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Graduate School OEIs and Collaborative Accomplishments-AY25 (Internal Grad School Document-Tracking Metrics vs Priorities)

SP1: Enhance Quality of Educational Experiences and Outcomes	SP2: Support Career Readiness and Provide Flexible and Cost-Effective Pathways	Provide Sustainable Service to the Institution
Worked with graduate student leaders to create a grad student organization, GPSC, formally approved (constitution) by ASUU in the spring of 2025.

Created a high-quality, downstream recruiting and virtual orientation for insertion into the admissions process.

In progress — Developing an online portal at the U, which will highlight all of the numerous pathway opportunities in which undergraduates at the U, and from other colleges and universities nationally, can gain valuable research experience as preparation for graduate/professional school.

Transitioned ITA training and language testing to a virtual platform to accommodate student and department schedules.

Expanded teaching resources by offering optional workshops in collaboration with the CTE (Center for Teaching Excellence).

Increased language support resources by providing premium access to a language application for students needing additional support.

Increased instructor resources, in collaboration with the ELI (English Language Institute), to support students in spoken English and classroom pedagogy.

Significantly revised ITA training materials to include more current materials.

Increased the number of ITA training dates, from 3 to 4 times per year, to meet the needs of various departments.

276 students completed ITA Training during this AY to date.

In collaboration with Student Affairs, led and administered graduate benefits (tuition, health insurance, etc.) and advocacy for minimum support standards and support needs, including liaising with health insurance and solving student-specific issues:

- Revamped the Tuition Benefit Program to a simplified waiver program resulting in more streamlined management in colleges and programs, more timely processing of benefits each semester without reduced burden on program coordinators, and earlier notification/confirmation of benefits for supported graduates (assurance of benefits).
- Eliminated unnecessary restrictions at-large (term limits, etc.) to place more power of usage in individual colleges, allowing deans and program leadership to use tuition benefits in ways that best support discipline-specific norms and to remain competitive among program peers.
- Phased out and eliminated partial tuition benefits, resulting in limited university funds being used to package high- | Established a professional development program for graduate students and postdocs.

Held more than 200 workshops and events for students, post-docs, and staff/faculty since June 1, 2023. This includes 36 Professional Development Workshops for students and post-docs in the spring 2025 semester. In addition to these group events, we also set up in-person leadership coaching sessions for graduate students.

Streamlined and expedited Graduate Student and Postdoctoral Parental Leave review processes.

Partnered with BREO, Utah Innovation Fund and USHE on internships for doctoral students and postdoctoral scholars

Managed top University of Utah-administered fellowships and assistantships (Graduate Research Fellowship, University Teaching Assistantship, Curci Scholars Fellowship, Marriner S. Eccles Graduate Fellowship, etc.), interdisciplinary awards that serve all corners on campus.

Streamlined our management of the WRGP discount program, saving time for Admissions and the Bursar's office by improving the vetting of students for eligibility, compiling a list of eligible students, submitting WICHE reports, and responding to inquiries from students and departments. Process improvements identified and eliminated (future) errors in funding. Met with select deans and accountants to ensure future compliance.

Managed WICHE graduate discounts, which includes annual review of usage and reporting to WICHE and the semesterly review and vetting of eligibility prior to posting of discounts to tuition bills to ensure maximum efficiency in use of the discount.

Advisement of external fellowships, such as Ford, ACLS, AAUW, NSF-GRFP, NSF fostdoctoral fellowships, NIH F31 and F32 fellowships, etc.; this includes info sessions, workshops, and on-on-one advisement.

Post-award management of external fellowships including processing stipends, coordinating benefits, liaising with external funding agencies and ensuring compliance.

The 2023-2024 NSF application cycle saw a 25% of NSF graduate fellows on the University of Utah campus, resulting in ~50 fellows in our graduate class (5-10X as USU). The 2024-2025 application cycle saw over 200 student interactions with online webinars/info sessions, writing workshops, and individual advising. | Created a Strategic Plan and new Mission and Values statements for the Graduate School, informed by Presidential Task Force Report and broad discussions across campus. The SP, M, and V have been retroactively determined to be consistent with Impact 2030 and will undergo a refresh in AY26.

Realigned roles in the Graduate School to provide greater coordination of events, procurement, marketing and communications.

Increased availability and accessibility of Graduate School services and staff via restoring (post pandemic) fully open (8-5, 5 days/week) office and culture. Re-engineered Graduate School space as a place where students can drop in, increasing student interactions by ~100x.

Rebranded the name of the Graduate School to include Office of Graduate Education and Postdoctoral Affairs.

Executed an impactful digital-marketing campaign focused on CA, TX, WA, OR, ID, and UT. Enrollment has moved from flat to rising during the last two years (projecting slight positive growth overall in AY26).

Increased recruitment outreach to a wide range of institutions: peer, regional, HBCUs, HSIs, and MSIs

Established strategic MOUs with undergraduate summer research and internship programs on campus to serve as an intentional pathway for graduate recruitment

Established bimonthly meetings with Graduate Admissions to review and streamline graduate admissions protocols and processes. Revised and streamlined Graduate Admissions Committee processes in coordination with Graduate Admissions and Slate.

In progress - developing cooperative strategies with OGE around international recruitment

Intentional outreach and support of on-campus student groups, activities and communities such as ISSS, Office of Undergraduate Studies, McNair scholars, and National Name Exchange

Coordinating large-scale recruitment activities (SACNAS, McNair, etc.)

Enhanced social media presence and initiated weekly newsletters for graduate students and postdocs, including information on events, news, and resources. |

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quality, competitive financial offers to attract high-potential, high-performance graduate students. • Expanded the health insurance plan to include a pharmacy benefit plan, providing graduate students and dependents with a pharmacy benefit/discount at the time of purchase rather than having to wait 28+ days for a reimbursement – overwhelming response from students has been that this has made prescriptions more accessible/affordable and manageable. Collaborated with Marriott Library Graduate Student Committee to revise and update programming and publicity for three annual Writing Camps, doubling attendance since last AY Integrated Industry projects and embedded communication and career skills into Professional Science Masters (PSM) curriculum Piloted flexible, student- centered professional experience pathways – capstone partnerships, employer-based stretch assignments and consulting style projects – in PSM Program	Enhanced flexibility and career readiness by introducing a graduate certificate track in statistical training, spurring growth in advanced credentials awarded and creating more cost-effective pathways into data-intensive fields. Cultivated interdisciplinary expertise. Leveraged cross-college faculty collaboration to develop specialized tracks in applied statistical science, aligning academic offerings with workforce needs in healthcare, government, and industry. In collaboration with Kahlert School of Computing, PSM participates in the DL-AIR (Deep Learning in AI and Robotics) graduate certificate, supporting professional preparedness. PSM has developed strategic workforce partnerships with local and state employers to meet workforce needs In PSM, Career Launch through Real Projects maintains >90% student placement in projects tied to workforce demands Developed a Canvas platform to provide postdocs with ready access to professional development workshop materials	Increased number of distinct donors to the Graduate School by >100% in AY25 (vs all other years pre-2024). Increased in-person targeted outreach (consultations, presentations, workshops) addressing questions and concerns related to theses and dissertations. Increased online targeted outreach and educational resources (YouTube Channel and website videos >2.8k views since implementation, 70+ hours watched, and 55 subscribers) expanding accessibility. Eliminated the use of the term DoGS, renamed to DGS. Transitioned the DEI Office and eliminated DEI language to be compliant with new state law. PSM supported interdisciplinary partnerships such as DL-AIR and Southwest Sustainability Innovation Engine (SWSIE) In collaboration with its Advisory Board, National Professional Master's Association and CGS, PSM is developing workforce curriculum PSM working on scalable models that can be leveraged in other professional programs

Cross-Cutting Priorities

Improve Systems, Processes, and Awareness to Ensure Effectiveness of and Compliance with Policies and Regulations	Reignited GAPA and established personal connections with Grad Advisors. Initiating a professional development program for grad advisors. Added representation (in *ex-officio* capacity) from Curriculum Management, Registrar, and Financial Aid to Graduate Council to ensure transparency, accuracy, and effectiveness of Council business. Held ~40 meetings with deans and accountants to establish a degree taxonomy system in support of a new budget model. Review of graduate records, ensuring academic standards and program requirements are met ahead of clearance of graduate degrees; this includes providing training and ongoing support to graduate coordinators and directors of graduate studies, advising on policy and procedures, liaising with the Office of the Registrar, and ensuring a smooth transition to graduation. Substantially revised the 7-year review process in line with USHE R411, improving the quality of reviews, simplifying the process, and reducing cost and turnaround time by approximately 50%. Now accept accreditation in lieu of program review (with Graduate Council approval). Reduced timeline of program review from an average of 18 months to 6-8 months. Began requesting interim progress reports of units to ensure continued progress on recommendations. Created and maintained an application for the Provost's office for faculty and staff new hire requests. This will improve record-keeping and simplify communication with colleges. Processed the files for 2,832 graduate students in 2024 (calendar year). '25 numbers are tbd. Assessed and approved 3,457 graduate student supervisory committees in 2024 (calendar year). 2025 numbers are tbd.

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	Completed a handbook for postdoctoral scholars consistent with the national postdoc association guidelines, improving onboarding and awareness of relevant policies (under review) Updating, streamlining, and coordinating graduate school policies and guidelines (in various stages). We are working toward simplifying and reducing 27 policies and rules to 4-6, reducing complexity and assuring compliance with minimal need for exceptions. Completed language and (near the end of) socialization of a policy-statement enabling admission of international students from high-quality three-year degree programs such as those vetted through the Bologna process.
Support Graduate Student and Postdoctoral Scholar Communities Across Campus	Held 16 Grad Student Social, Meet and Greet Events, and 3 town halls in 2024/ 2025. Support both GPSC and UPDA organizations with frequent workshops and meetings. Event scheduling across the campus community – academic health campus, main campus, graduate student apartments Met regularly with students and postdocs 1:1 on a variety of issues. Participated by invitation in a plenary session at the National Postdoctoral Association meeting in Boston.
Assure Clarity, Transparency, and Accessibility Regarding Expectations, Obligations and Costs of Graduate Education	In collaboration with UIT and the campus community, established the framework for an improved and comprehensive grad tracking system that is ready to pilot. Successful implementation will require full campus involvement and support. Created multiple step-by-step instruction guides for the multiple programs in CIS for the Graduate Advisors/Coordinators. Created an annual contact update process to verify who has access to student records and tuition benefits campus-wide. Trained 39 new Graduate Student Coordinators on use of the degree tracking system, procedures and policies. Streamlined petition processes through simplified forms and elimination of unnecessary steps. Streamlined the publication process, moved deadlines closer to graduation (5 weeks vs. 2 months), and reduced turnaround time (2 days vs. 2 weeks) increasing speed and efficiency. Revised our thesis handbook to include simplified formatting requirements and updated Word and LaTeX templates promoting ease of use. Formalized purchasing by introducing a documented approval process.
Practice and Support Self-Assessment and Continuous Improvement	Conducted surveys and held events to obtain feedback on a wide variety of issues. Executed NWCCU reporting requirements, including annual reporting and mid-cycle review. Substantially streamlined UACI process, developing guidelines, a first draft of the revised policy (shortened by 24 pages), and streamlined process (templates). Reported on progress to Senate and President as per policy and provided a comprehensive 3-year report.

Other Outcome: As a now highly outward-facing organization, we have improved the relevance of and respect for the Graduate School as we communicate regularly and respectfully with students, post-docs, DGSs, GAs, GCs, GAC, ASUU, GPSC, UPDA, Deans, Accountants, Faculty, Senate Members, Grad Council, UACI Committee Members, Undergraduate Studies, Student Affairs, Offices of Faculty, Enrollment Management, UCL, VPR, Curriculum Committee, Fees Committee, Office of General Council, Library, Writing Center, CTE, UAIR, Marketing and Communication, NWCCU, CGS, AAU Deans, Big XII Deans, and other Utah institutions. Built important new partnerships with Center for Teaching Excellence, Sunnyside Apartments (Graduate Student Housing), Undergraduate Research, U Career, ISSS, and CCE. The Grad School held multiple meetings with the SAVP of Grad Education at Utah State, and we now attend each other's meetings in order to build synergy.

The Graduate School continues to earn the trust, respect, and confidence of our constituents and is constantly striving to build stronger bridges and collaborations.