Graduate Associate Deans' Group Minutes - February 9, 2012

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Graduate Deans’ Group
Thursday, February 9, 2012, 2:00 – 3:30 p.m.
Graduate School Conference Room

Attending:
Mary Albrecht, Chris Boake, Ernest Brothers, Joy DeSensi (Chair), Tom George, Carolyn Hodges, Yvonne Kilpatrick, Tom Ladd, Jan Lee, Catherine Luther, Stefanie Ohnesorg, Masood Parang, Kay Reed, Cynthia Rocha, John Stier, Scott Wall, Michael Zemel

The Graduate Deans’ Group meeting was called to order by Joy DeSensi, on Thursday, February 9, 2012, at 2:00 p.m. in the Graduate School Conference Room.

1. The minutes of the Graduate Deans’ Group meeting from January 12, 2012 were approved.

2. Top 25 Update – Mary Albrecht
   Mary Albrecht, Project Director for the Top 25 Project (Attachment 1), presented a PowerPoint titled, “Top 25 Update” which includes the following sections:
   - UTK Position
   - Plan Progress Tracking
   - Progress: Faculty Plan
   - Progress: Graduate Plan
   - Progress: Research Plan
   - Progress: Undergraduate Plan
   - Progress: Infrastructure & Resources
   - Still to Come

3. Top 25 Graduate Education Status Report – Carolyn Hodges
   Carolyn Hodges, Chair of Top 25 Project: Graduate Program, presented a Spreadsheet titled, “Top 25 Initiative: Graduate Education – Status Report” (Attachment 2), which includes the following sections:
   - Graduate Recruitment – Ernest Brothers, leader
   - Diversity – Ernest Brothers, leader
   - Graduate Student Stipends and Waivers – Carolyn Hodges, Betsy Adams & Stefanie Ohnesorg, leaders
   - Fellowship Support – Carolyn Hodges & Kay Reed, leaders
   - Graduate Student Benefits – Carolyn Hodges, Betsy Adams & Stefanie Ohnesorg, leaders
   - Advising and Mentoring, Jan Lee, leader
   - Graduate Student Professional Development – Ernest Brothers & Vincent Anfara, leaders
Yvonne Kilpatrick, Interim Director of Graduate Admissions, shared the Fall 2012 School Application Statistics as of February 3, 2012 (Attachment 3). This report can be broken down by college, department, or program. The Graduate Admissions Procedural Manual was distributed by Yvonne Kilpatrick to the deans, directors and department heads via email. The international applications were due by February 1. It was noted that our graduate applications compared to last year at this time are down 620 applications.

5. Office of Training and Mentorship Report – Ernest Brothers
Ernest Brothers, Assistant Dean overseeing the Office of Training and Mentorship, shared the following

- Departments heads and program directors are encouraged to contact Ernest Brothers and take advantage of his mentoring and recruiting services. He is compiling a list of primary recruiters for each department/program in an effort to assist departments with recruiting, so if you haven’t sent your primary recruiter to him, please do.
- Ernest Brothers met with Dr. Theresa Lee, new Dean of the College of Arts and Sciences to discuss diversity and recruitment plans for the college.
- Training Grants, Memoranda of Understandings, and recruitment plans are in process.
- On February 8 and 9, 2012, Ernest Brothers will be attending the Tennessee Louis Stokes Alliance for Minority Participation at Tennessee State University.
- Five individuals are going to represent University of Tennessee, Knoxville at the University of Tennessee, Chattanooga Graduate Career Fair on February 8, 2012.
- The Ronald McNair/SAEOPP Conference is on March 14 – 17, 2012. Rachelle Ray from Chemistry will be attending and is looking for someone to share the conference fee of $350.00.
6. Efforts Regarding Graduate Teaching Assistant (GTA) Evaluations – Joy DeSensi/Associate Deans

Due to the length of the meeting, there wasn’t sufficient time to fully discuss this topic. GTA Evaluations will be discussed at the March 29, 2012 meeting.

7. New Members for Graduate Council – Michael Zemmel

A list of members and proxies rotation off the Graduate Council on July 31, 2012 was distributed to the associate deans. They were requested to have their departments seek faculty to serve in these positions by March 1 and to notify the Graduate School. (Attachment 4).

8. Directors of Graduate Studies Workshop – Joy DeSensi

Wednesday, March 7, 2012, 9:00-11:00 am
Hodges Library Auditorium

The last Graduate Deans’ Group meeting will be on Thursday, March 29, 2012, 2:00 – 3:30 in the Graduate School Conference Room.

With no further business, the meeting was adjourned at 3:30 p.m.

Respectfully Submitted,
Gay Henegar
Secretary to Graduate Deans’ Group
Top 25 Update
University of Tennessee
Knoxville
Graduate Deans Group

Dr. Mary Lewnes Albrecth
Associate Vice Chancellor
mlalbrecht@utk.edu

Plan Progress Tracking

Progress: Faculty Plan

- Pay raises for faculty and staff
- Development of salary model to catch-up to Top 25
- Created promotion process and raise pool for lecturers
- Initiated mini-campaign for endowed chairs and professorships – 7 funded
**Progress: Faculty Plan**

- Faculty Productivity Team working towards an online faculty reporting system (writing RFP)
- Action plan developed to increase faculty awards, includes
  - Professional development,
  - Expanded visibility on web pages,
  - Create nominations committee for national academies
- Campus Climate team initiated the Faculty Pub, Mic-Night

**Progress: Graduate Plan**

- Infusion of funds to Graduate Student Travel Awards
- MOUs developed with HBCUs
- Graduate assistantship re-classification review
- Exploring joint degree programs with international and domestic partners
- Improvements to graduate admissions process
  - Developed and published Graduate Admissions procedure manual
  - Implementing ADMIT program from CollegeNet

**Progress: Research Plan**

- Purchase of WordPress (web content management system)
  - Collaborating with Creative Services to develop templates
- Working on developing multi-disciplinary teams related to
  - K-12 energy education
  - Occupational health
  - Prevention through Design
- Initiated Multi-disciplinary Award

- Held first ever Center and Institute Directors retreat
- Added a research representative to UTK Space Committee
- Working on business-plan for core research facilities
- Several items deferred until new VCR hired
**Progress: Undergraduate Plan**

- Hired an LDA to coordinate FYS programs
  - Program administration moved from Office of Provost to Student Success Center
- Hired Director for Tutoring
  - Expand tutoring programs to Library's Commons
  - Working on certification program for all campus tutors
- Hired 7 professional advisors in various colleges; added advising director to the one college without a director

**Progress: Infrastructure & Resources**

- Governor's budget included
  - Strong Hall renovations and expansion – close gap in laboratory teaching needs
  - $11 million for maintenance – targeting “closing the gaps” in mortar, windows, etc., improve energy efficiency
  - 2.5% salary pool for faculty and staff
- HSS classroom renovations
- New University Center underway

**Still to come**

- Chancellor and Chancellor Cabinet making decisions on allocation of tuition increase
  - Faculty lines (tenure and non-tenure)
  - Graduate stipends
  - Top 25 IT needs
  - Infrastructure
  - Various other Top 25 initiatives
  - College initiatives
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>OBJECTIVE(S)</th>
<th>LEAD</th>
<th>ACTION PLAN STEPS</th>
<th>TARGET END DATE</th>
<th>STATUS AT A GLANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Student Recruitment</td>
<td>Provide a resource for graduate departments to support recruitment efforts</td>
<td>Ernest Brothers</td>
<td>Develop graduate recruitment infrastructure with Directors of Graduate Studies, including providing related training opportunities Engage units to identify and share best practices Establish a UTK Graduate Visitor Program to bring prospective graduate students to UTK for recruitment Develop a graduate feeder program to establish collaboration with state and regional institutions Coordinate with the Office of Research and academic units to pursue external funding opportunities Develop a UTK brand and web strategy Begin website re-design and recruitment literature development and promotional materials</td>
<td>FY 2013</td>
<td>Working towards realigning role of the Graduate School to stimulate departments to assume responsibility for their roles in enrollment management in collaboration the Graduate School. Met with faculty, deans and/or associate graduate deans, department/program recruiters, and faculty in eight of the eleven colleges to discuss ways to enhance recruitment efforts. Early plans to create a template on which programs can map their enrollment plan, recruitment strategies, and record results of their efforts (e.g., offers made, yield, and demographics). Further progress is dependent on funding for recruitment coordinator/communications specialist position, new space and operating budget for OGTM; our brand will depend on development of the UTK brand.</td>
</tr>
<tr>
<td>Diversity</td>
<td>Provide a resource for graduate departments for their recruitment and retention initiatives of underrepresented groups.</td>
<td>Ernest Brothers</td>
<td>Target McNair Scholars/SREB Doctoral Fellows as part of establishment of the UTK Graduate Visitor Program Develop partnerships with Historically Black Colleges and Universities (HBCUs) and other Minority Serving Institutions (MSIs) in conjunction with establishment of the UTK Graduate Feeder program Coordinate with the Office of Research and academic units to pursue external funding opportunities related to success of underrepresented graduate students</td>
<td>Ongoing</td>
<td>*Brothers and Hodges will serve as co-PIS on the PEER grant renewal; Hodges will chair the Internal Advisory Board and Brothers will be a member of the Board. Office of Graduate Training and Mentorship (OGTM) worked with two departments to set up memoranda of understanding with HBCUs in the areas of Public Health (Jackson State and UTK) and Kinesiology (Morehouse College, Clark University, and UTK). Developing annual recruitment visitation for several departments at Spelman College and the College of Nursing has the OGTM about possible MOUs with some HBCUs. At the provost’s request, established a committee to handle all undergraduate/graduate domestic MOUs to include Hispanic-serving institutions and Tribal colleges and universities. Identified staff and space needs to continue and build upon the efforts for recruitment and diversity.</td>
</tr>
<tr>
<td>Graduate Student Stipends and Waivers</td>
<td>Evaluate current use of graduate stipends to support recruitment goals and student experience. Better align use of stipends to support teaching and research missions.</td>
<td>Carolyn Hodges, Betsy Adams, Stefani Ohnesorg</td>
<td>Complete a discipline-specific review of graduate stipends related to teaching and research. Add to the number of stipends to support growth goals. Review use of stipends and waivers for Ph.D. and Master’s support by discipline. Review current use and assignments of Graduate Assistants in administrative roles. Review opportunities for alternative tuition and fee waiver models. Raise stipends for teaching and research functions to align with market. Review marketing of stipend packages in recruitment. Review roles and clarify expectations for graduate stipend positions; re-fresh minimum thresholds.</td>
<td>FY 2012</td>
<td>*Have reviewed all graduate assistantships to determine which should be re-classified to GTA or GRA. Dependent on new, recurring funds for stipends and the budget director position, and on additional space. Submitted to the VC Cimino an overview of resources needed to raise all existing stipends across the board in order to close the gap with Top 25 institutions. Provided an estimate of the number of new waivers, accompanying stipends and cost needed to generate the target level of degree production. Established a working group to review allocation, distribution, and management of assistantships, to include identifying ways to have more efficient and productive use of the stipends to support teaching and research missions.</td>
</tr>
<tr>
<td>Fellowship Support</td>
<td>Increase the number and amount of internal fellowships to attract and retain high-quality students.</td>
<td>Carolyn Hodges, Kay Reed</td>
<td>Create a plan with Development to increase the overall number and amount of endowed fellowships; including opportunities to align with areas of strategic growth. Evaluate potential fellowship offerings against peers to determine alternative focuses, such as incentives for timely progress towards degree. Coordinate with departments and programs to identify and communicate opportunities for graduate student external funding.</td>
<td>FY 2014</td>
<td>Initial discussions held between Carolyn Hodges and Linda Davidson. Will need additional personnel in OGTM for coordination of opportunities and budget directo to work on fellowships and waivers.</td>
</tr>
</tbody>
</table>
### Graduate Student Benefits

**Objective(s):**
- Better communicate current benefits available, both to current and prospective students
- Evaluate opportunities to improve current offerings

**Lead:** Carolyn Hodges, Betsy Adams, Stefanie Ohnesorg

- **Action Plan Steps:**
  - Redesign Graduate School Website to better communicate benefits currently available (See Graduate School website plan)
  - Determine potential for partnerships with Knoxville area housing entities

- **Target End Date:** FY 2013

**Status at a Glance:**
- Housing Office in Student Affairs will need to be involved.

### Advising and Mentoring

**Objective(s):**
- Implement best practices in graduate advising and mentoring

**Lead:** Jan Lee, TBD

- **Action Plan Steps:**
  - Build a centralized mentorship placement program
  - Coordinate with each graduate program to establish individual guidelines

- **Target End Date:** FY 2013

**Status at a Glance:**
- In December 2011 the Graduate School began discussions with the English Language Institute and the TNTLC to look at ways to provide, with funding from the provost, additional resources to enhance language and teaching training to international GTAs.
- Need additional personnel in OGTM to coordinate; responsibilities for individual mentoring guidelines rest with the departments/programs.

### Graduate Student Professional Development

**Objective(s):**
- To increase graduate student scholarly and creative contributions through increased opportunities for travel and conferences/symposia
- Increase post-graduate employment success through career workshops and programming

**Lead:** Ernest Brothers, Vincent Anfara

- **Action Plan Steps:**
  - Disburse additional travel funds to graduate students
  - Coordinate with academic units to develop plan for additional conferences and symposia
  - Develop FFF certificate program
  - Develop new graduate student workshops, including “Preparing Future Professionals” career workshop and workshops related to the scholarship of engagement
  - Coordinate with the Office of Research to pursue external funding opportunities related to graduate student training
  - Coordinate with Academic Affairs for opportunities related to Undergraduate Service Learning

- **Target End Date:** Ongoing

**Status at a Glance:**
- Supported or co-sponsored two workshops (networking and transition to graduate school); met with a number of graduate student groups from programs and campus-wide organizations to discuss their experiences and needs. Provost offered one-time funding in the amount of $50,000 to supplement the Graduate Student Senate Travel fund, and the Chancellor is considering recurring additional funding for graduate student travel.
- *The Chancellor made available $200,000 for student travel for the 2011-12 academic year."
- Dependent on recurring funding for workshops

### Graduate Student Experience

**Objective(s):**
- Establish method of assessment of the graduate student experience

**Lead:** Student Rep, TBD

- **Action Plan Steps:**
  - Evaluate success and results of current survey of STEM students
  - Determine design for a similar survey to be administered to all graduate students
  - Develop plan for survey administration
  - Roll-out survey
  - Identify groups to investigate results (i.e. international students, racial/ethnic minorities, LGBT students, etc.)
  - Convene workshops or seminars to evaluate survey results

- **Target End Date:** Ongoing

**Status at a Glance:**
- Awaiting results from analysis of the first round of data from the STEM survey (quantitative focus); will soon launch the second annual survey.
- The firm managing the survey is developing a qualitative component.
- Dependent on recurring funding for design, administration, and analysis of survey

### Joint and Dual Degree Programs

**Objective(s):**
- Enhance interdisciplinary and dual and joint degree program offerings to provide students with additional opportunities for career choices and success
- Increase the number of degree partnerships with other universities

**Lead:** Carolyn Hodges, TBD

- **Action Plan Steps:**
  - Evaluate current, related policies to determine opportunities to expand joint/dual degrees awarded
  - Assist departments in developing new interdisciplinary programs and certifications, including those that align with strategic areas of growth
  - Work with individual programs to increase visibility and number of degree partnerships with other universities, both domestic and international, including formalizing current linkages

- **Target End Date:** Ongoing

**Status at a Glance:**
- *Hodges and faculty from the School of Information Science will visit the University of Puerto Rico in March 2012 to renew and MOU; the Graduate School is also supporting a grant in process survey which will involve joint academic programs and study exchanges with Latino/a doctoral students from the Univ. of Arizona, UTK, and possibly Univ. of Puerto Rico."
- Educational Psychology. Other departments are pursuing similar tracks on a more informal basis with Wuhan University (degrees earned at Wuhan with students doing some academic study and research at UTK)."
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>OBJECTIVE(S)</th>
<th>LEAD</th>
<th>ACTION PLAN STEPS</th>
<th>TARGET END DATE</th>
<th>STATUS AT A GLANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Student Admissions</td>
<td>Streamline the graduate admissions and application process through improved use of technology. Improve the quality of the student admissions experience through better coordination between the Graduate School and departments.</td>
<td>Carolyn Hodges, Yvonne Kilpatrick</td>
<td>Eliminate paper applications</td>
<td>FY 2011</td>
<td><em>Have published and distributed to departments/programs a Graduate Admissions procedural manual.</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Work with large-volume academic departments to determine a process for application prioritization</td>
<td>FY 2014</td>
<td><em>Reviewed process and made adjustments to eliminate unnecessary steps; working with College Net to add more functionality, provide departmental supplements, and letters of recommendation (49 out of 109 added on-line letters of recommendation); will test pilot a new module, ADMIT, from our admissions software provider, CollegeNet, to speed up communications between programs and the Admission office on application reviews at the program level; eliminating hard-copy letters of recommendation in favor of pdfs via email; executive team to review admission deadline policy and practices; approved unofficial transcripts for evaluation process as an exception by the Dean with submission of policy change to Graduate Council Academic Policy Committee; provided training to the staff for review and evaluation of international GPAs and transcripts.</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Work with OIT to evaluate opportunities to bring additional functions online (GRE/TOFEL, letters of recommendation, department-specific, transcripts)</td>
<td>FY 2011</td>
<td><em>In January 2012 the Graduate School hosted a webinar for graduate associate deans to demonstrate upcoming implementation of the ADMIT program.</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Work with OIT to enable departments to run admissions-related reports</td>
<td>FY 2012</td>
<td>Top 25 Technology Priorities being identified.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Complete an end-to-end process review to remove non-value-added steps and speed time to decision</td>
<td>FY 2011</td>
<td>Dependent on recurring funding for DARS position and Admissions position and additional space, also depends on order of other OIT priorities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Update/redesign admissions components of the Graduate School website to support process improvements</td>
<td>FY 2012</td>
<td></td>
</tr>
<tr>
<td>Graduate Student Data and Tracking</td>
<td>Develop a time-to-degree tracking tool; initial focus should be on PhD degrees. Integrate graduate student data into faculty productivity measures tracking</td>
<td>Carolyn Hodges, TBD</td>
<td>Establish data and functionality requirements for a graduate student tracking tool (Ph.D. focus)</td>
<td>FY 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop a sequenced approach to data integration</td>
<td>FY 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Consult with OIT on the best alternative to move forward</td>
<td>FY 2012</td>
<td>Top 25 Technology Priorities being identified.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify systems that currently house required data elements</td>
<td>FY 2012</td>
<td>Dependent on recurring funding for DARS position and Admissions position and additional space, also depends on order of other OIT priorities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Evaluate required functionality for a student-facing tool</td>
<td>FY 2013</td>
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<td></td>
<td></td>
<td></td>
<td>Develop pilot/proof of concept</td>
<td>FY 2013</td>
<td></td>
</tr>
<tr>
<td>Graduate School Website</td>
<td>Develop a Graduate School brand and web strategy. Redesign the Graduate School website to support brand and new strategy, including objectives related to improving graduate student recruitment, admissions, academic experience, advising and mentoring, and financial support.</td>
<td>Carolyn Hodges, TBD</td>
<td>Work with Communications to develop and implement a UTK Graduate School brand and web strategy</td>
<td>FY 2013</td>
<td>Changes made to the Graduate Admissions page to reflect the ongoing enhancements to the admissions process. Next important step will be to meet the Office of Communications and Marketing to develop a Graduate School brand and web strategy.</td>
</tr>
</tbody>
</table>

*Changes made to the Graduate Admissions page to reflect the ongoing enhancements to the admissions process. Next important step will be to meet the Office of Communications and Marketing to develop a Graduate School brand and web strategy.*
**Explanation of Columns:**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Descriptive name of an initiative that will contribute to Top 25 status; taken from planning documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>Objective(s) for each of the initiatives; taken from planning documents</td>
</tr>
<tr>
<td>Lead</td>
<td>Person(s) or office with oversight responsibility for each initiative; appointed by team leaders</td>
</tr>
<tr>
<td>Action plan</td>
<td>Specific steps of the action plan as identified during the planning process; taken from planning documents; <strong>RED text</strong> indicates changes from original plan.</td>
</tr>
<tr>
<td>Target end date</td>
<td>Completion date for each step as determined by team leader in conjunction with action plan leads; if complete, leave blank and I'll enter &quot;Done&quot;</td>
</tr>
<tr>
<td>Status</td>
<td>Quick status update for each step*</td>
</tr>
<tr>
<td></td>
<td>Orange = action step completed, target date met</td>
</tr>
<tr>
<td></td>
<td>Green = action step not completed but in progress; target date not passed</td>
</tr>
<tr>
<td></td>
<td>Yellow = action step not initiated; target date not passed</td>
</tr>
<tr>
<td></td>
<td>Red = action step not initiated, dependent on completion of a function outside of Top 25, OR dependent upon funding stream (note this in Status at a glance); target date passed</td>
</tr>
<tr>
<td></td>
<td>Blue = long-term, ongoing action OR no target end date</td>
</tr>
</tbody>
</table>

**Status at a glance**

Notes related to each objective/action plans; if action step not initiated, should include an explanation (i.e., waiting for something else to be completed; pending funding, etc.).

**RED text** indicates status on hold due to funding or other issue not yet resolved.

USE this area to provide modifications to the action plan steps

* NOTE: Colors selected from Standard Colors in the Cell Fill pull-down in Font area
<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Time Graduate</strong></td>
<td>5643</td>
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<tr>
<td>Admit</td>
<td>125</td>
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<tr>
<td>Admit - Conditional</td>
<td>265</td>
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<tr>
<td>Application Withdrawn</td>
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<tr>
<td>Probationary Admit - Graduate</td>
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<tr>
<td>Denied</td>
<td>178</td>
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<tr>
<td>Program Denied</td>
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<td>College Review - Graduate</td>
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<td>Incomplete or In 1st Review</td>
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<td><strong>Non-Degree</strong></td>
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<td>Admit - Conditional</td>
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<td>Incomplete or In 1st Review</td>
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<td><strong>Readmit</strong></td>
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<tr>
<td>Admit</td>
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<td>Program Denied</td>
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<td>College Review - Graduate</td>
<td>43</td>
</tr>
<tr>
<td>Incomplete or In 1st Review</td>
<td>11</td>
</tr>
</tbody>
</table>

*Note: A breakdown may be made by program, department, and college.*
## Members and Proxies Rotating Off
### July 31, 2012

<table>
<thead>
<tr>
<th>College</th>
<th>Members</th>
<th>Appointment Ends</th>
<th>Proxy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Administration</td>
<td>Dr. Frank Guess</td>
<td>July 31, 2012</td>
<td>Unfilled</td>
</tr>
<tr>
<td></td>
<td>Dr. LeAnn Luna</td>
<td>July 31, 2012</td>
<td>Dr. Mohammed Mohsin</td>
</tr>
<tr>
<td>Education, Health, &amp; Human Sciences</td>
<td>Dr. Greg Petty</td>
<td>July 31, 2012</td>
<td>Dr. Robin Hardin</td>
</tr>
<tr>
<td></td>
<td>Dr. Songning Zhang</td>
<td>July 31, 2012</td>
<td>Dr. Susan Groenke</td>
</tr>
<tr>
<td></td>
<td>Dr. Blanche O'Bannon</td>
<td>July 31, 2012</td>
<td>Unfilled</td>
</tr>
<tr>
<td>Engineering</td>
<td>Dr. Yanfei Gao</td>
<td>July 31, 2012</td>
<td>Dr. Chris Cherry</td>
</tr>
<tr>
<td></td>
<td>Dr. Zhongguo Ma (John)</td>
<td>July 31, 2012</td>
<td>Dr. Bin Hu</td>
</tr>
<tr>
<td>Law</td>
<td>Prof. Sibyl Marshall</td>
<td>July 31, 2012</td>
<td>Prof. Nathan Preuss</td>
</tr>
<tr>
<td>Nursing</td>
<td>Dr. Marian Roman</td>
<td>July 31, 2012</td>
<td>Dr. Peggy Pierce</td>
</tr>
<tr>
<td>Comparative &amp; Experimental Medicine</td>
<td>Dr. Stephen Kania</td>
<td>July 31, 2012</td>
<td>Unfilled</td>
</tr>
<tr>
<td></td>
<td>Dr. Dave Bemis</td>
<td>July 31, 2012</td>
<td>Unfilled</td>
</tr>
<tr>
<td>Graduate Student Senate</td>
<td></td>
<td>July 31, 2012</td>
<td></td>
</tr>
</tbody>
</table>