

A PERFORMANCE ANALYSIS OF GRADUATE SCHOOL STAFF
AT UNIVERSITY OF WISCONSIN-STOUT

by

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ABSTRACT

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The University of Wisconsin-Stout (UW-Stout) Graduate School serves the campus community with a coordinator position and three permanent support staff positions. After a consultant from Noel-Levitz visited campus and a University wide analysis (ESURC), several recommendations were forwarded to UW-Stout Academic and Student Affairs administrators. One specific recommendation was to evaluate all permanent positions in the Graduate School and match tasks with people to better meet the needs of the graduate community. A performance analysis of these positions was conducted and the results are reported in this study.

To accomplish this performance analysis, Graduate School staff, were asked to describe their position tasks and duties in detail. This analysis was documented and recommendations for possible changes to better serve the campus community were forwarded to the UW-Stout Provost and Associate Vice Chancellor for review.

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CHAPTER 1

Introduction

The University of Wisconsin-Stout Graduate School is a unit under the division of Academic and Student Affairs (Graduate School mission statement, n.d.). It provides oversight for graduate programming in the university. It also administers graduate policy, graduate admissions, and other procedures directly related to graduate students and graduate education.

In 2001, Gary Fretwell, Vice President of Noel-Levitz and University of Wisconsin-Stout consultant, explored key areas in need of improvement to help the UW-Stout Graduate School meet enrollment goals. In the short period of time he spent with UW-Stout faculty, academic staff, and classified staff, he documented several areas where improvement was needed.

Many key areas needing improvements at UW-Stout were primary issues among other graduate colleges and universities (Fretwell, 2001). The first key area noted by Fretwell (2001) was to develop a comprehensive enrollment plan. Each year, specific plans should be documented for each program. At the end of each year, the enrollment plan should be evaluated and a plan for the new academic year

created and communicated to everyone involved in UW-Stout graduate education.

The second key area identified by Fretwell (2001) was the development of a comprehensive prospective student database and development of a centralized communications plan for each program. According to Linda Champion (personal communication, 2002), UW-Stout Information Manager, UW-Stout's current Datatel computer system has the capability of being developed to accommodate collection of prospective graduate student information. If developed, the Datatel system could provide a valuable centralized communications system to accumulate information electronically. Information regarding enrollment data, communications with prospective students, responds to program admission decisions and following up on incomplete applications could be easily documented in a central location in a timely manner.

Fretwell's (2001) third recommendation was to monitor all marketing and recruitment activities on an ongoing basis by developing tracking systems. According to Linda Champion (personal communication, 2002), the UW-Stout Datatel computer system can provide this service with additional programming. Fretwell (2001) noted that it is important to develop and market recruitment campaigns as

well as coordinate recruitment activities and pursue marketing to current UW-Stout students.

Fourth, Fretwell (2001) recommended additional staff development to assure that UW-Stout recruitment staff, are educated in state-of-the-art enrollment management and customer service techniques.

Fifth, Fretwell (2001) recommended involvement of all UW-Stout staff and alumni in the enrollment process. He documented that all stakeholders play an important role in university recruitment and retention processes.

In his sixth recommendation, Fretwell (2001) recommended analyzing the use of the Internet and development of Web pages to consistently respond to prospective students. This process could be accomplished by hiring a programmer.

Fretwell's (2001) seventh recommendation was to expedite communications to prospective students. This can be accomplished by email, phone, fax, U.S. mail, or in person.

And the final recommendation from Fretwell (2001) was to expand telecounseling to prospective students. Faculty, staff, and students can respond directly to prospective students. The UW-Stout Datatel system, or another database,

could be developed so communications could be documented. This would allow follow-up in a clear, concise manner.

During spring, 2002, the Educational Support Unit Review Committee (ESURC) report was issued for the UW-Stout Graduate School. UW-Stout staff and students were surveyed regarding communications, effectiveness, strengths, and weaknesses of the UW-Stout Graduate School. Several recommendations were documented and reported to UW-Stout administrators. One recommendation was to review and revise position descriptions of Graduate School staff to match job skills to appropriate job tasks. The result of accomplishing this goal was the opportunity to better serve the UW-Stout graduate community.

Specific opportunities for improvement within the Graduate School office were reported in the ESURC document. From the survey completed by other academic support units, one recommendation identified was to have personnel get more involved in the recruitment of students. Other comments included: "sometimes Graduate School staff aren't very friendly" and "need to be more student service oriented" (ESURC, 2001-2002, n.p.)

From the ESURC survey sent to UW-Stout Graduate Council members, specific opportunities for improvement revolved around electronic applications and Web

development. One issue that was documented by this group was how staff treated students and faculty.

From the ESURC survey sent to UW-Stout Graduate School staff, opportunities for Graduate School improvement included using new leadership to provide an opportunity to develop new recruitment ideas, to develop new ways to serve students, to use the UW-Stout Datatel system to collect information, and to have staff answer the telephone after 4:00 PM.

There are many improvement opportunities described in the ESURC report. Several revolve around staffing and personnel issues within the UW-Stout Graduate School. The results of this report concur with the results presented by Gary Fretwell (2001), the Noel-Levitz representative and consultant, in that office personnel functions were a large issue.

In July 2002, another variable was added to all of these recommendations and potential implications for UW-Stout faculty, staff, and students. The Coordinator for Graduate Studies retired. With this retirement/vacancy, a plan needs to be developed to fill his position and pursue changes to meet the goals and needs of UW-Stout and graduate students.

One step in this process is to document the jobs and tasks performed by all employees in the Graduate School. By documenting each employee's current processes and comparing them to what needs to be done, administrators will be able to determine procedural gaps that need to be filled, develop plans to fill those gaps, or plan to eliminate procedures. This will be accomplished by a performance analysis of all permanent positions and recommendations for position changes of Graduate School staff. It also provides a way to accomplish predetermined goals set forth by UW-Stout's Division of Academic and Student Affairs.

Statement of Problem

There is limited information available about the processes and tasks Graduate School employees are currently doing. The processes and tasks that Graduate School employees are currently doing needs to be documented. This information can be used to update those processes and positions. This analysis will be completed prior to the end of summer session, 2002. An analysis of this type has never been conducted for the UW-Stout Graduate School.

Purpose of Study

The purpose of this performance analysis is to identify processes currently being performed by employees of the Graduate School at UW-Stout that could be changed to

be more efficient and responsive to the UW-Stout graduate community. The results of this performance analysis could be used by UW-Stout's Division of Academic and Student Affairs to identify processes that could be converted from manual to electronic, and to change or eliminate processes, tasks, and/or functions of current Graduate School staff positions. Moreover, this analysis will explore ideas for implementing improvements. It will also recommend changes and new activities to achieve the ultimate goal of attracting and maintaining UW-Stout graduate students and serving graduate faculty in a more efficient manner (University of Wisconsin-Stout mission statement, n.d.).

Objectives

This analysis will address the following objectives:

1. Identify current job processes of permanent positions in the UW-Stout Graduate School (Furst-Bowe, personal communication, May 31, 2002).
2. Determine processes that could be converted from manual to electronic processes.
3. Determine processes, if revised, that could be made more efficient.
4. Determine processes that could be eliminated.
5. Investigate methods for implementing improvements.

6. Recommend changes and new activities in order to maintain conformity with UW-Stout's Mission Statement and the UW-Stout Graduate School.

Significance of the Study

This analysis of the performance by UW-Stout Graduate School staff is significant for several reasons. All of the reasons for conducting this analysis will ultimately improve the services provided by Graduate School office staff at UW-Stout. These reasons include:

1. The analysis will review the current job responsibilities of Graduate School staff.
2. This analysis will evaluate tasks performed by Graduate School staff for efficiencies and thus, employees will be able to perform their jobs more efficiently overall.
3. The analysis will contribute additional information to the recommendations set out in the Noel-Levitz report (2001) and the Educational Support Unit Review Committee Report (2001-2002).
4. The findings provide ideas for change to better serve students and faculty, thereby promoting the concept of lifelong learning at UW-Stout (University of Wisconsin-Stout, 2002-2003).

Assumptions of the Study

The assumptions of this analysis include:

1. The UW-Stout Graduate School staff will provide accurate, truthful, and honest descriptions of their current job positions. They will thoroughly consider their job tasks and skills required to perform their jobs.
2. The UW-Stout Graduate School employees are willing to try new processes and adapt to a variety of roles.
3. The UW-Stout Graduate School employees possess qualities required to perform their job competencies (or duties).
4. UW-Stout administration is committed to improving the services provided by the Graduate School to UW-Stout students and faculty.
5. The results of this analysis are within the scope of the procedural guidelines described in the Graduate Policies publication (University of Wisconsin-Stout, 2002a).

Limitations of the Study

Limitations of this analysis include:

1. This performance analysis is restricted to the UW-Stout Graduate School permanent employees.

2. The analysis is limited to information provided directly by the UW-Stout Graduate School staff.
3. This analysis will not investigate current processes of graduate schools at other institutions.
4. This analysis will not provide a time-line for proposed changes.

Definition of Terms

The terms are defined as follows:

1. Competencies-observable skills, knowledge, attitudes or abilities needed to perform tasks efficiently and effectively (Klein, 1996).
2. Ed.S.-Education Specialist degree (Graduate Bulletin 2002-2004).
3. Efficiency-the ability to complete a task with limited money, time, and space (Guralnik et al., 1966).
4. ESURC-Educational Support Unit Review Committee (University of Wisconsin-Stout).
5. FTE-Full time equivalency (University of Wisconsin System).
6. Functions-specific duties of a person in the course of work (Guralnik et al., 1966).
7. G.P.A.-Grade point average (Graduate Bulletin 2002-2004).

8. Graduate Faculty-employees of UW-Stout who have advanced degrees and have been approved by the Graduate Council (Graduate Bulletin 2002-2004).
9. Graduate School-UW-Stout Graduate School unit that houses the administrative functions of graduate education (Graduate Bulletin 2002-2004).
10. Job-the duties and tasks actually performed by a specific individual (VTECS, 1976).
11. Non-traditional student-a junior, senior, or graduate student older than 21 years of age (UW-Stout Student Life Services, n.d.).
12. Office team-people who have expertise in the areas where there is interest by other people (OfficeTeam, 1999).
13. Performance analysis-a process to determine any and all drivers toward or barriers to successful job performance, propose solutions, and identifying what is typically done (Rossett, 1999).
14. Processes-a series of tasks or functions that continue development to completion (Guralnik et al., 1966).
15. Skills-proficiency that is acquired through training or experience (Guralnik et al., 1966).

16. Task performance-visible actions of able performers (Rossett, 1999).

17. Technology-knowledge, innovations, scientific discoveries, and tools that people use to extend their abilities and accomplish job functions or tasks (Dugger, 2001).

18. UW-Stout-University of Wisconsin-Stout (Graduate Bulletin 2002-2004).

Methodology

This is a qualitative type of educational analysis (Gillett, n.d.). Graduate School employees will be interviewed to document the performance they expect of themselves in their current positions and discuss various ways to do their jobs differently. The results will be documented and recommendations made to be forwarded to the Provost, Vice Chancellor's Office, University of Wisconsin-Stout.

CHAPTER 2

Review of Literature

The purpose of this field study is to conduct a performance analysis of each permanent position that works in the University of Wisconsin-Stout Graduate School. The goal is to identify job tasks, specific skills, roles, functions of graduate school employees, and recommend possible changes to better serve the graduate community. This analysis will also explore trends in higher education that can be used to achieve goals set forth by UW-Stout administration (University of Wisconsin-Stout mission statement).

As of June, 2002, there were four permanent positions that serve graduate faculty, staff, and students in the UW-Stout Graduate School (2001-2002, Budget-"Redbook"). This included a full-time coordinator, two full-time program assistants, and a half-time student status examiner. The following review of literature will provide some background about UW-Stout and the Graduate School, current positions in the Graduate School, and a basic understanding of future trends in education.

Background

In 1935, the Graduate College at the University of Wisconsin-Stout was legislated to grant the Master of

Science degree in Industrial Education, Vocational Education, and Home Economics Education (The Stout Institute, 1945-1946). As of 2002, UW-Stout grants degrees in 15 master's programs and two education specialist degrees (UW-Stout Graduate Bulletin, 2002b). During 2001, a Datatel report indicates employees in the Graduate School served approximately 1,045 students with 3.5 FTE positions. Graduate School employees also serve "program directors, faculty and staff to make graduate education a quality experience" (UW-Stout Graduate School., n.d., n.p.). To understand how Graduate School employees serve the graduate community, each position must be reviewed individually.

Current Positions

The Graduate School has four permanent positions that provide services for graduate education at UW-Stout. These positions are responsible for maintaining student professional files, student recruitment and retention, and providing services to the campus community. The employees work together in a coordinated system. Each position interacts directly with all other positions so when one person is not available, another person can respond to students and staff.

The Coordinator of Graduate Studies position (Appendix A, A.) is a 1.0 FTE position that provides supervision and

oversight of the Graduate School. This position is responsible to interpret rules, regulations, and procedures. The Coordinator of Graduate Studies is responsible for recruitment and retention. The Coordinator is also responsible to sign off on required student forms and research papers.

The Program Assistant 2 (Appendix A, B.) is a 1.0 FTE position that provides support for admissions, graduation, and the overall function of the Graduate School.

The Program Assistant 1 (Appendix A, C.) is a 1.0 FTE position that provides reception support for students and staff who come into the Graduate School. This position responds to inquiries and provides clerical support for the Coordinator of Graduate Studies position.

The Graduate Admissions Examiner (Appendix A, D.) is a .50 FTE position that provides evaluation of transcripts and services to international students. This position also supports the system established to advertise for graduate assistants and to advertise for departments wanting to hire graduate assistants.

Future Trends in Higher Education

Technological advances have provided employees opportunities to work differently and faster (Fellin, 1997). Changes in office environments have increased the

demands for employees in support positions (Office Pro, 2002). With faster, new technologies, employees will often times find it necessary to continue their education and training to work effectively (Cetron & Davies, 2001).

According to Dan Johnson, "The successful university will focus on efficiency as well as quality (2002, p.7). "The university is being forced to make choices regarding how to respond to globalization, information technology, and the chance to serve a host of new clients and take on a formidable array of new functions" (Rhodes, 2001, n.p.).

Communications skills are showcased in future trends in many articles. As technological advances create a method to communicate faster, more often, and with more people, the need to accelerate communications skills is becoming more critical (OfficeTeam, April 9, 1999). Nontraditional learners are generally highly motivated, have a low tolerance for bureaucracy, and are concerned with their immediate problems and solutions to their problems (Caudron, 2000).

According to Mark Shay from Educational Directories Unlimited, "Schools are looking wherever they can to add value to the student relationship (Schools Repackage Graduate..., 2001, p. 13). Each employee must be a leader who

remembers that it is their stakeholders, not themselves, that should be put first (Jusko, 2002).

Another trend specifically for graduate programs is decentralization (Alstete, 1997). Decentralization is the act of breaking up the centralized authority and distributing that authority to other authorities (Guralnik et al., 1966). As of 1997, a national study to measure the degree of graduate program decentralization indicated that approximately 89% of business graduate schools had decentralized graduate program administration. Through this study, it was determined that the more autonomous the administration, the greater administrative quality and student services.

Lifelong learning in education is a trend all by itself. People often times have second and third careers (Cetron & Davies, 2001). As work and careers change, there will be a greater number of transitions (Jackson, Arnold, Nicholson, & Watts, 1996). This means that many people return to the halls of higher education to update their skills more than once in a lifetime.

Distance education provides many opportunities for universities as well as students (ESURC, 2001-2002). As the market changes, education must respond or institutions will cease to exist.

Downsizing is a current trend that is increasing (Cetron & Davies, 2001). This process is encouraged by the trend of outsourcing secondary functions. This reduces the need for middle managers and support staff.

In a survey of adult graduate students by UW System Market Research, another trend was identified (2002). The university image was classified important by survey participants. Students also want to know that the university shows concern for the students as individuals and campus offices are open at convenient times. Because many students are part-time and are not available during normal office hours, the trend of adjusting hours to meet the needs of the students was clearly identified.

Summary

After reviewing literature and skills needed to perform in an effective office environment, it is evident that additional skills are required by Graduate School staff to meet the needs of current and future office trends. Generally speaking, employees who provide organizational support are required to demonstrate many more skills than those they were required to perform when the employees were hired (Miller, 1997). Also, support employees are challenged to complete their current tasks and functions in a timely manner while learning new

technologies. Therefore, it is necessary to study the performance of current positions and explore technologies available to perform tasks in a more innovative manner, as well as identify tasks that can be eliminated.

CHAPTER 3

Methodology

The qualitative method (Gillett, 2002) of performance analysis was used to gather information about each permanent position in the UW-Stout Graduate School. This is a useful strategy because the population is small and limited to one university.

Description of Research Method

The research method being used in the performance analysis is the personal interview. This analysis will be used to document tasks performed by UW-Stout Graduate School permanent employees.

Selection of Subjects

The subjects were selected because of their employment status. All subjects are permanent employees who support the UW-Stout Graduate School. The four employees will be asked to identify their job tasks and processes to perform those tasks.

Instrumentation

The data will be collected through informal interviews with UW-Stout Graduate School staff. The data will include information on tasks and processes completed by employees. Also, there are no measures of reliability documented.

Data Collection and Recording

Data will be collected by personal interviews of UW-Stout Graduate School employees. After the interview, the data will be detailed and reviewed with the employee a second time to determine if any information was lost in communication between the researcher and the employee. If needed, the information will be detailed a second time and reviewed with the employee to determine if the information collected was interpreted correctly.

Data Processing and Analysis

There are no statistics involved in the performance analysis. This study assumes that the employees are honest and provide as much information as possible about their positions. Information collected will be analyzed to determine if there are other ways to accomplish the tasks through electronic media, other processes, or determine if there is a need to do the tasks.

Limitations

One limitation is the sample is limited to UW-Stout Graduate School employees. Another limitation is that the employees might not clearly identify the actual processes and tasks to complete requirements of their positions. Through miscommunication, tasks and processes might not be accurately communicated or reported. It will be important

to clearly document processes with the help of the staff in a team effort.

Summary

The methodology for this performance analysis may be limited to information provided by UW-Stout employees to the researcher but there is a trust factor that the employees are doing their best to complete their jobs within the scope of their authority. The researcher believes that the Graduate School employees are not intentionally misstating processes or tasks and are committed to using the full advantage of resources and technologies offered through the university.

CHAPTER 4

Results and Discussion

The University of Wisconsin-Stout Graduate School is a university support office in the division of Academic Affairs. The Graduate School has three permanent clerical support positions that report to the Coordinator of Graduate Studies. The Coordinator reports to the Associate Vice Chancellor. And the Associate Vice Chancellor reports to the Provost and Vice Chancellor.

According to a report generated from the Datatel system, Graduate School employees served on the average 1,054 students each year during the last ten years.

The positions included in this performance evaluation are the Coordinator of Graduate Studies, the Program Assistant 2, the Program Assistant 1, and the Student Status Examiner 1.

Each employee was asked to present their individual perspective of performing tasks described in the position descriptions (Appendix A) or a job task analysis (Brown, 1998). The following is a narrative of each individual position, and processes identified that could be done differently, electronically, or eliminated.

Coordinator of Graduate Studies

The Coordinator of Graduate Studies is a 1.0 FTE position that reports to the Associate Vice Chancellor. (Appendix A., A.1.). It is the responsibility of this position to supervise the Graduate School support staff and Graduate Assistant (Appendix A., A.2.). This position is responsible for coordinating vacations, performance evaluations, biweekly time sheets, and other personnel issues.

One observation is that the role of coordinating vacations, signing time sheets could be provided by a classified position in an Office Manager role.

Also it should be noted that this position and the Program Assistant 1 position both identify that they supervise the Graduate Assistant. The Graduate Assistant should be supervised by one position.

Another responsibility of the Coordinator of Graduate Studies is to provide interpretation of Graduate School Policies (4/29/02) and procedures for university personnel, students, and outside agencies (Appendix A., A.3.).

The policies and procedures are clearly defined. All Graduate School staff members respond to questions regarding policies and procedures. When questions arise beyond the scope of the policies and procedures, the

Coordinator of Graduate Studies clarifies the policy or procedure. When changes are needed to the policies, the Coordinator brings changes to the Graduate Council, governing body of the Graduate School.

Serving as secretary of the Graduate Council is another role of the Coordinator of Graduate Studies (Appendix A., A.4.). In this role, the Coordinator of Graduate Studies appoints members of the Graduate Council. Also, the Coordinator sets up meetings, creates agendas, and takes minutes at the meetings. The Coordinator is also responsible for elections of faculty to the Graduate Council.

Also the Coordinator of Graduate Studies acts as chair, secretary, and alternate member of the Committee on Exceptions to Graduate School Policies (Appendix A., A.5.). The Coordinator is responsible for setting up meetings, agendas, and taking minutes. Part of this responsibility is monitoring committee memberships.

Monitoring memberships of elected members is a clerical function that could be set up on a database and updated as needed. Reports could easily be generated to provide administrative data.

The Exceptions Committee hears appeals to Graduate Policies. It is an administrative function. On the

Committee to Exception to Graduate Policy form, signatures are required by the student and the program director. The Coordinator of Graduate Studies then recommends individual actions to the Associate Vice Chancellor who makes the final decision and notifies the Coordinator for Graduate Studies.

The Coordinator of Graduate Studies reviews and approves all Applications for Degree Candidacy forms (Appendix A., A.6.). This is accomplished by reviewing submitted forms for appropriate signatures, credits, and grades. The Program Assistant 2 also does this task. Only one position needs to review appropriate forms. For audit purposes, the Coordinator of Graduate Studies should be the final approval signature. Also, the Datatel or a DARS function for check out may provide a tool to check out students and reduce paperwork, such as the degree audit.

Another role of the Coordinator of Graduate Studies is to review and approve all student research papers (Appendix A. A.7.). Papers are reviewed for format and many types of errors. The Coordinator then authorizes the papers to be sent to the library for microfilming.

There are other ways to achieve the review of student research papers. A clerical support position could use plagiarism software and review papers for appropriate

citations and format. Research papers could also be spot checked to verify the software verification process was accurate. For audit purposes, the final signature approval should be a university administrator like the Coordinator of Graduate Studies. If necessary, a faculty in the area of study could be bought out or paid a stipend to read papers for use of correct language.

Recruitment is a role of the Coordinator of Graduate Studies (Appendix A., A.8.). This position works with Associate Vice Chancellor, Graduate Program Directors, and Associate Deans to develop and implement long-range recruitment plans and develops recruitment materials. It's important to have a recruitment plan including targets and goals to recruit and retain graduate students. Once a plan is in place, the Coordinator of Graduate Studies represents UW-Stout at Graduate Student Fairs and other recruiting activities (Appendix A., A.9.). A recruitment plan including targets and goals should be revised annually to accommodate university needs.

Enrollment Services recruits students for undergraduate courses. Since recruitment is the main focus, possibly Enrollment Services could take on the responsibility of recruitment for graduate education.

The Coordinator approves all Appointment of Research Advisor, Chair and Committee Forms (Appendix A., A.10.) through verification of appropriate forms. The verification process of reviewing appropriate signatures on forms is a clerical support type work.

Tasks associated with coordinating activities for faculty to become graduate faculty (Appendix A., A.10.5) are another role of the Coordinator of Graduate Studies. There is a set procedures documented to accomplish this goal including assignment of section number. The Datatel system keeps tracks of how many students are registered for Plan A and Plan B papers and three times each year, the Program Assistant 1 runs a report and the Coordinator of Graduate Studies communicates the results to the Provost and Vice Chancellor. The results of this report could be communicated directly from the PA1 to the Provost and Vice Chancellor.

The Coordinator of Graduate Studies serves as the resource and approval person for graduate study residency appeals (Appendix A., A.11.). These appeals are based on Graduate Policies (2002) and exceptions. They are clearly defined.

The Coordinator predetermines residency for acceptance purposes (Appendix A., A.11.3). There are pre-established

guidelines for residency determinations. Therefore, this task could be accomplished by clerical support too.

The Coordinator of Graduate Studies oversees arrangements and procedures for the Annual Research Day (Appendix A., A.12.). The Program Assistant 1 and Graduate Student complete the tasks with oversight from the Coordinator of Graduate Studies. Since Student Research Day and the faculty and staff Research Day are now combined, there is a coordinated effort between Stout Solutions: Research Services and the UW-Stout Graduate School. By having a combined research day, graduate students are provided more interactive experiences with faculty.

The Coordinator of Graduate Studies also oversees procedures for the approval process for appointment of faculty members to Graduate Faculty status (Appendix A., A.13.). Procedures for this process are included in the Graduate Policies allowing this activity to take place with little intervention by an administrative position.

The Coordinator oversees the preparation of the Graduate School Annual Report (Appendix A., A.14.). The Program Assistant 1 and Graduate Assistant work to develop this report and disseminate it around campus.

The Coordinator of Graduate Studies oversees preparations for the orientation of new Graduate Program

Directors (Appendix A., A.15.). Since many new Graduate Program Directors are appointed with little or no experience, it's important to orient them to their new roles. All UW-Stout Graduate School employees are involved in this activity.

The Coordinator of Graduate Studies also serves as ex-officio member of the Curriculum and Instruction Committee (CIC) (Appendix A., A.16.). By attending CIC meetings, the Coordinator is privy to information regarding curriculum, specifically program changes, that might effort processes and procedures conducted in the Graduate School.

Many of the tasks performed by the Coordinator can be interpreted as clerical support functions and should be supported by a clerical support position. The Coordinator of Graduate Studies position should be entirely redefined.

Program Assistant 2

The Program Assistant 2 (PA2) is a 1.0 FTE position that serves as coordinator for the student record computer system (Appendix A., B.1.). Although the PA2 has had limited time for this task, this position also serves as liaison with other offices regarding computer problems, new information, etc., and trains office staff and program directors on the current and new developments for the computer system, and requests or generates computer

printouts for the Graduate School as needed. All support positions in the Graduate School respond to other offices regarding computer programs, new information, etc.

The PA2 evaluates student's records for graduation to certify completion of degree and award degree (Appendix A., B.2.), monitors the confidentiality of student records, and supervises the microfilming and archiving of records. The Coordinator of Graduate Studies also does these tasks. This is a cumbersome process embodied in paperwork that needs to be streamlined. The PA2 understands that the process that is being followed is the process documented by Graduate School policies and procedures.

The PA2 processes applications and registration materials (Appendix A., B.3.) on a limited basis. The Program Assistant 1 and the Admissions Examiner also complete this task. The Program Assistant 2 is responsible for purging records that are no longer valid.

The PA2 processes academic status changes (Appendix A., B.4.) by initiating paper work, forwarding to the appropriate person for signature, entering changes on the computer, and distributing copies of signed forms to those indicated on the form. Most of this process has been shifted to the Student Status Examiner 1 position.

The PA2 is responsible for hiring, supervising, and training student help (Appendix A., B.5.). The PA2 has account administrator signature approval for forms such as purchase requisitions and department requisitions used in the daily operations of the Graduate School. The PA2 position has expressed the desire to not have this responsibility in the position.

The PA2 monitors compliance of academic and graduate policies; develops and maintains sources of information for faculty, staff, and students; conducts orientation sessions for new graduate program directors; interprets graduate policies for university personnel, students, and outside agencies; and composes correspondence for the Coordinator of Graduate Studies (Appendix A., B.6.). The PA2 also serves as backup for other office personnel when they are absent (Appendix A., B.7.).

The PA2 position commits most of the working time to evaluation student records for graduation and commencement. This is a long, drawn out process that needs to be examined and updated. Many of the tasks defined in the PA2 position are conducted by all employees in the Graduate School.

Program Assistant 1

The Program Assistant 1 (PA1) is a 1.0 FTE position that serves as a receptionist for the Graduate School to

greet visitors to campus, program directors, and other university personnel; responds to telephone requests and inquiries; maintains literature displays by keeping up-to-date information available and racks full; updates and requests duplication of literature for distribution; and makes appointments for office personnel (Appendix A., C.1.).

The PA1 receives and reviews special student, continuing education, and summer session applications for admission (Appendix A., C.2.) and enters information into the Datatel system. The PA1 receives and distributes mail to appropriate offices (Appendix A., C.3.).

The PA1 is responsible to process graduate student forms (Appendix A., A.4.) including the Applications for Degree Candidacy, the Credit by Exam Form, Transfer Credits Form, Dual Enrollment Status Form, Preliminary Statements, and Credit Overload Permit cards. The PA1 reviews information on forms and Datatel for up-to-date information and accuracy. The PA1 also coordinates graduate Independent Study Forms (Appendix A., C.6.) by reviewing the information on the forms and Datatel and distributing the forms as directed.

The PA1 is responsible to create correspondence, agendas, and type minutes as directed and file in

appropriate places for future reference (Appendix A., C.5.). All Graduate School staff help maintain files and the filing system (Appendix A., C.7.) to help assure accurate information is available at all times.

The PA1 is responsible for keeping office supplies in stock, purchasing supplies and brochures to be disseminated in the Graduate School, and key operator of the copy machine. (Appendix A., C.8.). The PA1 also serves as backup for other office personnel when they are absent (Appendix A., C.9.) and oversees the neatness of the office complex.

Student Status Examiner 1

The Student Status Examiner 1 is a .50 FTE position and is responsible to receive, record, and receipt applications and application fees (Appendix A., D.1.) and correspond with prospective students regarding additional items needed to complete their application process; determine residency status; and evaluate academic and financial status of international students; and determine admission status for each applicant.

The Student Status Examiner 1 is also the Graduate Assistantship Coordinator (Appendix A., D.2.). This is accomplished by developing and distribute list of eligible applicants for assistantship each spring; developing and distributing a list of assistantship positions open for

upcoming academic year and keep updates on web site and in print; maintaining a database of assistantship applicants, contracts and terminations; monitoring credit load of all graduate students with assistantships; monitoring and maintaining records of assistantship dollars and FTE for statistical reports; providing the information to update and maintain the graduate assistantship web site and printed forms; developing various assistantship statistical reports upon request; and interpreting assistantship regulations for university personnel and students.

Many of the Graduate Assistantship processes could be streamlined by using an Internet based database to collect information from faculty, staff, and students. Reports could be easily generated by anyone accessing the Internet. Staff supervising Graduate Students could verify that students have the required credit load by using a preexisting program on Datatel, prepare appropriate ES forms to hire a graduate student, and forward to personnel who could once again run the Datatel program to verify student is actually enrolled for appropriate credits prior to issuing a contract. If any issues did arise in processing the personnel contract, an employee in the Personnel office could forward the contract to the Student Status Examiner 1 for clarification of processes or

procedures. The process allows the Graduate School to stay in supervision of Graduate Assistants but reduces the amount of time needed by the Student Status Examiner 1 to monitor Graduate Assistantships.

The Student Status Examiner 1 is responsible to communicate and monitor compliance of academic and graduate policies with regard to Graduate Assistantships (Appendix A., D.3.) to university personnel. This position is also responsible to monitor application deadline dates for various graduate programs, prepare and distribute the Admission Monitoring reports, participate in orientation sessions for new graduate program directors, and compose correspondence to prospective students and applicants. The Student Status Examiner 1 also provides backup other office personnel when they are absent (Appendix A., D.4.).

CHAPTER 5

Summary, Conclusions, and Recommendations

Graduate education is facing many new dimensions and employees are faced with responding to these dimensions. "New technologies often require a higher level of education and framing to use them effectively" (Cetron & Davies, 2001). New technologies resulting in automation of tasks that in the past have been labor intensive have changed the nature of accomplishing tasks (Jackson, Arnold, Nicholson, & Watts, 1996).

It takes a creative imagination to explore future possibilities (World Future Society, 1996). With this statement in mind, the following recommendations are made for graduate education at UW-Stout.

The first recommendation is to hire a Coordinator of Graduate Studies immediately. This position would be responsible for every day operations of the Graduate School and provide administrative support to the Associate Vice Chancellor. This position will be responsible for supervision of the clerical positions and the Graduate Assistant. It will report to the Associate Vice Chancellor. This position may be a .50 FTE position after clerical items and reading of thesis is eliminated from the position description unless the position description is redefined.

It is recommended utilizing a person already on campus that is accustomed to Datatel or another integrated software system, the functions available through the software, and have a public relations perspective of marketing education.

The Coordinator of Graduate Studies will also be responsible for recruitment of graduate students. The person in this position should have a business sense and have the background to develop a marketing plan that maximizes a return on the financial investment of the university. This plan should be based on all potential markets including current UW-Stout students and potential UW-Stout students. The marketing plan should be reviewed and revised annually to meet the needs of the university.

The second recommendation is to hire a programmer to develop the Datatel system to support ease of data entry and reporting statistics needed to collect and evaluate graduate education programming. All aspects of the marketing plan must be documented. Since the Datatel system has the potential to be developed to collect all information, the additional development of this system is recommended. Until the Datatel system can be developed, an ACCESS database could be easily written and used to collect information regarding students and student questions.

Also, employees in the Graduate School all indicate that many of the tasks are completed by whoever gets to it first. Through the use of programming, the burden on the employees would be reduced by having a method of collecting data electronically.

One issue with developing the system is resources. Linda Champion, UW-Stout Information Manager, has taken the time to learn and develop her knowledge of Datatel. It is recommended to expand or modify her position for a year to develop the Datatel system to accumulate the data needed to document a successful marketing plan, admissions reports, and recruitment reports. This will allow for her to work with staff through two graduations and allow verification of the need to have a position like this working in the Graduate School or allow time for current employees to learn how to develop their own programming knowledge. The efforts made by this position should be reviewed after six months. Since using this position would create a hardship in Admissions, providing financial backup for her position is essential.

The third recommendation is to hire a programmer who can set up programming for the Internet Graduate School site by adding a Graduate Assistantship database and a frequently asked questions forum that provides an interface

to ask questions of Graduate School employees. This could be a student or other staff person. The digital divide appears to be disappearing in the United States with 50% whites and 43% of African-American households having computers (Cetron & Davies, 2001). Anyone with access to the Internet will have access to graduate education at UW-Stout. The Internet site must provide a true method of communication between potential students and employees. This compliments Fretwell's (2001) recommendation of analyzing the use of the Internet and development of Web pages to consistently respond to prospective students through various methods utilizing the Internet moving toward database/research-driven activities. This will allow the option of tracking all information received via the Internet.

The fourth recommendation is to rewrite each Graduate School position description so each person's tasks are defined to accomplish the defined goals. This is a recommendation that shouldn't wait for a new administrative position to be hired. The position descriptions currently in place are inaccurate. It's proven that maximum organizational productivity can be created by using a structural and dynamic configuration to meet the needs of the organization (Mentzas, 1993). This includes taking all

clerical tasks out of the position description of the Coordinator of Graduate Studies, eliminating duplication of efforts, eliminating tasks in position descriptions that employees really don't perform, and utilizing technologies already available to us.

The fifth recommendation is to redefine the application and file retention processes. This process has not been updated for many years and does not include the use of new technologies. Kevin Thorie, University Archivist, recommended that the file retention schedule be changed to reflect current laws. Employees reject change due to the fact that they have legal documentation stating the legal obligation of the university to student files and paper copy might be needed at a later date. Based on the legal definition, identify and incorporate the paperwork that is necessary to keep, into the files in the office of the Registrar. Since the Registrar is the legal authority of student documents, that position should be empowered to determine what information should be kept into infinity. Illegal paper backups should be destroyed.

Additional changes recommended for the Program Assistant 2 position: reducing time working with students, remove student supervision, and include in the position description running thesis through software to determine

incorrect documentation and spot-checking references. This could be included in the check out process. If problems arise, the Coordinator of Graduate Studies will be the final authority.

Additional changes for the Program Assistant 1 position: revise this position description to describe tasks actually performed by this position and incorporate tasks documented by other positions that this position actually performs. Include reconciliation of the Graduate student club picnic checkbook in this position. Redefine this position to be Office Manager and place student help supervision under this position.

Additional changes for the Admissions Examiner 1 position: computerize the Graduate Assistantship process with the Coordinator of Graduate Studies being the final authority for issues that may arise regarding policies and regulations. Evaluate what other positions are doing that the Admissions Examiner position is doing and define if one or both positions are responsible for those tasks.

Another recommendation is to have a person answer the telephone 7:30 AM through 5:30 PM. In survey results of UW System Market Research, (2002, February), research findings of adult graduate students indicates adult students want to have personal attention. It's also important to return

calls to students to verify that they were provided the information that they were looking for. Additional coverage could be accomplished by varied work schedules for clerical support, a graduate assistant, or student help.

The last recommendation is to purchase a workstation that isn't a visual barrier for the Program Assistant 1 position. When students come into the Graduate School, they need eye contact and need to think they are getting personal attention the minute they walk through the door. It's important to have someone at that workstation at all times. Therefore, it's important to have an LTE or student available to work during times when the Program Assistant 1 isn't working. With the new workstation, put voice mail on the phone of the Program Assistant 1 and have this position be the primary voice of the UW-Stout Graduate School when people call.

As a last resort, with electronic streamlining, position changes could occur enough to reduce the amount of personnel working in the UW-Stout Graduate School or personnel could be used to benefit the Graduate School by utilizing them in different ways. By making changes within the current functions of the Graduate School and utilizing innovation, delivery of information will be promoted and graduate education will be accessed in a more effective

manner. The result will be more effective services of graduate education and more graduate students at UW-Stout.

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APPENDIX A

A. Coordinator of Graduate Studies (1.0 FTE)

1. Reports to the Associate Vice Chancellor.
2. Supervises Graduate School office staff.
 - 2.1 Supervises three clerical staff and one graduate assistant.
 - 2.2 Coordinates vacation/time off among office staff.
 - 2.3 Hires staff following university procedures.
 - 2.4 Performs performance evaluations on permanent staff annually per university policy.
 - 2.5 Verifies and signs time sheets biweekly.
 - 2.6 Updates job descriptions of permanent staff.
 - 2.7 Reviews summary totals from university personnel report.
 - 2.8 Works with Human Resources regarding any personnel issues.
3. Provides interpretation of Graduate School Policies (4/29/02) and procedures for university personnel, students, and outside agencies.
 - 3.1 Responds via email, phone, verbally, and memos to program directors, research advisors, administrators, students, and office staff answering questions regarding

graduate policies outlined in the Graduate School Policies, 4/29/02.

- 3.2 Consults with staff regarding Graduate School Policy changes.
 - 3.3 Clarifies policies with appropriate staff members.
 - 3.4 Brings possible changes to Graduate Council, governing body of the Graduate School, with suggested language for changes. Upon approval by the Graduate Council, forwards policy changes to the Provost for final approval.
4. Serves as secretary of the Graduate Council and the Graduate Committee, a subcommittee of the Graduate Council.
 - 4.1 Serves as chair in the absence of the Associate Vice Chancellor of both the Graduate Council and the Graduate Committee.
 - 4.2 Arranges all meetings two weeks in advance.
 - 4.3 Prepares agendas and maintains accurate records of the actions and decisions of these groups.
 - 4.4 Coordinates elections in the spring for the Graduate Council. Each college elects a new

member each year for a three-year term. Each college has three members on the Graduate Council. All program directors are members of the Graduate Council.

- 4.5 Appoints seven or eight members of the Graduate Council to the Graduate Committee.
5. Acts as chair, secretary, and alternate member of the Committee on Exceptions to Graduate School Policies.
 - 5.1 Arranges for all meetings and maintains accurate records of actions and decisions of the committee.
 - 5.2 Monitors membership elected by Faculty Senate for three-year terms. Membership usually consists of one member of each college.
 - 5.3 Arranges for and hears student appeals to Graduate Policies usually twice each semester.
 - 5.4 Recommends action to the Associate Vice Chancellor, who makes the final decision and notifies the Coordinator for Graduate Studies.

- 5.5 Instructs the Program Assistant 1 to type the decision and sends the decision to program director who is responsible to notify the student and research advisor of the decision.
6. Reviews and approves all Applications for Degree Candidacy.
 - 6.1 Reviews submitted forms for appropriate signatures by the program director and student.
 - 6.2 Verifies appropriate transcript is attached.
 - 6.3 Verifies number of credits, electives, and notes course substitutions.
 - 6.4 Verifies transfer credit forms files.
 - 6.5 Verifies transcript for grades.
 - 6.6 Verifies transfer credits have at least a 'B' grade.
 - 6.7 Verifies incompletes have been complete.
 - 6.8 Notes courses needed to be completed.
 - 6.9 Indicates date of seven-year limit (the end of the first term of program courses).
 - 6.10 Contacts program directors with problems.
 - 6.11 Signs off on Application for Degree Candidacy.

- 6.12 Forwards to Program Assistant 2 for check out procedures.
- 7. Reviews and approves all student research papers.
 - 7.1 Review papers for appropriate format (APA, MLA, etc.).
 - 7.2 Read papers looking for glaring errors, content, references, relationships between chapters, references, and data.
 - 7.3 Signs off on all research papers affirming complete review.
 - 7.4 Authorizes transmission on research papers to the library for microfilming.
- 8. Works with the Associate Vice Chancellor and graduate program directors to develop and implement long range recruitment plans.
 - 8.1 Member of task force to review consultant recommendations.
 - 8.2 Determines who is responsible for various parts of recruitment plans.
 - 8.3 Develops materials essential for an effective recruitment.
 - 8.4 Reviews recruitment budget.
- 9. Represents UW-Stout at graduate student fairs and other recruiting activities.

- 9.1 Evaluates recruitment fairs to assure that recruitment fairs attended by UW-Stout faculty compliment graduate programming at UW-Stout.
 - 9.2 Coordinates appropriate staff to attend fairs. (Such as Vickie Kuester for fairs that recruit international students and Mary Riordan who recruits at fairs that attract multicultural students.)
 - 9.3 Works with program directors to develop materials for dissemination at fairs.
 - 9.4 Determines which information should be disseminated.
 - 9.5 Develops follow-up system for contacting students who indicate an interest in UW-Stout.
10. Approves all Appointment of Research Advisor, Chair and Committee Forms.
 - 10.1 Verifies forms have appropriate signatures on form.
 - 10.2 Verifies committee members have Graduate Faculty status.
 - 10.3 Verifies change information correct.

- 10.4 Verifies graduate status to make sure student registered for the correct section of thesis research committee.
- 10.5 Coordinates assignment of section number.
- 10.6 Accumulates a list and provides a report to the Provost, two or three times each semester, the number of students who have registered for papers. Only the Chair of Plan A's receive credit for advisement.
- 11. Serves as the resource and approval person for graduate study residency appeals.
 - 11.1 Abides by Wisconsin State Statute and UW System policy regarding 12-month residency for tuition status only. Minnesota reciprocity is determined by Minnesota and Wisconsin reciprocity is determined by Wisconsin. For tuition purposes of military personnel, Wisconsin State Statute 36.27(2)(b)2 documents: Members of the armed forces who reside in this state and are stationed at a federal military installation located within 90 miles of the borders of this state, and their spouses and children, are entitled to the exemption under par

(University of Wisconsin-Stout, 1993). If a student graduated from Wisconsin and one or both parents have lived in Wisconsin for 12 months prior to student's enrollment or one or both parents died in Wisconsin, the student is a resident for tuition purposes forever.

11.2 Responds to appeals from students. Students can appeal more than once.

11.3 Predetermines residency status for acceptance purposes.

12. Oversees arrangements and procedures for the Annual Research Day.

12.1 Works with Graduate Assistant and Program Assistant 1 to develop Research Day.

13. Oversees procedures for the approval process for appointment of faculty members to graduate faculty status.

13.1 Verifies that appropriate procedures for faculty or staff members have been followed for graduate faculty status.

14. Oversees preparation of the Graduate School Annual Report.

14.1 Works with Graduate Assistant and Program Assistant 1 to develop annual report.

15. Oversees preparations for the orientation of new graduate program directors.

15.1 Upon approval of Graduate Program Director status by the Chancellor, the Coordinator of Graduate Studies is notified and an orientation meeting is set up with Graduate School staff. The Coordinator oversees the process of the meeting and explaining forms, registration, and degree candidacy to new Graduate Program Directors and the beginning of the fall and spring semester.

16. Serves as ex-officio member of the Curriculum and Instruction Committee (CIC).

16.1 Attends CIC meetings. Have voice but doesn't vote for changes.

16.2 Watches for policy changes that might affect graduate education at UW-Stout.

B. Program Assistant 2 (1.0 FTE)

1. Coordinator for student record computer system.

The PA2 has indicated limited time to pursue these tasks.

1.1 Serves as liaison with other offices regarding computer problems, new information, etc.

1.2 Trains office staff and program directors on the current and new developments for the computer system.

1.3 Requests or generates computer printouts for the Graduate School as needed.

2. Evaluation and coordination.

2.1 Evaluates student's records for graduation and certify completion of degree and award degree. This is quite a lengthy process. Initially the Graduate Application for Diploma and Commencement form is submitted to the Graduate School within the first two weeks of the term the student expects to graduate. The application for graduation is entered into Datatel, being careful to enter names as they are to be on the diploma and addresses for mailing the diplomas. At this

time, the computer records are checked for the student's degree candidacy and advisor assignment submissions and noted on the card. Major and concentrations are also verified at this time. After the second week of the term, transcripts and schedules are batch processed in the office of Registration and Records. A list of names in alpha order by major is also generated. It is the base list for keeping track of those who have filed and additions and deletions. It is also sent to program directors. If a name is submitted to the Graduate School after the second week of the term, individual requests for transcripts are submitted to the Registration and Records office. Schedules are also generated individually on Datatel. (When commencement is closer, an updated list of graduates are sent to program directors and includes a request for the titles of Ed.S. papers submitted for graduation.) After transcripts and schedules are run, the student folders are retrieved. Students missing degree

candidacy and advisor assignment forms are then sent notification of missing information with a copy going to the program director. The files are then manually checked for accuracy with Datatel for advisor assignment, degree candidacy requirements are met, and the course work is checked against the program plan sheet to see that the various degree requirements have been completed. The Graduation Checklist is then completed and, for some programs, sent to the program director for final approval. Various programs require final signature prior to graduation. Those sent to program directors are tracked. The various discrepancies require different actions, but when a required course from the approved plan has not been taken or complete satisfactorily, the Program Plan Sheet must be revised or the student must take the course to be eligible for graduation. Some of the other actions would be approval of elective substitutions by the program director, Exceptions request/approval for

extension of the seven-year limit, and revising the plan to add transfer credits. At the end of the term, after grades are processed, transcripts are requested and double-checked to verify that the requirements have been satisfied and the graduation list is correct. Criteria to be verified on the Graduation Checklist includes: qualifying grades, seven year limit not exceeded, cumulative G.P.A., minimum 700 level courses are completed, special student and transfer student maximum credit are not exceeded, and program plan concentration and the concentration listed on Datatel and the student folder match each other. During the final check when it is found that a research paper has been submitted but does not have a grade, the advisor must be contacted to submit it. The PA2 indicated that during spring, 2002 18% of the research advisors had to be contacted because a grade was not submitted. After the grades are reviewed and verified appropriate, the degree is entered on

Datatel. The PA2 must verify that if the student is a continuing student, there is an appropriate academic program for continuing graduate study on the Datatel system. The degree is also recorded on the folder and in the file card system. The folder is then filed. Several weeks prior to commencement, a list of students who intend to graduate is run from Datatel for printing the Commencement Bulletin. The PA2 position proofs the list and adds program director names and titles. This generally requires more than one proof and additions and deletions. This list now replaces the earlier base list for the PA2 to keep track of who is deleted or moved to other terms and who is finally cleared for graduation. When all students have been cleared, the final list is put into the book of graduates and goes to program directors and other previously identified personnel. When a student graduates at the quarter, their name is included on the graduation list for the current term commencement list unless it was

included in the previous term. These students must be tracked separately. As research papers are turned in to the Graduate School, they are recorded on the Application for Degree and Commencement card, verified that the appropriate forms are included, the appropriate signatures are on the forms, the appropriate program title is listed, and the disk is turned in. The title page is copied and put with the Student's record. The title of the research paper is entered on Datatel as a Supplementary Course Description. At the end of the term, a list of research papers is run from Datatel and advisors added. This list of names is proofed and corrected and used to go to the library with the papers. Program directors, school deans, and others also receive a copy. When almost all of the graduates are cleared, Registration and Records office is contacted to run a list for ordering diplomas. This list is proofed by the PA2 and then the Registration and Records office orders the diploma. When the

diplomas are received they are proofed by the PA2 and verified that the student did graduate. Registration and Records then mails them out to the students. As soon as the term ends, the cards are reviewed and those students who haven't submitted research papers are sent a delete letter and will have to resubmit an Application for Diploma and Graduation form when appropriate. A delete letter is also sent to any student found to not meet any other requirement when the final review was made.

2.2 Monitor the confidentiality of student records and supervises the microfilming and archiving of records.

3. Process applications and registration materials. Some of these tasks are now completed primarily by the Admissions Examiner 1 position.

3.1 Receive and match up application materials for degree students.

3.2 Interpret and follow Graduate School policies for all admissions.

3.3 Enter student records and information into computer system.

- 3.4 Send correspondence to students regarding their application.
 - 3.5 Run various reports providing information on applicants and tabulate enrollment and graduates reports.
 - 3.6 Cooperate with the Registrar's Office, Continuing Education, and other departments on campus to insure accurate registration procedure.
 - 3.7 Responsible for purging records that are no longer valid.
4. Process academic and provisional status changes. The PA2 initiates this process and the Admissions Examiner 1 position completes it. Right now this is a very cumbersome process. With Datatel programmed with 'I' descriptors, this information could be easily generated and reported. Also, currently the dual-enrollment list and the list of students accepted pending receipt of their bachelor's degree are manual. With appropriate descriptors, the Datatel system could generate this information so records could be reviewed, actions taken, and records updated in a more timely and less cumbersome process.

- 4.1 Initiate the paper work, and forward to the appropriate person for signature.
 - 4.2 Enter changes on the computer.
 - 4.3 Distribute copies of signed forms to those indicated on the form.
5. Supervision.
 - 5.1 Hire, supervise, and implement training for student workers.
 - 5.2 Sign as administrative approval on correspondence, student payroll forms, requisitions, vouchers, etc.
6. Communication and information flow.
 - 6.1 Monitor compliance of academic and graduate policies; develop and maintain sources of information for faculty, staff, and students.
 - 6.2 Conduct orientation sessions for new graduate program directors.
 - 6.3 Interpret graduate policies for university personnel, students, and outside agencies.
 - 6.4 Compose correspondence that requires exercise of judgment and interpretation of policies for the Coordinator of Graduate Studies.

7. Miscellaneous duties.

- 7.1 Serve as backup for other office personnel when they are absent.

C. Program Assistant I (1.0 FTE)

1. Program Assistant for the Graduate School.

- 1.1 Greet visitors to campus, program directors, and other university personnel.

- 1.2 Respond to telephone requests and inquiries by providing the information requested, transferring calls to the appropriate office, or taking messages. For hard copy information, document information requested and forward to student employee for mailing. Refer Graduate Assistantship questions to the Admissions Examiner 1 position. Refer problems to the Coordinator of Graduate Studies.

- 1.3 Maintain literature displays by keeping up-to-date information available and racks full. When hard copy information is in a small quantity, request student to make additional copies, request duplicating to make copies, or request already printed materials to be delivered from Stores (on-

campus office supplier). Also, forward updated information to the University Editor to update on the Internet.

1.4 Responsible for review, and if necessary update, literature for distribution to current and potential students. Orders additional supplies when needed.

1.5 Make appointments for office personnel upon request.

2. Special Student, Continuing Education, and Summer Session application for admission process.

2.1 Receives and reviews Special Student, Continuing Education, and Summer Session applications for admission.

2.2 Verifies and enters specific information into the Datatel system without verification.

2.3 Prepares letters for acceptance and distribute to appropriate personnel. Refer questions to the Program Assistant 2 position or the Admissions Examiner 1 position.

2.4 Prepares report on Research Advisors for summer, fall and spring sessions. Input

information from Datatel into an ACCESS database to update and report the amount of papers faculty are advising to the Provost office.

3. Receives and distribute mail and literature.
 - 3.1 Opens, receipts, sorts, and distributes mail to office staff.
 - 3.2 Assures that correct up-to-date information is sent to prospective students.
 - 3.3 Orders Graduate Catalogs from Stores (on-campus office supplier) for the Graduate School and other offices as requested.
 - 3.4 Maintains records on the balance of catalogs at Stores.
4. Processes student forms.
 - 4.1 Receives and processes Applications for Degree Candidacy, forwards it to the Coordinator for Graduate Studies for action, and enters information into the computer.
 - 4.2 Receives and enters information into the computer for credit by exams. For transfer credits, enters into the Datatel system then forward to the Coordinator for Graduate Studies for signature.

- 4.3 Receives and processes petition form for undergraduate students to enroll in graduate level course, forward to Coordinator for Graduate Studies for signature.
 - 4.4 Receives "Credit Overload Permit" cards from program directors. Send out Credit Overload Permit cards to program directors if a student has an overload.
 - 4.5 Processes Appointment of Research Advisor forms. Verifies that the person listed is an approved graduate faculty member. Forward to the Coordinator for Graduate Studies for signature and enter information into the Datatel system.
5. Correspondence, agendas and minutes.
 - 5.1 Generates correspondence, agendas, and minutes as directed from office staff, and distribute. (Graduate Council, Graduate Committee, and Exceptions Committee.)
 - 5.2 Files copies in appropriate files and notebooks.
6. Independent study coordinator.

- 6.1 Receives Independent Study forms from Dean's Offices and determine registration procedure to use. Each college has a different form.
- 6.2 Forwards Independent Study forms to the Coordinator for Graduate Studies for approval.
- 6.3 Distributes approved forms to the appropriate offices.
7. Helps maintain files and filing system.
 - 7.1 Assures that student files and correspondence are filed in a timely manner.
 - 7.2 Makes name, program changes, etc., on cards, microfiche, and folders as needed.
8. Responsible for keeping office supplies in stock.
 - 8.1 Prepares requisitions, purchase orders, travel forms, and other forms required by the university to request office supplies from on-campus and off-campus vendors, printing services, etc.
 - 8.2 Receives Copier Paper Report from Printing Services, complete form and return to duplicating.

8.3 Acts as Key Operator of copy machine and request toner for copy machine when needed. Contact a repair person when needed.

9. Miscellaneous duties.

9.1 Serves as backup for other office personnel when they are absent.

9.2 Oversees the neatness of the office complex.

9.3 Supervises preparation of newsletters to graduate faculty prepared by the Graduate Assistant.

9.4 Prepares newsletters to be distributed by graduate faculty to distance education students.

9.5 Maintains graduate faculty nominations and database development. Coordinates the process when the Graduate School receives memo from program director nominating someone for the graduate faculty. Generates a letter to send to program director for approval. Once the PA1 receives the approval back, the information is checked Datatel to determine if person can be on associate or regular status of graduate faculty and send out appropriate memo to faculty member,

program director, appropriate dean and Char Coss of Human Resources. The PA1 enters information into an ACCESS database. If they have met the criteria to be on graduate faculty as regular status, the vita is copied (that was requested) and this person is put on the next Graduate Council agenda for acceptance as a regular status graduate faculty member.

D. Student Status Examiner I (.50 FTE)

1. Graduate Student Evaluator.

- 1.1 Receives, records, and receipts applications and application fees and supporting documents.
- 1.2 Notifies applicant of missing items by phone, e-mail or correspondence.
- 1.3 Evaluates applicant's credentials using Graduate School policies. Complete Evaluation Form. The evaluation criteria is listed in the Graduate School Policies. Criteria included: determining whether prior degree was from an accredited institution and G.P.A. was appropriate for program. In general, if the G.P.A. is between 2.5 and

2.75, admission on probation is granted for most programs. If international student, determine if TOEFL is acceptable, generally at least 500. Admission statuses include: full, provisional, probation and provisional, probation, trial, or denied. Records the action taken on evaluation of applications the Datatel system.

If evaluation transcripts are from another university that isn't already on the Datatel system, a Request to Add Institution form is filled out and submitted to the Business Automation Senior in the Admissions office to update the Datatel system. Records transcripts received on the Datatel system.

- 1.4 Determines residency status of students. If there is a question about residency status, the Coordinator of Graduate Studies is the final authority.
- 1.5 Evaluates academic and financial status of International Students. Determine if the applicant has identified and declared enough financial resources. This is completed on the back of the application or other form.

Determine if the Declaration of Finances is official with a stamp or seal, in a sealed envelope, or mailed directly to UW-Stout.

- 1.6 Determines admission status and recommend admittance or denial to program director by sending evaluation and application materials to the program director.
- 1.7 Corresponds with applicants regarding their admission status.
- 1.8 Recommends issuance of I-20 form for International Students. When evaluation comes back to the Graduate School from the Program Directly, it is sent to the Associate Directly of International Education for issuance of an I-20. When I-20 is completed, the Graduate School mails out the Letter of Admission via U.S. Mail or Federal Express.
- 1.9 Composes and mails admission letters and pertinent materials. These materials include the health questionnaire, self-addressed envelope, registration/scheduling, ACCESS Stout information, residency, international

information if appropriate, and scholarship information.

- 1.10 Evaluates and determines fulfillment of academic and provisional statuses.
- 1.11 Processes Change of Status forms for students' records. A report is generated from Datatel and reviewed to monitor G.P.A.s each term. If the cumulative G.P.A. is less than 3.0, move to change of status to probation. If cumulative G.P.A. is greater than 3.0, process a Change of Status form changing student from probation to full status. If grade point drops below required minimum, create and send a drop letter. Change record on the Datatel system to reflect changes. Monitor provisional and trial course admission compliance.
- 1.12 Obtains signatures of program directors, the Coordinator for Graduate Studies, or the Associate Vice Chancellor on admission letters, denial and drop letters, and Change of Status forms. Mails letters and distribute copies to appropriate personnel.

- 1.13 Assists the PA2 position in monitoring student's change of status, final transcripts, and degree received recording; assist in monitoring provisional and trial course admission compliance; and monitoring receipt of all application material and notify applicants when needed.
 - 1.14 Assists PA1 with fielding inquiries from applicants and students regarding their status, problems, request for information, assistantship positions, residency, etc.
2. Assistantship Coordinator.
 - 2.1 Develops and distributes list of eligible applicants for assistantship each spring.
 - 2.2 Develops and distributes list of assistantship positions open for upcoming academic year and keep updates on web site and in print.
 - 2.3 Maintains database of assistantship applicants, contracts and terminations.
 - 2.4 Monitors credit load of all graduate students with assistantships. This is accomplished by running a report in the HR module of the Datatel system. Verifies

registration and credit load. A minimum of six credits is needed to issue a Graduate Assistantship contract.

- 2.5 Monitors and maintains records of assistantship dollars and FTE for statistical reports. (No longer done.)
 - 2.6 Updates and maintains graduate assistantship web site and printed forms.
 - 2.7 Develops various assistantship statistical reports upon request. (ACCESS database.)
 - 2.8 Interprets assistantship regulations for university personnel and students.
3. Communication and Information Flow.
 - 3.1 Monitors compliance of assistantship, academic and graduate policies.
 - 3.2 Communicates and interprets graduate policies to program directors, and other university personnel.
 - 3.3 Monitors application deadline dates for various graduate programs.
 - 3.4 Prepares and distributes the Admission Monitoring reports. Information is collected from the Datatel system and summarized.

- 3.5 Participates in orientation sessions for new graduate program directors.
 - 3.6 Composes correspondence to prospective students and applicants. This includes email and letters for missing information.
4. Miscellaneous Duties.
- 4.1 Serves as backup for other office personnel when they are absent.
 - 4.2 Answers phones and mail applications to prospective students.
 - 4.3 Answers e-mail inquiries for information.