three, which looked at how to assess student learning. As part of this team, Dr. Queener and staff of the Graduate Office at IUPUI participated in Town Hall meetings to gather and to disseminate information on the accreditation. Dr. Queener also contributed to the text of the final Self-Study document; this material is in addendum 1.

One outgrowth of the self-study was the realization that IUPUI had long ago outgrown the need for the reporting requirements to NCA before new Ph.D. programs could be developed on campus. This stipulation is described on page viii of the Self-Study Report for Reaffirmation of Accreditation (<http://www.iupui.edu/2012/>). Dr. Queener was enjoined by campus administration to document and present the case that IUPUI was well beyond the stage of needing such oversight. The standards and procedures used for development of new programs including Ph.D. programs were presented in written and verbal form, with the result being that the prior reporting requirements were lifted and IUPUI can now develop new Ph.D. programs without prior approval from NCA.

IUPUI Strategic Planning, 2012 to present

In 2012, IUPUI launched a comprehensive strategic planning process that involved several faculty-led task forces. These groups reported tentative findings in January 2013. In fall 2013 the process will continue with more in-depth discussions that will hone in on the key targets and strategies required to move IUPUI toward its aspirations. The Director of the Graduate Office

was chosen to lead the Task Force on Increasing Capacity for Graduate Education, as part of the larger strategic planning process (Appendix 12.A). This Task Force made five recommendations (Appendix 12.B):

- Move toward more autonomous PhD programs at IUPUI
- Expand our capacity for PhD education
- Develop unique interdisciplinary PhD degrees and PhD degrees that link to special research areas
- Professional masters degrees should be aggressively developed
- IUPUI should offer degrees in partnership with other businesses and entities in the state

These recommendations were based upon the goal of increasing the number of PhD students at IUPUI to a range comparable to our academic peer group (Appendix 12.C) and upon developing unique programs that serve the economic needs of our region. Other Task Forces made recommendations that also included aspects of graduate education at IUPUI, such as the suggestion to include graduate programs in enrollment management efforts and to develop nationally recognized graduate programs in critical areas that cross disciplinary lines (Appendix 12.D). Leaders of the Graduate Office at IUPUI and the University Graduate School continue to be involved as Strategic Planning for IUPUI moves into its final phase. The current version of the Strategic Plan includes the explicit goal of increasing capacity for graduate education at IUPUI. <http://strategicplan.iupui.edu/media/22ae0f7e-0430-484a-bc18-94e8d1baa626/-630087953/StrategicPlanContent/PDF/Our%20Commitment%20to%20Indiana%20and%20Beyond%209%2010%2013.pdf>.

Admissions Functions of the Graduate Office at IUPUI: The role of the Graduate Office at IUPUI in processing admissions changed with the gradual implementation of PeopleSoft in the period between late 2001 and the end of 2004 (Appendix 13). In particular, it was noted that the paper-based admissions system could not work in the environment of both increased applications to graduate programs and the increased time for data entry per application created by PeopleSoft. Second, the new system would require limited access for data entry, which mandated central data entry for graduate applications.

IU Programs

Assistant Director of the Graduate Office at IUPUI Joelle Andrew-Mohr served on the PeopleSoft implementation team and kept the processes aligned with what the Graduate Office

staff could support. She and the IUPUI Graduate Office staff also took on training responsibilities within the units, as central support of training was not available. Currently, admission decisions are made in the academic units in line with published admission requirements, but the Graduate Office at IUPUI handles all graduate and professional level admissions at IUPUI, based upon these faculty decisions to admit.

Assistant Director of the Graduate Office David Koerner, who succeeded Ms. Andrew-Mohr, continued work in training graduate program staff and also served as an advocate for moving program admissions to an electronic application. This shift from paper applications was necessary in that the Graduate Office had insufficient staff to continue to support the growing numbers of applications using the old mechanism. Representing the Graduate Office, Assistant Director Koerner worked with the administrators and technical staff to be certain that the electronic application would deliver the individuality needed by each program and the smooth movement of data from the application into the student information system (SIS).

PU Programs

In 2011 the Graduate Office was given responsibility to administer all Purdue University master's level programs at IUPUI; admissions and recorder functions for Purdue Ph.D. programs at IUPUI remain in the hands of Purdue University Graduate School staff in West Lafayette. The responsibility for the master's programs included handling all admissions. No staff or additional support was given to the Graduate Office at the time, but the mission was accomplished by having Assistant Director Koerner work with Purdue University to establish the processes and carry out the tasks, with the assistance of front desk staff in the Graduate Office.

This temporary work assignment was ended in March 2013 with the hiring of the second admissions specialist in the Graduate Office, Summer Layton. This position is responsible for all admissions to PU master's level programs at IUPUI. This person is responsible for visiting program staff in Purdue graduate programs at IUPUI to do on-site training as needed.

EAP Oversight

In 2000, the Graduate Affairs Committee of IUPUI approved a policy requiring all international graduate students at IUPUI who did not hold undergraduate degrees from an English-speaking country to be independently tested for English language skills at the time of their arrival on campus. The examination was originally called the ESL (English as a Second Language) test

but is now called the EAP (English for Academic Purposes) examination. The EAP examination is based upon national models, but is controlled by the EAP program in the Department of English and administered by the IUPUI Testing Center.

Reports of scores for the test-takers come to the Graduate Office as well as to the students; each score is accompanied by a clear instruction as to whether further training in English is required, and if so, what specific IUPUI EAP courses are required. Students who test into more than four EAP courses are judged not ready for graduate study and are referred to other resources for further training before being admitted to IUPUI. The IUPUI policy states that EAP courses must be started within the first semester and completed within the first year of graduate study, to most effectively empower the student for success. Programs are asked to monitor the student's progress in meeting this requirement but in practice Sue Wheeler in the Graduate Office has to monitor the students as well. The students who fail to take the EAP courses to which they were assigned are ultimately blocked from enrolling until they consult with staff in the Graduate Office and arrange to enroll in the needed EAP courses.

The outcomes for this policy are periodically reviewed by the Graduate Affairs Committee. In 2013, the Graduate Affairs committee voted to exempt students who scored at or above 100 on the iBT from the campus EAP examination (Appendix 14). This decision was based upon data supplied by the Office of International Affairs and the EAP program, which showed that incoming IUPUI students over the past several years with that level of TOEFL score did not test into EAP courses and could therefore be safely exempted from the examination.

Recorder Functions of the Graduate Office at IUPUI: The Graduate Office at IUPUI performs recorder functions for both Indiana University and Purdue University.

IU Recorder Functions

The recorder functions for all IU Graduate School programs at IUPUI are performed by Debra Barker in the Graduate Office at IUPUI. These functions include recording advisory committees, tracking nomination to candidacy, appointment of research committees, degree audits, format checks for theses and dissertations, final acceptance of the thesis or dissertation, and awarding of the degree. The Graduate Recorders in the Graduate School office at IUB oversee and

approve all nominations to candidacy. Recently, Debra Barker was given the authority to award degrees for IUPUI students.

PU Recorder Functions

Summer Layton, the second admissions staff person in the Graduate Office at IUPUI, has recorder responsibilities as well as admissions responsibilities. Thus, for all PU Master's degree programs at IUPUI, this position collects the plan of study and confirms that degree requirements are met. Thesis format checks are also performed by this person. Ms. Layton communicates with staff in the Purdue schools at IUPUI, who then place students in degree status. Ultimately, staff in the Graduate School at West Lafayette award the master's degree. The Graduate School recorders in the Purdue University Graduate School at West Lafayette do not directly oversee or approve master's documents for IUPUI.

The PhD in Clinical Psychology is a Purdue degree that is site-approved for IUPUI; therefore, Summer Layton handles all recorder functions for that degree.

Involvement with Development of Graduate Courses: The Graduate Office at IUPUI facilitates both approval and remonstrance process for graduate level courses.

Curriculum Committee

The Curriculum Committee is a subcommittee of the Graduate Affairs Committee (<http://www.iupui.edu/~gradoff/faculty-staff/affairs-committee/curriculum.shtml>). The Curriculum Coordinator in the Graduate Office is the administrative support for the committee. By action of the Graduate Affairs Committee, the Curriculum Committee handles approval of all graduate level courses at IUPUI, other than those in professional schools. The Curriculum Committee meets to consider course requests during the academic year, the frequency of meetings being determined by the load of course requests submitted. The aim of the Committee is to consider course requests within a month of submission.

The Curriculum Committee is chaired by a faculty member who also sits on the Graduate Affairs Committee; the current chair is Dr. Jacquelynn O'Palka from the School of Health and Rehabilitation Science. Membership of the committee is designed to include representatives of those schools actively involved in course and program development. The Curriculum

Committee sets guidelines for what is expected in a syllabus for a graduate level course and publishes sample syllabi as well as resources such as Bloom's Taxonomy to assist faculty who are developing new courses. The Curriculum Committee also publishes web-based information to help faculty effectively use the CARMIIn system for course development. Once approved by the Curriculum Committee, the course request is turned over to the Curriculum Coordinator in the IUPUI Graduate Office to move through full approval via the CARMIIn system.

CARMIIn

This electronic system developed by Graduate School staff at IUB has now been in use on the IUPUI campus since 2010. The system is designed to move courses automatically through the approval process, with actions taken at each appropriate level to approve the course. Individual faculty members initiate the course request by putting all the information into the original CARMIIn document. Once submitted by the faculty member the course is routed through the appropriate approval steps, including the Curriculum Committee of IUPUI. Once the course is approved by the Curriculum Committee, the Curriculum Coordinator in the IUPUI Graduate Office submits the course to be routed on to further levels of approval. Graduate School courses at IUPUI route through the Associate Dean of the Graduate School at IUPUI and from that point into full university remonstrance. If a remonstrance is filed, the course is returned to the originator to address the concerns; if no remonstrance is filed within a month, the course is moved into the Course Inventory and becomes official. The CARMIIn system is handled in the Graduate Office at IUPUI by Dezra Despain.

Involvement with Development and Approval of New Graduate Programs: The Graduate Office at IUPUI and particular its Director facilitate development of new graduate programs.

Role of the Director of the Graduate Office at IUPUI

The role of the Director of the Graduate Office at IUPUI in fostering the development of graduate programs at IUPUI has been explicit since 1999, when that duty was included in the job description posted with the call for applicants to replace Director Sheila Cooper, PhD (Appendix 15). The current Director is Sherry F. Queener, PhD. Since 1999 she has served on the development committee for the first PhD in Liberal Arts at IUPUI (PhD in Philanthropic Studies) as well as attended and contributed to faculty workshops in the School of Health and

Rehabilitation Science as they developed their PhD in 2008. In addition to these formal links to the development of new PhD programs, the current Director has consulted with faculty as well as critiqued early drafts of PhD proposals in Economics, Applied Earth Sciences, Urban Education, and Health Communications, all of which are now approved. Currently the Director is advising and contributing to drafts of proposals for PhD degrees in Music Technology, Organizational Psychology, and in American Thought/Professional Editing.

Once PhD proposals are complete and fully approved within their home schools, they move to the IUPUI Graduate Office where the Director of the Graduate Office and the Curriculum Coordinator organize an external review of the proposal, involving content experts from anywhere in the nation as well as local faculty who can comment on the link of the proposal to existing degrees and its link to university and campus goals. All materials including the written external reviews are shared with the program administrators and posted online as they are submitted to the Graduate Affairs Committee.

Role of the Graduate Affairs Committee

New degree programs, degree name changes, and changes to curricula within programs are approved by the whole Graduate Affairs Committee. As the Chair of the Graduate Affairs Committee, the Director of the Graduate Office at IUPUI schedules the review of new degree proposals to include members of the Graduate Affairs Committee, places the reviewed proposals on the agenda of the Graduate Affairs Committee, negotiates with the programs to make any changes in the proposal suggested during the review, and finally moving the fully approved proposal to the next level in the approval process. For IU degrees, the proposals move to the Academic Leadership Council; Purdue University degrees move to the Graduate Council of the Purdue Graduate School at West Lafayette.

Involvement with Graduate Student Support: Although the Graduate Office at IUPUI is a part of the University Graduate School and operates on a UA (university administration) budget, the funding for fellowships remains campus-specific. The Graduate Office at IUPUI is responsible for administering approximately \$2.5M in fellowship funds for this campus.

Fellowship Committee

The Fellowship Committee is a subcommittee of the Graduate Affairs Committee (<http://www.iupui.edu/~gradoff/faculty-staff/affairs-committee/fellowship.shtml>) and is chaired by a faculty member who also sits on the Graduate Affairs Committee. The current chair is Professor Phillip Scarpino from the Department of History. Membership includes a faculty member or associate dean for graduate affairs from each school at IUPUI that houses programs whose students qualify for funding; because the source of much of the funds being distributed come from indirect costs generated from research grants, fellowship support has been directed toward those programs that engage graduate students in research. One goal of this funding has been to foster growth of research funding at IUPUI by these programs.

Administrative support of the Fellowship Committee falls to the Assistant Director of the Graduate Office at IUPUI. The roles of the Fellowship Committee include deciding on how much of the total funding will go to University Fellowships, Block Grants, or Travel Fellowships. The Committee also sets the processes for selection of awardees for the various programs. For example, this past year the Fellowship Committee decided to divide the university fellowship applications into two categories, master's and Ph.D., and to split the committee to evaluate these groups, so that no single member had to review all the applications submitted (over 100 total applications, master's plus Ph.D.). The Committee also decided upon using a primary and secondary reviewer for each Block Grant application and they decided to authorize the IUPUI Graduate Office staff and the Director of the Graduate Office to handle selection of the awardees for the Travel Fellowships, which were capped at \$800. The Assistant Director of the Graduate Office at IUPUI organizes the reviews along the guidelines set by the Committee and tabulates the results of the reviews. Once the final awards are decided upon, it is the Assistant Director who contacts each student or program and makes the award announcement; the Assistant Director also organizes the transfer of funds and the appointment of student fellowship holders at the appropriate times.

Block Grants

Block grants are awarded to schools for the support of all research-based graduate programs within the school. The funds are awarded on the basis of a competitive proposal submitted from the school, which is reviewed by the Fellowship Committee. The criteria for approval of the block grant request include documentation of adequate research capacity within the programs

for support of graduate student research, documented involvement of students in research with faculty, research productivity of faculty and students, and productive use of prior funding.

The Fellowship Committee has opted to use a larger portion of available fellowship funds for block grants over the past few years. The rationale for this redistribution is that this mechanism gives greater flexibility to the schools while at the same time creating through the proposal mechanism a strong record of accountability for use of the funds.

University Fellowships

University Fellowships are awarded directly to incoming graduate students, both at the master's and at the PhD level, as recruiting fellowships. The current support level for master's students is \$12,000 and for PhD students is \$22,500. Each award also includes full health insurance coverage and an \$800 travel award which may be used over two years.

Nominations for University Fellowships come from individual programs; each program may nominate up to four candidates. Applications are reviewed by members of the Fellowship Committee, each of whom is assigned to evaluate either all master's applications or all PhD applications. The full committee meets to evaluate the summary of all scoring of applications and to set the threshold for support. Based upon the advice of the Fellowship Committee, offers are made in January through the programs to approximately twice the number of students who could be supported by the funds available. The rationale for this strategy is that our historical data shows that up to 50% of applicants end up not attending at our campus; if we delay making the offer until late April, the yield is near zero. Thus, we make all offers as early as is feasible and count on the yield rate not shifting significantly from year to year. For the last several years we have been within \$40,000 of the target and we have never overspent our resources.

Travel Fellowships

The Fellowship Committee sets aside a limited amount of funding to support the travel of graduate students to professional conferences at which they present the results of their research. This past year the total funds amounts to \$18,000; the maximum amount awarded to an applicant is \$800.

The Fellowship Committee has set the general guidelines for these awards and asks that staff of the Graduate Office at IUPUI handle the awards administratively. Because of rules with the IU Travel Administration, we must perform a rolling review of these requests so that each

student traveler is able to submit the request for reimbursement within 60 days of their trip. Criteria for earning the award include documentation that the student will be making a research presentation and a letter of support from the research mentor defining the goals of the trip. The cost of the trip, the number of students from the same program requesting funding, the amount of matching travel funds available from the program or school, and the prestige of the meeting may all be considered in assigning the awards.

Additional support for graduate student travel is available directly within the programs and schools, as well as through a competitive application process run by the Graduate and Professional Student Government (<http://gso.iupui.edu/>).

Involvement with Recruiting for Graduate Programs: Staff of the Graduate Office at IUPUI both recruit directly for programs at IUPUI and train recruiters within programs.

Recruitment Committee

The Recruitment Committee is composed of faculty and staff with expertise and interest in high level recruiting for the graduate and professional programs at IUPUI. The Committee is organized by GND Coordinator Sue Wheeler of the Graduate Office. The goal of the group is to share best practices within the units at IUPUI and to train a broader range of staff and faculty to do high quality recruiting.

The Recruitment Committee sponsors an annual “Strategizing for Success” recruiter’s workshop to train recruiters. The workshop attracted 20 staff and faculty from IUPUI in 2012 as well as a dozen participants from other universities.

Getting You Into IUPUI

This outreach program is designed to introduce students to and to facilitate admission into one of the many Indiana University or Purdue University certificate, master’s, doctoral or professional degree programs at IUPUI (Appendix 16). A one-day Open House allows participants to engage with faculty and current graduate students, to tour the facilities, and to learn about graduate admissions. Qualified prospective applicants from underrepresented and under-served backgrounds with a demonstrated interest in pursuing a master’s or doctoral

program offered at IUPUI may also participate in the two-day Doctoral Institute, which is part of this event.

Getting You Into IUPUI began in partnership with the Bloomington campus in 2007 as Getting You Into IU. The original event was sponsored by AGEF funding and has now been institutionalized and rebranded to bring greater awareness to campus-specific programs.

Grad Expo at IUPUI

Grad Expo at IUPUI features graduate and professional programs at IUPUI as well as graduate programs from other universities around the state and nation (Appendix 16). The fair-like atmosphere of Grad Expo at IUPUI makes it possible for people to explore many different options for graduate and professional programs, all at a single event. Breakout sessions are also offered on topics related to graduate school admissions, such as the GRE and how to choose a graduate program.

The 2013 Grad Expo at IUPUI held on September 24, 2013, attracted 59 schools and programs as recruiters. Pre-registration was 249 students who were primarily IUPUI undergraduates but also included alumni and employees from local businesses. The event also served 105 walk-in students who registered on site.

Accelerate Acceptance

The subtitle for this event is The Secrets of Graduate School Admissions and the goal is to help students just beginning to think about graduate school to get an overview of the whole process (Appendix 16). The format of the event includes both a short opening session and a brief closing reception, but the heart of Accelerate Acceptance is a series of short presentations done with small groups in a speed-dating format. Topics covered include researching and selecting an appropriate program, finding your passion, the difference between undergraduate and graduate school, letters of recommendation, and writing the personal statement. All the sessions are presented by graduate admissions experts and experienced faculty.

Boot Camp

Boot Camp is designed for those students who are ready to begin the application process for graduate or professional school (Appendix 16). This program is an all-day, in-depth event that offers personal attention to each attendee. Participants submit a draft personal statement prior

to the event and receive a written faculty review of the statement at the event. Participants are able to work in a computer lab setting to revise their personal statements and are supported by faculty who are available for advice and suggestions. Attendees are also given the opportunity to chat one-on-one with faculty, which gives time to address individual questions and to help the student begin to feel comfortable in the interview setting. Short sessions on test taking and on preparation of the curriculum vita are also available. Lunch is provided and links students with faculty and staff in programs related to their interests, so that potential students gain more insight into various disciplines.

Graduate Non-Degree Program

The Graduate Non-Degree Program is designed to allow a student who already holds a bachelor's degree to take graduate courses either for personal exploration or to enhance professional training (<http://www.iupui.edu/~gradoff/admissions/non-degree.shtml>). Graduate coursework in medicine, dentistry, law, business, education, nursing, and social work is typically not available to Graduate Non-Degree students but for other fields, Graduate Non-Degree students sit in the same courses as degree-seeking students. The Graduate Non-Degree program is especially valuable to those who are considering returning to school and earning a graduate degree. By careful selection of graduate courses, a non-degree student can become familiar with the program of interest and be introduced to faculty within the program through the classroom setting. If a student is subsequently admitted to a graduate program, a limited number of credits taken as a non-degree student can be applied toward a graduate degree, with permission of the faculty.

Campus partners also use the Graduate Non-Degree program to enroll cohorts for grant-funded programs such as Project Lead the Way and in instances where programs have received final approval but the program/plan is not yet available for students to register.

Involvement with Diversity Programs: The Graduate Office partners with faculty and with other offices at IUPUI to raise the level of diversity within our graduate programs.

Bridges to the Doctorate

Bridges to the Doctorate, like other programs we assist, e.g., the STEM Initiative (<http://stem.indiana.edu/aboutstem/>), Simon Cancer Center Summer Research Program

(<http://www.cancer.iu.edu/education/training/srp/>), brings undergraduate students or in this case master's students into IU School of Medicine laboratories for a summer research experience. This experience on campus makes students much more likely to choose a graduate program at IUPUI, making this a high-yield recruiting strategy. Over the past three years, 26 students have been in the Bridges to the Doctorate Program and of these, 17 have been admitted to PhD programs in the biomedical or environmental sciences and nine have entered a PhD program at IUPUI.

HBCU Initiatives

Getting You Into IUPUI Institute (<http://www.iu.edu/~gradoff/admissions/visit.shtml>) involves underrepresented students who are targeted by their home institutions as good candidates for IU graduate programs. This event is organized by the Assistant Dean in the IUPUI Graduate Office. The yield of students from this program has been consistently high; of the ten students who attended the event in 2011, four have matriculated into one of our graduate programs at IUPUI with full funding, including one student's receipt of the prestigious Herbert Fellowship.

The HBCU STEM Summer Scholars Institute offers eight weeks of research with IU faculty both at IUB and at IUPUI for selected undergraduates (<http://stem.indiana.edu/summerinstitute/>) from IU or from an HBCU partner of IU. Students receive a \$4000 stipend plus room and board to live on campus. In addition to matching students with research mentors in areas of research of interest to the student, the program offers training in technical writing, GRE preparation, and preparing for graduate school. This program is supported by the Director of the IUPUI Graduate Office who has assisted in placing students with appropriate researchers and by the Assistant Dean in the IUPUI Graduate Office, who has offered programming and advising for participants.

Compact for Faculty Diversity

IUPUI participates in the Southern Regional Education Board (SREB) doctoral scholars program. The program is designed to strengthen graduate education for racial/ethnic minority students and guide talented persons toward college and university teaching. The highlight of the program is the annual meeting called the Compact for Faculty Diversity's Institute on Teaching and Mentoring (<http://www.instituteonteachingandmentoring.org/Compact/index.html>) which is the largest annual gathering of minority Ph.D. scholars in the nation. Participants connect with national experts who share strategies for completing the Ph.D. and for developing the skills required for success in a faculty career. Only invited students and faculty can attend. IUPUI has hosted new SREB Doctoral Scholars for this institute since 2009 and commits to

send each scholar for three years, to build impact for the individual student. Indiana is not a participating state, but IUPUI is a participating member. Since 2009, 13 IUPUI Ph.D. students have participated in the program.

Retention and Support of Student Life by the Graduate Office at IUPUI: The Graduate Office offers training and workshops to meet the needs expressed by our graduate students.

Student Success Series

This series features training in library research skills, such as training in EndNote and Zotero (<http://graduate.iupui.edu/about/gradoffprogs/success-series.shtml>). Presentations also focus on methods to find articles, dissertations and theses; methods to streamline and organize research references; and authorship skills to help graduate students get published. These presentations are given by staff of the University Library, in collaboration with the Graduate Office at IUPUI. Typical attendance at these sessions is about 30 students, staff, and junior faculty.

Thesis and Dissertation Workshops

These workshops are presented by staff of the Graduate Office at IUPUI, Debra Barker and Summer Layton. The attendees are graduate students at any stage of their career but the presentations are most popular with late stage graduate students who are thinking about the process of producing their thesis or dissertation. Typically, students from many programs attend a single session but separate sessions are held for students in Purdue programs and students in Indiana University programs. When a large cohort within a single program nears completion of the degree, the Graduate Office at IUPUI will schedule a specific workshop for the students in that program, to facilitate the completion process both for staff within the program and for Graduate Office staff.

Graduate Student Writing Group

The Graduate Student Writing Group provides graduate and professional students weekly support and accountability with writing projects such as thesis and dissertations, grants, or publications (Appendix 16). The format allows participants to dedicate time to write, review, and discuss projects, receive feedback, and participate in skill building activities offered by the

National Center for Faculty Development and the IUPUI Writing Center. The advisor for this group is the Assistant Dean in the IUPUI Graduate Office.

UPnGO

The Underrepresented Professional and Graduate Student Organization (UPnGO) is a student-led initiative that works to improve the quality of student life for underrepresented professional and graduate students at IUPUI (<http://www.iupui.edu/~upngo/>). Members of the group promote diversity and improve retention by providing avenues for academic, professional, and social support. The group supports students making the transition from undergraduate to graduate school, fosters networks and collaborations, and shares information about opportunities for fellowships, service, and activism. The Assistant Dean in the IUPUI Graduate Office advises this group.

Preparing Future Faculty and Professionals (PFFP)

PFFP offers year-round programming to graduate students and postdoctoral fellows that is designed to complement professional development activities and programs within the IUPUI schools and departments (<http://pffp.iupui.edu/PFFPProgramPlan/tabid/95/Default.aspx>). Participants are introduced to the full range of career options, culminating in the fall “Pathways” conference. Within PFFP, the Preparing Future Faculty track provides participants targeted seminars and hand-on activities related to the traditional areas of faculty work: research, teaching and service. The Preparing Future Professionals track provides participants with career awareness and management through outcome-based activities for the versatile use of their degrees. In order to offer the fullest array of programming to participants, the PFFP program collaborates with various campus offices, with several institutions of higher education, and with industry partners. The director of the PFFP program is the Assistant Dean of the Graduate Office at IUPUI.

Degree Awarding Role of the Graduate Office at IUPUI: Staff of the Graduate Office at IUPUI strive to simplify the process of degree awarding Indiana University and Purdue University degrees at IUPUI.

Milestones toward Completion of Graduate Degrees

Confirming that a student has met the requirements of a particular graduate degree is an important function of the Graduate Office at IUPUI. This graduate recorder function is performed in the Graduate Office at IUPUI for all Indiana University Graduate School degrees (certificates, master's degrees, and PhD degrees). In addition, the Graduate Office at IUPUI confirms that students have completed all requirements for Purdue University master's degrees at IUPUI and for the Purdue University PhD in Clinical Psychology, which is the only Purdue doctoral degree site-approved by the state for the Indianapolis campus.

Thesis and Dissertation Format Checks

Both Indiana University and Purdue University have strict formatting requirements for theses and dissertations. The Graduate Office at IUPUI is called upon to check the formatting for all theses and dissertations produced by students in IU Graduate School degrees at IUPUI, for all Purdue University master's theses produced at IUPUI and for dissertations produced by students in the Purdue University PhD in Clinical Psychology.

Conferral of Degrees

The graduate recorder within the Graduate Office at IUPUI puts students in degree status when the degree requirements are confirmed to have been met. When the thesis or dissertation has been submitted and all issues are cleared, the graduate recorder also confers the degree for IU Graduate School degrees.

For Purdue degrees, the graduate recorder confirms that requirements for the degree are met and then informs staff of the two Purdue schools at IUPUI. The designated staff members in the Purdue Schools then place the student in degree status.

Other Roles of the Director of the Graduate Office at IUPUI: The Director of the Graduate Office, like all administrators, has had to adapt to changing situations by taking on necessary responsibilities.

Dean of Students for Graduate and Professional Students

The Director of the Graduate Office also serves as Dean of Students for Graduate and Professional Students at IUPUI. Originally intended to be limited to academic misconduct, the responsibilities were expanded some years ago by then Executive Vice-Chancellor William

Plater to include behavioral issues. In practice, most academic issues are handled well within the schools and the Graduate Office receives reports of academic actions taken. The only action remaining in these cases is to confirm that the report has been seen and that no further action is being planned by the Dean of Students. The most time-consuming cases within the past few years have involved graduate and professional students who had extensive behavior problems that have led to dismissal from their programs. These cases require extensive knowledge of the highly-regulated student conduct practices in professional schools and require that the Dean of Students confer with higher administration and university counsel.

Behavioral Consultation Team

The Behavioral Consultation Team is a group with campus-wide representation that is charged to consult, recommend actions, and coordinate campus resources in responding to reports of disruptive or concerning behavior displayed by students, staff, or faculty (<http://bct.iupui.edu>). This group does not enact sanctions or administer policy for individual cases but rather the group acts as a central information exchange so that appropriate actions are taken at the proper time by the appropriate offices. As Dean of Students for Graduate and Professional Students, the Director of the Graduate Office is a member of this group and is called upon to comment on each case as it arrives, via a rapid electronic alert system. The Team also meets face-to-face monthly.

Ad Hoc Member of Dean's Councils

Since 2006, Chancellor Charles Bantz has invited the heads of key service offices to attend the monthly meetings of the academic deans. As Director of the Graduate Office at IUPUI, Dr. Queener thus attends these meetings. The goal of the meetings is to address campus-wide and university-wide issues, to hear the large-scale and long-term plans of the various schools, to coordinate strategies, and to gain information about national and international initiatives. Recent agenda items for this group include fund-raising (the Campus Campaign), strategies for dealing with institutional change, plans for dealing with campus emergencies, the changing nature of the university library, and new models for higher education.

Executive Vice-Chancellor Nasser Paydar also holds monthly meetings with the academic deans and directors of key service offices, including the Graduate Office, the Research Office, and Student Services. These meetings focus more on campus planning and analysis of campus data. Issues affecting the campus are also discussed and strategies for coordinated

actions to resolve issues are discussed. These meetings have recently focused on the strategic planning initiative for the campus.

Setting and Communicating Goals for the Graduate Office at IUPUI

Setting explicit goals were seen as a requirement for effective leadership of the Graduate Office at IUPUI since its inception. Accordingly, upon taking the position in August of 1999, the new Director published goals immediately and assessed progress toward those goals eight months later (Appendix 17). This process continued until the merger of the Graduate Office at IUPUI with the University Graduate School in 2012. Samples of the earlier goals and objectives are in Appendix 17.

Reporting Progress and Activities of the Graduate Office at IUPUI

As part of Academic Affairs at IUPUI from 2006 through 2012, the Graduate Office was called upon to publish an annual report that included highlights of activities. The reports started with a statement of overall goals for the period and then included specific activities related to the key areas of Teaching and Learning; Research, Scholarship, and Creative Activity; Civic Engagement; Diversity; and Best Practices. Sample reports created by the Director of the Graduate Office at IUPUI are compiled in Appendix 18.

Hosting Visiting Scholars/Faculty

The Director of the Graduate Office has been called upon to host faculty and scholars from both within and outside the university to share best practices. Visitors over the years include an administrator from Northern Kentucky University who spent several days in the Graduate Office to study our administrative structure. A faculty member from the School of Medicine at IUPUI who served as a Faculty Fellow with Academic Affairs for several months took responsibility for helping supervise the early Preparing Future Faculty program as it transitioned into the Graduate Office. A visiting faculty from a university in Tennessee helped form and conduct the business of the Task Force on Graduate Education in 2009, which has been discussed earlier in this report. More recently, a visiting faculty member from a university in South Africa used her Fulbright funding to collaborate with the Graduate Office and a faculty member in the School of Health and Rehabilitation Sciences on a project to study formative graduate assessment. The goal of her study was to help establish reasonable guidelines for new programs being developed in her home institution (Appendix 19).

Structure of the Graduate Office

Staff: Originally founded in 1987 with a Director and one staff member, the Graduate Office at IUPUI currently houses nine staff members. Each position is briefly described below; existing job descriptions are in Appendix 20. Many of the job descriptions need to be updated in view of the recent reorganization of the structure of the Graduate Office.

Director of the Graduate Office/Associate Dean of the University Graduate School

This position is currently held by Sherry F. Queener, Ph.D. (CV is Appendix 21).

The job posting in 1999 (Appendix 15) included the following description of duties and requirements:

“The Associate Dean will provide leadership for student recruitment, admissions, fellowships, transfer credit, thesis proposals, dissertation committees, student diversity, student academic standing, and student affairs. The Associate Dean will play a leadership role for IU Graduate Faculty Initiatives Committee and co-convene its Curriculum Committee. In addition, the Associate Dean will oversee the graduate non-degree program, foster graduate program development, shepherd proposals through review process and assist in the establishment of the new programs.

Applicants should hold a doctorate and have an academic record of teaching and graduate advising, and scholarship to hold a senior tenured position in one of the IUPUI schools. The applicants should be qualified for graduate faculty status. The position is for a 100% appointment with a split of 50% administrative and 50% academic duties. Preference will be for an individual who held Indiana University graduate faculty status and held a faculty appointment on the IUPUI campus.”

This description is still accurate, although some changes to the responsibilities of this position have occurred through the years. For example, the IU Graduate Faculty Initiatives Committee ceased to exist, but the Director of the Graduate Office/Associate Dean assumed the chair of the Graduate Affairs Committee of IUPUI in 2003. In July 2006, Chancellor Bantz moved the reporting line for this position from the Vice-President for Research to the IUPUI Executive Vice-Chancellor to assure that the Graduate Office was under the auspices of the chief academic officer of IUPUI (Appendix 22). In July 2012, Chancellor Bantz again moved the reporting line of the Graduate Office and its Director, this time to the Dean of the Graduate School, effectively making the Graduate Office an office of the University Graduate School.

In addition to the duties spelled out in the job description, the Director of the Graduate Office serves as Dean of Students for all post-baccalaureate students at IUPUI. This responsibility

includes serving on the Behavioral Consultation Team (BCT) for the campus (<http://bct.iupui.edu/>) as described in the previous section.

Under the organizational chart established in July 2013, this position would take on additional responsibilities for admissions both at IU and at IUPUI (see page 34 of this Self Study).

Assistant Dean

This position is currently held by NaShara Mitchell, J.D. (date of appointment 2010).

The responsibilities of the Assistant Dean lie in two primary areas: 1) recruitment on a regional and national level, and 2) programming and mentoring to support student success. In both of these areas the Assistant Dean must address issues for all students, including minority populations.

Recruiting activities of this person are aimed not only at traditional visits to distant campuses but are more importantly aimed at developing relationships with students, faculty and institutions such that a recruiting pipeline is created. For example, the Assistant Dean is on the Advisory Board for the Bridges to the Doctorate program (<http://micro.medicine.iu.edu/graduate-programs/graduate-diversity-programs/bridges-to-the-doctorate/>) and receives a small percentage of salary from that grant. In this context, Assistant Dean NaShara Mitchell has traveled to Tuskegee and to California State University at Dominguez Hills to interview students, to meet with faculty, and to create partnerships with administrators. She was also instrumental in getting Tuskegee University added to the Bridges to the Doctorate Program in 2012. The Assistant Dean has also institutionalized the Getting You Into IU event and rebranded it as Getting You Into IUPUI, as of 2011 (<http://www.iu.edu/~gradoff/admissions/visit.shtml>).

Programming and mentoring activities of the Assistant Dean are developed in partnership with several offices and programs on campus and throughout the university. Directing the Preparing Future Faculty and Professionals (PFFP) program (<http://www.iupui.edu/~gradoff/academics-research/future-faculty.shtml>), advising the Graduate Student Writing Group (<http://www.iupui.edu/~gradoff/academics-research/graduation.shtml>), and supporting the UpNGo group (<http://www.iupui.edu/~gradoff/support/student-organizations.shtml>) are examples of the programming and mentoring activities of the Assistant Dean.

In addition to the duties described above the new organizational chart established in July 2013 will require the Assistant Dean to assist Associate Dean David Daleke and Associate Dean

Sherry Queener with the work load in academic affairs. This part of the job description has not been completely defined and is a priority for attention by the Associate Deans and Dean of the Graduate School.

Assistant Director for Finance and Administration

This position is currently held by Monica L. Henry (date of appointment 2013).

The person in this position has responsibilities for supervising clerical personnel in the IUPUI Graduate Office, coordinating the operations of the IUPUI Graduate Office, disseminating office policy, monitoring staff efficiency, distributing work load within the office, designing workshops on Graduate School policy and other issues (in coordination with the Assistant Dean), and creating reports to help track progress of graduate students and graduate programs. In addition, the person in this position serves as an ex-officio member of the Graduate Affairs Committee and is the administrative support for the Fellowship Committee. In these roles, the Assistant Director may be called upon to create specific reports and to track fellowship/block grant awards.

A key role for this position is to maintain excellent contacts in each graduate program and school. These relationships make it easy for programs to get quick answers to their questions and to receive necessary training. IUPUI Graduate Office practice is to send this person to the unit to do training at the site, so that systems such as the electronic application administration and the RTS (Request Tracking System) workflow system are well used in all units.

Graduate Non-Degree Coordinator

This position is currently held by Sue Wheeler (date of appointment 2005)

The Graduate Non-Degree (GND) program has been viewed as a recruiting activity since 1999. Therefore, by design the program is easy to enter and gives students access to most graduate classes on campus. Students use the GND program to test their academic ability after a long break in schooling, to test their interest in a particular field, to build up the correct academic background to enter a graduate program, or to boost their GPA to assist them in being admitted to a graduate program.

In moving about the city to present information on the GND program to employees of various institutions, a more general recruiting opportunity is created. The person in this position must therefore be prepared to recruit for any IU program. This person also chairs the Recruiting Committee of the Graduate Affairs Committee and is thus responsible for training and supporting recruiters within individual programs.

Curriculum Coordinator

This position is currently held by Dezra Despain (date of appointment 2012).

The Curriculum Coordinator oversees the CARMI system interface for IUPUI faculty, which is the university-wide electronic system supporting graduate course development and approval. Graduate course approvals at IUPUI are the purview of the Curriculum Committee of the Graduate Affairs Committee. The Curriculum Coordinator in the Graduate Office is thus the administrative support for this committee and works with the faculty chair of that group in tracking incoming requests, moving approved courses through the system, and serving as liaison with program faculty.

The Curriculum Coordinator works with the Director of the Graduate Office to handle development of new program proposals, to assure proper formatting of the proposals, to organize and monitor review of the proposals, and to move the proposals forward in the approval chain after they have been acted on by the Graduate Affairs Committee.

IU Admissions Staff

This position is currently held by Zach Smith (date of appointment 2013).

This position is responsible for all admissions to IU graduate level programs at IUPUI, including those of the professional schools. In addition to acting upon the acceptance decisions of faculty within the programs, this position monitors and clears the suspense file generated when applicants are moved to SIS. This position also handles all transfer credits within IU programs, acting upon the recommendations of the faculty within programs and interacting with the Graduate Recorder in the Graduate Office at IUPUI. Finally, this person is also responsible for visiting program staff to do on-site training as needed.

PU Admissions Staff

This position is currently held by Summer Layton (date of appointment 2013).

This position is responsible for all admissions to PU master's level programs at IUPUI. In addition, this position carries recorder functions for PU master's degree students, including handling of transfer credits. Thus, for all PU master's degree programs at IUPUI, this position collects the plan of study and confirms that degree requirements are met. Currently this person notifies staff within the Purdue schools on campus to place the students in degree status at the appropriate time.

Thesis format checks are also performed by this admissions staff. This person is responsible for visiting program staff in Purdue graduate programs at IUPUI to do on-site training as needed. In addition to these specific roles, this staff person must maintain excellent contacts with staff in the Purdue University Graduate School at West Lafayette, as well as within all Purdue programs at IUPUI.

Graduate School Recorder

This position is currently held by Debra Barker (date of appointment 2001).

The person in this position must operate according to IU Graduate School standards to maintain the high quality of IU Graduate School degree programs at IUPUI. This position is responsible for tracking degree progress for all students in IU Graduate School programs at IUPUI, for recording the milestones during the degree, for reviewing the format of theses and dissertations, for assisting students in posting the work electronically as appropriate, and for awarding the degree. This person must also maintain excellent relations with graduate program administrators and is required to offer specific workshops and training sessions to help students meet expectations at the end of their degree programs.

Administrative Assistant

This position is currently held by Marilyn Lomax (date of appointment 2013).

This relatively new position was created to give a uniform and welcoming message to all who call or enter the Graduate Office. The person in this position must understand the full workings of the Graduate Office and be able to answer common questions posed by our clients. When the question requires a more in depth answer, this person must accurately refer the call or contact and remain on line or with the person until the right referral is confirmed. Telephone traffic to all staff accounted for 423 contacts in July 2012; in the period of May-June 2013 telephone calls, walk-ins, and emails handled by the administrative assistant alone totaled about 100/week. In addition to these important front desk duties, the person in this position must act as support for the recorders and admissions staff in helping maintain appropriate student files. This person must understand the responsibilities of each staff member in order to refer calls and walk-ins properly.

Professional Development for Staff: The practice within the Graduate Office is to support staff members who wish to develop their skill set to gain greater depth or breadth of knowledge that can apply to their job. We have thus had staff attend university-sponsored training sessions

in such areas as webpage maintenance, database creation and management, and FERPA (Family Educational Rights and Privacy Act). Sue Wheeler has also been sent to professional meetings such as the Midwest Association of Graduate Schools and to NAGAP (National Association of Graduate Admissions Professionals), where she was presenting on the topic of the innovative team-based recruiting she has developed for the Graduate Office. NaShara Mitchell has been sent to the summer Dean's Meetings sponsored by the Council of Graduate Schools, primarily for new deans. Dr. Queener has regularly attended the annual national meetings of the Council of Graduate Schools.

Organizational Chart: As the Graduate Office has expanded and changed functions as well as reporting lines, the organizational chart has also shifted (Appendix 23). In 2007 the organizational chart reflected the fact that the Assistant Director had responsibility for all clerical staff except for the Curriculum Coordinator who reported directly to the Director. In 2011 both the Graduate Non-Degree Coordinator and the Assistant Dean took on supervision of one staff person and one Graduate Assistant each. In July 2012 the Graduate Office became part of the University Graduate School, creating a direct reporting line to Dean James Wimbush. Dean Wimbush expressed a vision to create a structure that would best enable university-wide administration of graduate education. This new structure grouped activities across campuses and created cross-campus reporting lines, which have proven awkward. The Dean and Associate Deans of the University Graduate School are now exploring modifications that would better support the joint goal of creating a university-wide entity that fully supports graduate education on all campuses of Indiana University.

One key focus of this review is how the organizational structure of the University Graduate School supports the Graduate Office at IUPUI in meeting responsibilities to the IUPUI campus.