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7 **A RESOLUTION IN SUPPORT OF**  
8 **Graduate Council’s report, “Graduate Studies at the University of Wyoming:**  
9 **Institutional and National Leadership”**  
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13 **WHEREAS**, the Graduate Council was charged with examining whether the  
14 University of Wyoming should establish a Graduate School as a formal entity; and  
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16 **WHEREAS**, this issue has simultaneously been explored by members of UW  
17 administration, including in the draft of University Plan 4, finding in favor of establishment;  
18 and  
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20 **WHEREAS**, the Graduate Council has crafted a detailed report supporting the  
21 establishment of a revised Graduate School at UW (attached); therefore,  
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23 **BE IT RESOLVED** that the Faculty Senate of the University of Wyoming supports the  
24 proposal of the Graduate Council to establish a Graduate School at the University of  
25 Wyoming; and  
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27 **BE IT FURTHER RESOLVED** that the Faculty Senate of the University of Wyoming  
28 supports revising UW Regulations to establish a revised Graduate School at UW; and  
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30 **BE IT FURTHER RESOLVED** that in the spirit of shared governance, this process  
31 involve the Graduate Council (representing the Faculty Senate) and members of UW  
32 administration.

33 **Graduate Studies at the University of Wyoming**  
34 **Institutional and National Leadership**  
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36 The University of Wyoming is a land grant university and the state’s flagship educational  
37 institution. As such, it has a responsibility to deliver graduate education at a level competitive  
38 with the national and international markets where the university and its students compete.  
39 Meeting this responsibility requires effective leadership within the university and representation  
40 of the institution in national graduate education venues, such as the Council of Graduate Schools.

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42 Historically, institutional leadership for UW graduate education was provided by a Graduate  
43 School. As a result of restructuring in 2010, the Graduate School was eliminated and many of its  
44 functions were reassigned to units throughout the University. The charge given to the Graduate  
45 Council was to develop recommendations regarding the need(s) for a Graduate School, staffing  
46 and funding levels for the School, outcomes expected of the School, and any  
47 exceptions/exemptions from the Graduate School. In considering this charge, the Council  
48 focused on identifying the need(s) and defining the primary functions of the Graduate School.  
49 The Council believes that the issues of staffing and funding cannot be addressed effectively  
50 without further input from Administration. Additionally, the issues of expected outcomes and  
51 exceptions/exemptions cannot be addressed until the structure and assigned functions of the  
52 Graduate School are determined.

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54 **The Need for a Graduate School\***

55 The Graduate Council has identified two aspects of the current system that indicate a need to  
56 establish a Graduate School. First, the delivery of graduate education is, and should be, the  
57 primary responsibility of individual departments/programs, however, there is currently a lack of  
58 coherence, quality, consistency, and transparency in practices of graduate education across the  
59 institution. Despite the efforts of dedicated staff, these inconsistencies have caused student  
60 dissatisfaction, inequitable application of policies and procedures, and broad inefficiencies in all  
61 aspects of graduate education. Second, the lack of dedicated institutional leadership has  
62 adversely affected the University’s standing/participation in national registers and rankings.

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64 ***The Graduate Council therefore proposes that the University of Wyoming:***  
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- 66 • Re-establish a Graduate School.
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- 68 • Provide high-level leadership for that school—at the Dean or Vice President level.
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- 70 • Provide the School and its leadership a robust budget that is capable of supporting the
- 71 School’s primary functions.

72 • Centralize, as necessary for efficiency, the administrative tasks associated with graduate  
73 education.

74 • Build a strong presence for the school among faculty and students.  
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76 • Build a strong presence for the school online, and in national venues.  
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### 78 **The Primary Functions of the Graduate School:**

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80 • Develop, institute and ensure consistent application of graduate education policy,  
81 including policies for creating/eliminating degrees, admission and degree requirements,  
82 graduate faculty expectations and standards, assessment, and procedures for addressing  
83 student grievances. Ensure UW graduate education policies are consistent with program  
84 accreditation standards where necessary (e.g. law school). Regulations governing the  
85 Graduate School should provide for, and clearly establish, roles for the Graduate Council  
86 in developing and approving graduate education policy.

87

88 • Provide support to Deans/Directors and faculty to build and strengthen graduate  
89 programs. Support should include resources focused on recruitment, marketing,  
90 admissions, and degree analysis.  
91

92 • Provide guidance to graduate programs on developing similarly formatted descriptions of  
93 programs, policies, and procedures for use with web pages and handbooks. Insure all  
94 program descriptions are consistent with University and national (e.g. Title IX)  
95 regulations.  
96

97 • Provide guidance to graduate programs on the development and implementation of  
98 assessments of learning and program effectiveness that focus on the dimensions of  
99 greatest importance for individual disciplines while concurrently adhering to evolving  
100 assessment norms for graduate programs in higher education.  
101

102 • Allocate state GAs to support graduate program excellence and to further specific  
103 graduate education initiatives.  
104

105 • Collect data on graduate education to support internal and external reporting.  
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107 • Provide training for graduate directors, faculty and GAs, such as orientations for GAs and  
108 new faculty and workshops on policies/procedures.  
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### 110 **Issues for Further Discussion**

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112 The Council believes there are areas that require input from the Administration and/or broader

113 campus-wide discussion. The following comments identify those areas and offer issues that  
114 should be addressed.

115 • **Graduate School Leadership:** Traditionally, Graduate School leadership is located at  
116 the Dean level, thereby creating an administrative position that focuses exclusively on  
117 graduate education. However, many functions of the Graduate School may be more  
118 appropriately suited to an Associate VP/Provost within Academic Affairs (e.g.,  
119 reallocating GAs across colleges or developing policy on graduate committee  
120 membership, both of which have implications for faculty that are within the purview of  
121 Academic Affairs).

122  
123 • **Graduate School Support:** Graduate School support should provide a clear line of  
124 reporting, supported by centralized and cross-trained staff, to allow one-stop for faculty  
125 and students on graduate issues, to ensure consistency in practices, and to raise  
126 confidence in standards. The variety of support envisioned here suggests the need for at  
127 least three dedicated staff positions (one focused on recruitment, marketing and  
128 admissions, one focused on degree analysis/paperwork processing, and one focused on  
129 budgeting and GA management).

130  
131 • **Centralization of Personnel:** Whether centralization requires all personnel to share the  
132 same physical location should be determined by Administration. Inefficiencies from  
133 having staff and supervisors physically separated versus inefficiencies from having  
134 related staff (e.g., undergraduate and graduate admissions staff) separated should be  
135 considered along with the space and budget implication of alternative location options.

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137 *\*To develop this document, the Graduate Council consulted with the following:*  
138 Susan Frye, Dean of Outreach  
139 Maggi Farrell, Dean of Libraries  
140 Bill Gern, VP for Research and Economic Development  
141 Khaled Gasem, former Associate VP for Graduate Education  
142 Kris Brewer, formerly of the Graduate School  
143 Michele Peck, Graduate Coordinator  
144 Don Roth, past Dean of the Graduate School

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146 *The Council reviewed the following documents & websites:*  
147 University Regulation 508 Revision 1  
148 The Graduate School, as previously defined in the Graduate Bulletin  
149 Elimination of Graduate Faculty document, 6 November 2009  
150 Graduate Education at the University of Wyoming; report from the Graduate Education Taskforce  
151 June, 2010  
152 2009 Budget reports for the Graduate School, including budget, financial aid and program  
153 disbursements  
154 Regional comparators