

# WICHITA STATE UNIVERSITY

The Graduate School

- Supervises graduate study at the University,
- Establishes standards for admission to graduate study, and
- Recommends student who have completed requirements for graduation to the Kansas Board of Regents

## **THE GRADUATE SCHOOL MATRIX**

**(GU funding)**

June 10, 2002

### **FY 03 Goals to**

Honor/Encourage Student Excellence  
Enhance Student Learning  
Support Students  
Retain Students  
Recruit Students  
Encourage Faculty Intellectual Exploration  
Support Faculty  
Encourage Staff Excellence  
Recruit and Support Staff  
Retain Staff

## Students

### HONOR/ENCOURAGE STUDENT EXCELLENCE

GOALS	ACTION	EVALUATION	DECISION
To improve the quality of instruction provided by GTAs	<ul style="list-style-type: none"> <li>▪ Continue to offer the GTA fall training/orientation workshop</li>   <li>▪ Develop a ½ day training session for GTAs who join WSU in spring semesters</li> <li>▪ Work with Center for Teaching and Research Excellence to offer follow-up sessions for GTAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Are event costs appropriate?</li> <li>▪ Number attending</li> <li>▪ Student evaluation forms</li>   <li>▪ Was training session developed and implemented in spring 2003?</li> <li>▪ Number of follow-up sessions scheduled and attendance at the sessions</li> </ul>	<p>Based on evaluation, continue GTA workshop?</p> <p>Continue each spring?</p> <p>Based on evaluation, continue follow-up sessions?</p>
To recognize outstanding academic/creative performance	<ul style="list-style-type: none"> <li>▪ Graduate students participate in Univ. Honors Convocation</li>   <li>▪ Develop a liaison w/ Academy for Teaching Effectiveness for possible student recognition               <ul style="list-style-type: none"> <li>▪ Investigate establishing a WSU “teaching award” for the GTAs</li> <li>▪ Investigate establishing “Outstanding Graduate Student” award for creative performance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of honor awardees who attend the Honors Convocation</li> <li>▪ Progress report on possible recognitions for graduate students through the Academy for Teaching Effectiveness</li> </ul>	<p>Continue these awards?</p> <p>Continue working on this?</p>

## ENHANCE STUDENT LEARNING

GOALS	ACTION	EVALUATION	DECISION
To work with program areas to develop new programs in the light of WSU's mission and capabilities	<ul style="list-style-type: none"> <li>▪ Conduct discussions with departments considering new programs</li> <li>▪ Share information on WSU and Regents policies and procedures for new graduate programs</li> <li>▪ Aid in the development of proposals for new programs (including certificate programs, if appropriate)</li> <li>▪ Support dept. efforts to conduct external program reviews</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number and quality of new programs favorably reviewed by: Grad Council, Grad faculty; VP for Academic Affairs; COCAO, BOR</li> <li>▪ Number of external reviews</li> </ul>	<p>Modifications to program proposals? Program implementation?</p>
To maintain/enhance quality instruction by GTAs	<ul style="list-style-type: none"> <li>▪ Determine current GTA training activities that occur within colleges and departments</li> <li>▪ Work with departments to assess the quality of instruction provided by GTAs</li> <li>▪ Provide funds to departments and colleges to hire GTAs</li> <li>▪ Increase funding to support quality teaching by GTAs and/or recruit quality GTAs</li> <li>▪ Investigate possibility of awarding merit increases to 2<sup>nd</sup> year GTAs based on 1<sup>st</sup> year evaluation</li> <li>▪ Provide opportunities for accent reduction training (via class offered by the College of Education)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce a listing of these activities</li> <li>▪ Number of departments who assess GTAs</li> <li>▪ Amount of funds provided</li> <li>▪ Number of GTAs with stipends at or above minimum level</li> <li>▪ Is this feasible from the financial standpoint and the ability of depts. to evaluate 1<sup>st</sup> year's teaching?</li> <li>▪ Number of students taking the class</li> </ul>	<p>Is this training sufficient?</p> <p>How many department assess?</p> <p>Is funding sufficient?</p> <p>More funding needed to meet minimum stipend level?</p> <p>Implement or not?</p>
To structure program assessment so it leads to enhanced student learning	<ul style="list-style-type: none"> <li>▪ Distribute to program areas "Philosophy Statement on Assessment of Graduate Programs" that indicates program assessment plans should contain assessment of student learning and satisfaction, and a feedback system to alter, if necessary, the program</li> <li>▪ Encourage on-going program assessment by having assessment reports due on a regular basis</li> <li>▪ Have meetings with program areas (by college) to discuss assessment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of plans containing the requested information.</li> <li>▪ Number of reports filed on time</li> <li>▪ Number of meetings held</li> </ul>	<p>Further need for information sharing about quality program assessment?</p> <p>Further action needed to obtain reports on time?</p> <p>Were meetings successful (reports on time and with appropriate content)?</p>

<p>To improve the quality of graduate programs</p>	<ul style="list-style-type: none"> <li>▪ Re-establish a Standing Graduate School Assessment Committee to examine the quality of the assessment process (including review of the diversity component of current assessment activities), to further discussion of assessment at the program level, and to review assessment plans and reports submitted by program areas.</li> <li>▪ Have the Graduate Council actively involved in Bd. of Regents program review (for graduate programs)</li> <li>▪ Structure some type of follow-up procedure to determine if depts. are considering the recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is GS receiving quality assessment plans and reports from the departments?</li> <li>▪ Council provided input in the form of recommendations for the programs to consider?</li> <li>▪ Was procedure developed?</li> </ul>	<p>What else can GS and GS Assessment Committee do to help departments perform quality assessment?</p> <p>Does the content or format of the input need to change to help the programs improve? When should procedure be implemented?</p>
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### SUPPORT STUDENTS

GOALS	ACTION	EVALUATION	DECISION
<p>To initiate and monitor Graduate School policies to promote quality and ensure equity</p>	<ul style="list-style-type: none"> <li>▪ On-going review of Graduate School policies</li> <li>▪ Reduce the number of appeals and exceptions</li> <li>▪ Train office staff to find answers for students (rather than sending the student to another office)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Substantive review of selected policies</li> <li>▪ Use data base established in FY 02 to compare FY 02 with FY 03 data</li> <li>▪ Informal monitoring of staff replies to students</li> </ul>	<p>Modify policy?</p> <p>Use information to inform and revise policy More training needed?</p>
<p>To oversee benefits available to graduate assistants, including out-of-state tuition waivers, in-state tuition remission for GTAs, and university sponsored health insurance program.</p>	<ul style="list-style-type: none"> <li>▪ Educate grad. coordinators on benefits at a grad. Coordinator's meeting</li> <li>▪ Incorporate benefits information in orientation activities for ALL graduate assistants</li> <li>▪ Monitor all aspects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decrease number of incorrectly completed hiring requests</li> <li>▪ Are ALL GAs informed?</li> <li>▪ Internal audit of insurance program</li> </ul>	<p>More information sharing necessary?</p> <p>Need to distribute information in same or different way?</p> <p>Procedures okay or need modification?</p>
<p>To supplement graduate assistant stipends in doctoral programs and in selected master's programs</p>	<ul style="list-style-type: none"> <li>▪ Provide supplemental funds to program areas w/ defined need</li> <li>▪ Work with deans to target available funds strategically</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allocations relative to enrollment and degrees awarded ?</li> <li>▪ Outcome of meetings held</li> </ul>	<p>Modify allocations?</p>

To provide on-going and final review of students' progress to degree	<ul style="list-style-type: none"> <li>• Continue to refine degree audit system</li> <li>• Expand opportunities for degree-bound students to visit with Graduate School personnel regarding degree completion requirements</li> <li>• Experiment with the elimination of the degree card</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of students with plan of study problems in their last semester?</li> <li>▪ Number of opportunities held</li>   <li>▪ Were processes (internal to the Graduate School) created that eliminated the need for a student to file a degree card</li> </ul>	<p>Further refinements?</p> <p>Delete filing of degree cards?</p>
To establish a method for receiving input from graduate students on issues that affect their graduate education	<ul style="list-style-type: none"> <li>▪ Determine what issues are of importance to graduate students</li> <li>▪ Try various input methods (on-line input, Grad. Student Advisory Board, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summarize the important issues into a report</li> <li>▪ Did any of the processes work?</li> </ul>	Determine which issues to address

**RETAIN STUDENTS**

<b>GOAL</b>	<b>ACTION</b>	<b>EVALUATION</b>	<b>DECISION</b>
To establish desired enrollment and retention rates for graduate programs	<ul style="list-style-type: none"> <li>• Complete technology options for direct match between admission, enrollment, continued enrollment and graduation</li> <li>▪ Specify desired enrollment and retention rates in each dept.'s Program Assessment Plan</li> <li>▪ Provide depts. w/ retention data (yearly)</li> <li>▪ Involve departments in discussion on how to use retention data provided by the Grad. School</li> </ul>	<ul style="list-style-type: none"> <li>• Can produce enrollment and graduation data, were admission and retention data available by the end of summer 2002?</li> <li>• Number of assessment plans containing enrollment and retention rates</li> <li>• Was information provided to departments?</li> <li>• Were departments involved? Results?</li> </ul>	Continue providing retention data to depts.?
To support the timely progress of students through programs (goal is to graduate students in a timely manner)	<ul style="list-style-type: none"> <li>• Support department efforts for orientation opportunities for all new degree bound students</li> <li>• Support social events at the beginning of each semester sponsored by departments, colleges and/or schools</li> <li>• Continue to provide training and dialogue opportunities with graduate coordinators and advisors on this goal</li> <li>• Continue to investigate office procedures that support timely progress</li> <li>• Develop early alert system according to degree audit deficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of orientation opportunities</li> <li>• Number of events supported</li>   <li>• Number of dialogues held</li>   <li>• Number of office procedure changes</li> <li>• Number of program changes made due to early alert system</li> <li>• Are students and advisors responding to the early alert letters?</li> </ul>	Continue, discontinue or modify?

	<ul style="list-style-type: none"> <li>Share (with the program areas) data on the progress of students through their programs (including the progress of specific minority populations)</li> </ul>	<ul style="list-style-type: none"> <li>Are the program areas receiving the data and using the data for program assessment?</li> </ul>	Actions needed (based on the data)?
To improve all forms of financial aid	<ul style="list-style-type: none"> <li>Publish (on the web) financial aid opportunities booklet for graduate students</li> <li>Continue awarding Equal Opportunity Funds (for tuition) to part-time students</li> <li>Work with financial aid office to improve services (and \$'s awarded) to graduate students</li> </ul>	<ul style="list-style-type: none"> <li>Number of hits to the site</li> <li>Number of awards</li> <li>Dollars committed to supporting graduate students increased? Services improved?</li> </ul>	Continue, discontinue or modify?  Further work necessary to obtain increased funding?
To assess student needs and satisfaction	<ul style="list-style-type: none"> <li>Develop needs and student satisfaction instrument (Exit Survey)</li> <li>Use assessment data to improve graduate education at WSU</li> </ul>	<ul style="list-style-type: none"> <li>Number and data of survey tools completed and returned</li> <li>Prepared report that summarized the data?</li> </ul>	Continue to administer the exit survey? What needs to change in the way we do business?
To provide clear, accurate, and conveniently obtainable information in Graduate School publications, website, and personal contacts	<ul style="list-style-type: none"> <li>Publish web version of "Graduate Bulletin" and do not publish any printed copies (to save \$)</li> <li>Graduate School staff development</li> <li>Continue website improvement</li> <li>Monitor and update publications</li> <li>Produce a Graduate School newsletter at the beginning of fall and spring semesters (mailed to all enrolled graduate students)</li> </ul>	<ul style="list-style-type: none"> <li>Number of hits on the Bulletin site?</li> <li>Do staff provide accurate answers?</li> <li>What website improvements occurred?</li> <li>Was this accomplished?</li> <li>Was this accomplished?</li> </ul>	Is fine-tuning needed?

## RECRUIT STUDENTS

GOAL	ACTION	EVALUATION	DECISION
To increase awareness of WSU graduate programs	<ul style="list-style-type: none"> <li>Reduce number of published view books and program information sheets (to save \$) and direct students to that information on the website</li> <li>Advertise programs and events via web, print ads, posters, displays</li> <li>Visit satellite campuses to share information</li> <li>Include program information in Welcome to Wichita Packets</li> <li>Continue to improve website</li> <li>Support faculty participation in program-specific career fairs</li> <li>Schedule on-site visits with Career Center Directors (across the State) and with WSU Center Directors</li> </ul>	<ul style="list-style-type: none"> <li>Number of hits on website?</li> <li>Is the print campaign effective?</li> <li>Number of times the satellite campuses were visited?</li> <li>Number of packets used?</li> <li>What additions occurred to the website?</li> <li>Number of faculty supported</li> <li>Feedback from Directors and number of visits</li> </ul>	<ul style="list-style-type: none"> <li>Should these activities be continued? Enhanced?</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Contact qualified juniors and seniors at WSU</li> <li>▪ Develop a marketing plan that responds to decreased funding for recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number contacted</li> <li>▪ Is plan developed?</li> </ul>	
To increase commitment to diversity in the graduate student body	<ul style="list-style-type: none"> <li>▪ Provide application fee waivers for McNair Scholars</li> <li>▪ Provide incentive awards to McNair Scholars</li> <li>▪ Increase number of McNair Scholar applications from regional 12 state area</li> <li>▪ Identify former McNair students within WSU's graduate population and include them in McNair recruitment efforts</li> <li>▪ Continue correspondence flow to McNair Scholars identified through Council of Graduate Schools</li> <li>▪ Work with Bd. Of Regents staff for purpose of redesigning the KEMF program.</li>   <li>▪ Meet with graduating McNair students to help them select &amp; apply to graduate school.</li> <li>▪ Support program diversity plans</li> <li>▪ Seek monies to fund assistantships/fellowships at the doctoral level for students from underrepresented groups</li> <li>▪ Develop doctoral recruitment efforts through discipline-specific national org. that host diversity conferences or that identify potential students from underrepresented groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Are McNair initiatives underway?</li> <li>▪ Number of WSU McNair students who apply for graduate programs at WSU</li> <li>▪ Number of WSU McNair students who attend WSU</li>   <li>▪ Has the re-structuring of KEMF occurred at the State level?</li> <li>▪ Meetings held?</li>   <li>▪ Explain support given</li> <li>▪ Amount of funds raised?</li>   <li>▪ Number of organizations contacted</li> </ul>	<ul style="list-style-type: none"> <li>• Are efforts to attract McNair Scholars cost effective and productive?</li> <li>▪ Enhance, maintain, or discontinue KEMF?</li> </ul>
To admit qualified graduate students	<ul style="list-style-type: none"> <li>▪ Maintain cooperative admission decisions with program areas</li> <li>▪ Develop correspondence flow to encourage enrollment following admission</li> <li>▪ Increase percentage of admits who eventually enroll</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has correspondence flow been initiated?</li> <li>▪ Collect data on this flow</li> <li>▪ Number of admits vs. enrolled</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is fine-tuning needed?</li> <li>▪ Is 3-person operation effective?</li> <li>▪ Are applications handled promptly</li> <li>▪ Obtained baseline data?</li> </ul>
To award GTA and GRA stipend levels that attract quality graduate students	<ul style="list-style-type: none"> <li>▪ Develop a plan to raise endowed funds for graduate fellowships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Was plan developed?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decide when to implement?</li> </ul>
To encourage and financially support recruitment activities shared with departments	<ul style="list-style-type: none"> <li>▪ Support faculty travel to recruit students</li>   <li>▪ Provide recruiting funds to program areas based on evaluated applications (hold funds centrally and disperse upon requests from the depts.)</li>   <li>▪ Establish relationships with community members in respective professional fields who might return</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment opportunities in faculty travel?</li> <li>▪ Number, type and cost of recruitment activities funded through application fees</li> <li>▪ Number and quality of established relationships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue/discontinue?</li>   <li>▪ Continue/discontinue?</li>   <li>▪ Continue/discontinue?</li> </ul>

	<p>for a graduate degree (consider site-based programs)</p> <ul style="list-style-type: none"> <li>▪ Provide depts. w/ year-end data on # of inquiries, # of applications, # of admits (for each program)</li> <li>▪ Measure effectiveness of recruitment activities</li> </ul>	<p>(quality based on increased number of enrolled graduate students)</p> <ul style="list-style-type: none"> <li>▪ Was data provided to the departments?</li> <li>▪ Enrollment increases?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue/discontinue?</li> <li>▪ Continue/discontinue?</li> </ul>
To improve services to prospective graduate students	<ul style="list-style-type: none"> <li>▪ Reply to all inquiries in a timely manner</li> <li>▪ Improve the efficiency of initial contacts received electronically</li> <li>▪ Reduce cost associated with inquiry response</li> <li>▪ Collect e-mail addresses for blanket messages prior and after admission</li> <li>▪ Work with computing center to identify existing and new student record needs of the Graduate School office</li> </ul>	<ul style="list-style-type: none"> <li>▪ What's average response time to inquiries?</li> <li>▪ Have financial savings been realized?</li> <li>▪ What % of e-mail addresses do we have?</li> <li>▪ Were needs identified?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is fine -tuning needed?</li> </ul>

## Faculty

### ENCOURAGE FACULTY INTELLECTUAL EXPLORATION

GOALS	ACTION	EVALUATION	DECISION
To increase faculty research efforts	Increase funding to support GRAs helping faculty with their research efforts	Number of new awards?	Need to increase the amount of funding available? Are GRAs supporting quality research projects?

### SUPPORT FACULTY

GOALS	ACTION	EVALUATION	DECISION
To have an effective interaction process between graduate school admission's staff and graduate coordinators as they work together to review application materials	<ul style="list-style-type: none"> <li>• Prepare initial application folders and send to departments in a timely manner (includes calculating applicant GPAs)</li> <li>• Investigate effectiveness of current process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collect data on time frame for a sample of folders</li> <li>▪ Ask graduate coordinators if the process is efficient</li> </ul>	Continue as is or revise the process
To improve the decision-making process and procedures involved in reviewing and granting graduate faculty status	<ul style="list-style-type: none"> <li>• Continue implementation of changes in the process as approved by the graduate faculty in FY01</li> </ul>	<ul style="list-style-type: none"> <li>• Seek full implementation by January 2003, then evaluate based on faculty input after one year of implementation</li> </ul>	Modify process based on input

To provide adequate support to graduate coordinators	<ul style="list-style-type: none"> <li>• Collect data on the kinds and amount of support currently in place</li> <li>• Investigate the usefulness of producing an on-line notebook that contains all graduate school forms relative to students progressing through programs</li> <li>• Investigate the need for training when becoming a graduate coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Share data with graduate coordinators and decide the next appropriate action</li> <li>• Would notebook be useful or could the website help in this situation?</li> <li>• Would training be helpful? If so, what kind?</li> </ul>	<p>Is additional support needed? If so, what kind?</p> <p>Produce the notebook or not?</p> <p>Provide training or not?</p>
To investigate the adequacy of representation on the Graduate Council	<ul style="list-style-type: none"> <li>▪ Graduate Council debates the representation issue</li> <li>▪ Collect information from other faculty groups on the issue of representation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council supports the present council representation system or recommends changes</li> </ul>	Maintain or modify representation
To consider adoption of Bylaws for the operation of the Graduate School	<ul style="list-style-type: none"> <li>▪ Have draft Bylaws reviewed by Graduate Council</li> <li>▪ Have Bylaws considered for approval by the graduate faculty</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completed by December, 2002</li> <li>▪ Completed by May, 2003</li> </ul>	Be sure the Graduate Council functions according to the Bylaws
To support faculty awareness regarding diversity as an important program mission	<ul style="list-style-type: none"> <li>▪ Request that assessment plans speak to diversity issues relevant to the program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of plans addressing diversity issues</li> </ul>	Need to continue awareness activities?

## Staff

### ENCOURAGE STAFF EXCELLENCE

GOALS	ACTION	EVALUATION	DECISION
To provide leadership opportunities for staff both within the office and across campus	<ul style="list-style-type: none"> <li>• Ask staff to provide leadership for specific tasks</li> <li>• Encourage staff to participate in the Classified Senate</li> </ul>	<ul style="list-style-type: none"> <li>• Number of times requested and completed</li> <li>• Number of staff actively involved</li> </ul>	Continue, discontinue or modify?
To encourage continual improvement	<ul style="list-style-type: none"> <li>• Send staff for additional “general office” training (within and outside the University)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of staff participating</li> <li>▪ Number of new skills shared with others in the office</li> </ul>	Continue, discontinue or modify?

To expand existing dialogue and activities to accomplish University admission goals	<ul style="list-style-type: none"> <li>• Provide exchange of ideas among graduate coordinators and office staff (admission's coordinator and recruiting coordinator)</li> </ul>	<ul style="list-style-type: none"> <li>• New ideas generated and implemented</li> </ul>	Continue, discontinue or modify?
To expand efforts to obtain input from the University community regarding their perceptions of office effectiveness	<ul style="list-style-type: none"> <li>• Develop and administer a survey to obtain input from graduate students (exit survey)</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze survey results</li> </ul>	Modify existing office processes?
To support departmental staff who dispense information and prepare paper work for graduate programs	<ul style="list-style-type: none"> <li>• Hold a training session during the fall 2002 semester</li> </ul>	<ul style="list-style-type: none"> <li>• Was the session successful?</li> </ul>	Continue/discontinue/modify?

### RETAIN and SUPPORT STAFF

GOALS	ACTION	EVALUATION	DECISION
To provide on-going job training specific to responsibilities	<ul style="list-style-type: none"> <li>▪ Provide initial orientation sessions for new staff</li> <li>▪ Provide training as indicated by regular evaluations</li> <li>▪ Provide regular in-service training on job responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Orientations completed for all new staff members</li> <li>▪ Number of training sessions needed</li> <li>▪ Number of in-services scheduled</li> </ul>	Continue, discontinue or modify?
To provide appropriate salary increases and to provide job performance feedback	<ul style="list-style-type: none"> <li>• Conduct staff evaluations as scheduled for classified personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff evaluations are conducted as scheduled</li> </ul>	Is fine-tuning needed?
To provide opportunities for staff to evaluate and suggest improvements in how the graduate school functions	<ul style="list-style-type: none"> <li>▪ Conduct an office retreat at the beginning of each semester</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of ideas generated?</li> <li>▪ Ideas implemented?</li> <li>▪ Did the ideas work?</li> </ul>	Continue or discontinue?
To provide opportunities for expanded/revised job responsibilities	<ul style="list-style-type: none"> <li>▪ Each time a vacancy occurs, allow lateral movement of current staff, if they so desire</li> <li>▪ Each time a vacancy occurs, evaluate current operation of the office to do any restructuring of responsibilities, if needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of staff who make a lateral move</li> <li>▪ Number of restructuring events</li> </ul>	Continue or revise?
To make the office a productive, caring work environment that encourages staff to remain at WSU	<ul style="list-style-type: none"> <li>• Sponsor staff lunches and celebrations</li> <li>• Celebrate birthdays</li> <li>• Compliment work well done</li> </ul>	<ul style="list-style-type: none"> <li>• Staff continue to participate in these events</li> </ul>	Continue, discontinue or modify?

**RECRUIT STAFF**

<b>GOALS</b>	<b>ACTION</b>	<b>EVALUATION</b>	<b>DECISION</b>
<p>Graduate School is committed to equality of opportunity in employment. The University shall seek to encourage and promote recognition and appreciation of the realities and benefits of multiculturalism and diversity, and work to foster an atmosphere within the University which provides equal employment opportunity and upward mobility for all qualified persons.</p>	<ul style="list-style-type: none"> <li>• Conduct staff searches according to University guidelines</li> <li>• Have several current staff members involved in interviewing candidates</li> <li>• Be willing to search externally if highly qualified internal candidates are not available</li> <li>• Seek applicants from underrepresented groups</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of recent new hires based on already established evaluation system for classified personnel?</li> </ul>	<p>Person is performing adequately or needs further training?</p>