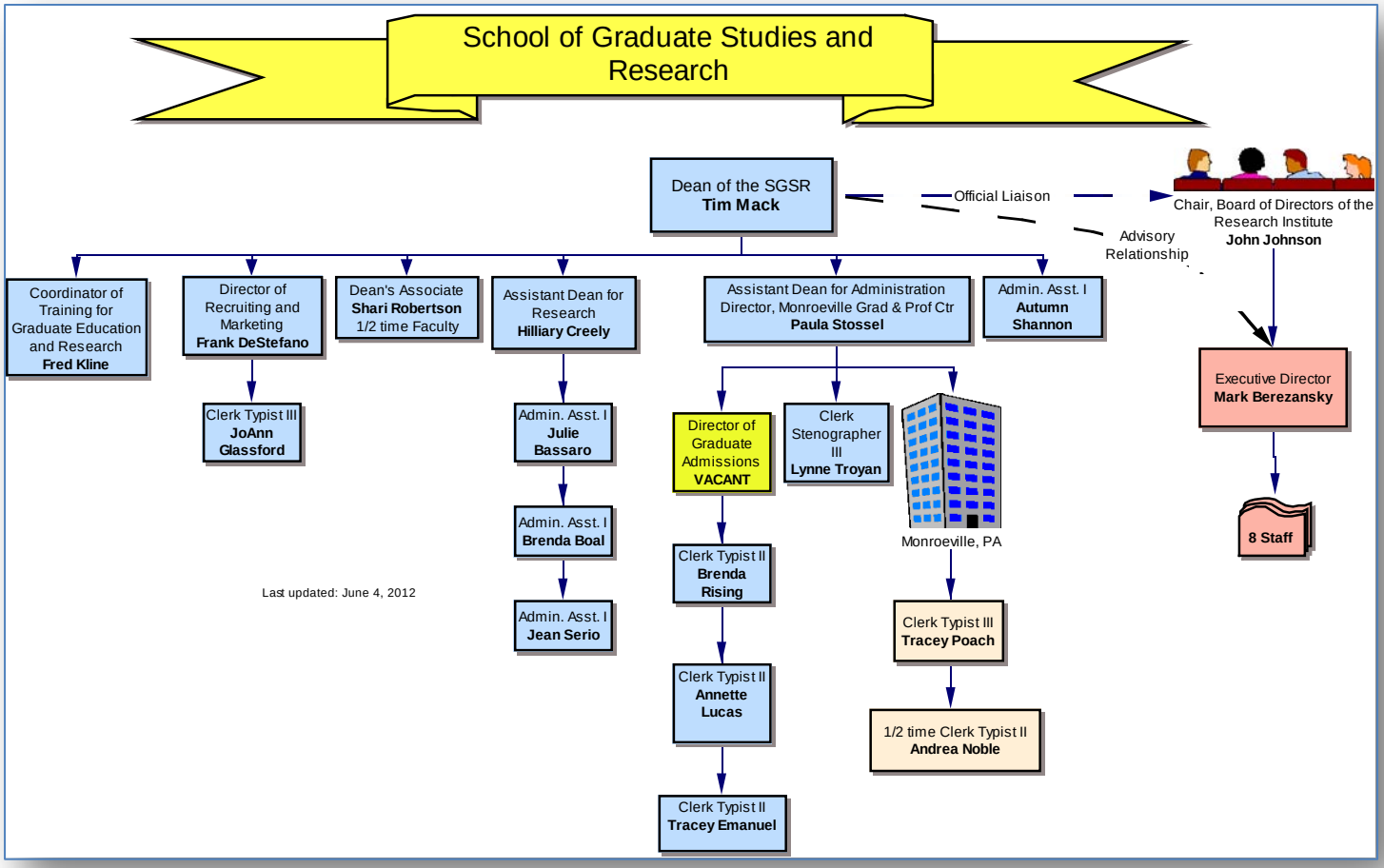
Indiana University of Pennsylvania
SCHOOL OF GRADUATE STUDIES AND RESEARCH

Annual Report for Academic Year 2011-12

July 2, 2012

The School of Graduate Studies and Research (SGSR) works with IUP faculty, staff, and students, and the IUP Research Institute (RI) to provide oversight to IUP's graduate programs and to enhance the University's research agenda. The organizational chart of the SGSR is below:



The **Mission** of the SGSR is:

> *Indiana University of Pennsylvania (IUP) is a Doctoral Research University. As such, the School of Graduate Studies and Research provides strategic leadership for all graduate programs and for quality research and scholarship, within and outside the University. It also assists with marketing faculty talent and university capabilities to external audiences, and nurturing partnerships with outside agencies and businesses.*

Indiana University of Pennsylvania
SCHOOL OF GRADUATE STUDIES AND RESEARCH

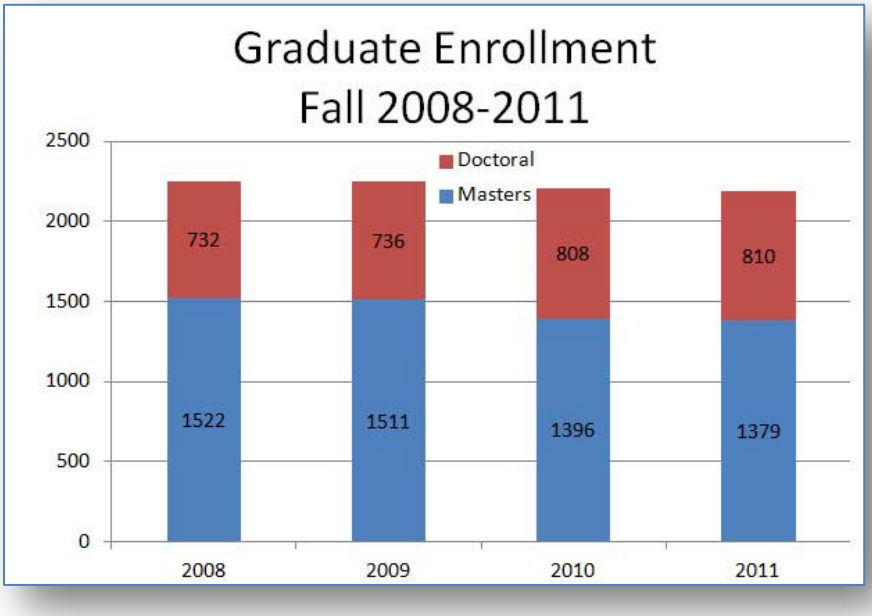
2011-12 Goals and Outcomes

1. Academic Programs: Create and maintain high quality, well-supported, distinctive, and dynamic programs.

Track Graduate Enrollment.

Managing graduate enrollment at IUP is a challenge. Undergraduate admissions is a centralized system whereas graduate admissions is a decentralized system involving graduate coordinators from 48 different degree programs. Cases have occurred where graduate programs have canceled a graduate cohort or discussed reducing the number of graduate students admitted without approval from their academic dean.

Master's enrollment was down for the 4th consecutive year and **Doctoral enrollment was up** for the 4th consecutive year.



Doctoral programs have paid coordinators, while master's coordinators are mostly volunteers who are not paid to work in the summer. Many work hard in the summer, but it is asking a lot of coordinators to do this. IUP has had a department permanently cancel its presence at an off-campus center without discussing it with its academic dean, and another department discussed limiting its master's enrollment without clearing it with its academic dean.

Here is a look at our APPLICATIONS for the same four years:

Year	No. of Applications
Fall 2008	2046
Fall 2009	2192
Fall 2010	2086
Fall 2011	2200

The number of applications INCREASED from 2008 to 2011, but enrollment has DECLINED. How is this possible? Most of the graduate enrollment decline can be attributed to a few programs. Below is a graphic depicting headcounts of programs that have declined for three consecutive years:

Three Year Program Enrollment Decline

College	Program	Fall 2009	Fall 2010	Fall 2011	NET CHANGE OVER 3 YEARS
Eberly College of Business & IT	Business Administration, MBA, main campus	123	100	71	-52
	Business Administration, MBA, PES	140	110	82	-58
	Business/Business Spec, MED	24	13	10	-14
	Business/Undeclared, MED	5	2	1	-4
College of Educ & Educ Tech	Adult & Community Ed/Comm Tech	36	34	27	-9
	Literacy, MED	46	36	26	-20
	Principal Certification	33	22	18	-15
	School Psych Specialist Cert	24	23	16	-8
College of Fine Arts	Music Education, MA	5	2	0	-5
	Music/Theory & Composition, MA	2	1	0	-2
College of Health & Human Services	Criminology, MA	119	96	84	-35
	Nursing/Administration, MS	15	7	3	-12
	Safety Sciences, MS	75	68	53	-22
College of Humanities and Social Sciences	English/Composition &TESOL PHD	164	162	141	-23
	English/Generalist, MA	13	10	6	-7
	Geography/Environment Pla	6	5	2	-4
College of Nat Sci and Math	Elementary&Middle Sch Math,MED	17	13	11	-6
	TOTAL	**847**	**704**	**551**	**-296**

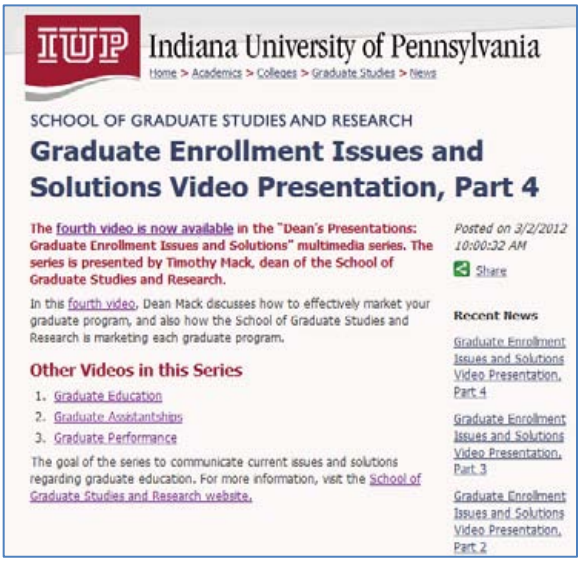
A few of these programs needed to shrink (e.g. Composition and TESOL) because they were overenrolled. A few others reflect national trends of declining enrollment (e.g. MBA).

Strategic Planning for Graduate Enrollment.

Dean Mack shared information at University Planning Council in the fall with a seminar entitled, **"Graduate Enrollment; Issues and Solutions"**. The seminar discussed issues such as:

- Assistantship stipends that have not increased since 1988
- The perception that there is no reward for enrollment growth
- The lack of university-level support for keeping departmental websites current
- The recurring debt of $250,000 to $600,000 for graduate tuition waivers that the SGSR has to pay each year

This was followed by a series of **streaming media presentations** that were produced with the aid of the Office of Communications, and were posted to IUP Daily: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SCHOOL OF GRADUATE STUDIES AND RESEARCH

Graduate Enrollment Issues and Solutions Video Presentation, Part 4

The fourth video is now available in the "Dean's Presentations: Graduate Enrollment Issues and Solutions" multimedia series. The series is presented by Timothy Mack, dean of the School of Graduate Studies and Research.

In this fourth video, Dean Mack discusses how to effectively market your graduate program, and also how the School of Graduate Studies and Research is marketing each graduate program.

Other Videos in this Series

1. Graduate Education
2. Graduate Assistantships
3. Graduate Performance

The goal of the series to communicate current issues and solutions regarding graduate education. For more information, visit the School of Graduate Studies and Research website.

Posted on 3/2/2012 10:00:32 AM

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Graduate Enrollment Issues and Solutions Video Presentation, Part 4

Graduate Enrollment Issues and Solutions Video Presentation, Part 3

Graduate Enrollment Issues and Solutions Video Presentation, Part 2

- o Part 1: Graduate Education
- o Part 2: Graduate Assistantships
- o Part 3: Graduate Performance
- o Part 4: Graduate Marketing

These presentations defined the problems for the entire IUP community and identified solutions. Academic deans and others were asked to rank potential solutions, with a rank of '1' being most important. Below is a summary of their combined rankings:

Graduate Enrollment Solutions Ranked by Order of Importance (1=most important)

Rank	Item
1	Faculty lines allocated ***primarily*** with quality and enrollment (undergrad and grad) in mind.
2	Redefine how coordinators are appointed & reviewed, with more college and grad dean involvement.
3	Summer contract for Master's coordinators.
4	Add every cohort possible when it makes money (a la Full Court Press)
5	Financially reward programs that grow.
6	Add 40, 10-hour assistantships. Deans can ask for them if they guarantee that their enrollments will grow.
7	Additional innovative master's programs- blended, Saturday, night, online.
8	Increase the stipend of GAs by permanently indexing GA stipend to faculty and staff raises.
9	Environmental Scan of region.
10	Hire one, full-time marketing person to maintain all of the departmental websites so that stale and old information is no longer presented to prospective students.
11	Resource Allocation Taskforce to define principles for allocating faculty and staff lines.
12	We can add 10,000 more inquires for a cost of about $18,000.
13	Marketing and Communications sends monthly web data to every department, every month, so we know where to post information on our websites.

Based on this ranking, **Allocating faculty lines based on quality and enrollment** is a highest priority. Budget cuts have made most of the solutions above difficult or impossible to achieve, though.

Create Mini GA Positions to Stimulate Enrollment Growth.

The SGSR created **100 new 'Mini GA'** (8 hr/wk) positions for Fall 2012. We had to significantly rearrange finances in the SGSR to create the $300,000 needed to do this. More than 95 Mini GAs have been distributed so far. Programs were required to state that they would increase their graduate enrollment by one from last year to receive one Mini GA position.

Improve Processing of Assistantships so they can be Awarded Earlier as Recruiting Inducements.

The SGSR processed 471 graduate assistantships for the 2011-2012 academic year. All forms related to Graduate Assistantships (GA) have been condensed and moved online so that graduate coordinators can access information needed, including departmental GA allocations. **We also reduced the number of assistantship forms from seven (7) to one.** The GA Agreement language was revised, enabling graduate coordinators to offer assistantships to recruits who are in the application phase rather than the admitted phase. Components of the GA Agreement terms were automated through collaboration with IT Services, creating a shorter turnaround time on assistantship offers. This new process has been fully in place since May 1, 2012 and has *cut processing time in half*.

Collaborate with the Vice President For Enrollment Management.

The SGSR revised the approach for Fall 2012 enrollment planning in collaboration with Jim Begany, Vice President for Enrollment Management.

- The Assistant Dean for Administration attended enrollment management planning meetings with college deans and Mr. Begany during the Fall 2011 semester.
- **4-year graduate enrollment data** were provided to each dean so that they could collaborate with graduate coordinators to provide Fall 2012 total enrollment goals by program.
- Goals were then finalized after reconciling the data provided by deans with projection data provided by Mr. Begany.
- **Heavy emphasis on Fall 2012 enrollment management** continued through the 2011-2012 academic year by providing monthly graduate enrollment updates at Council of Deans meetings and weekly updates to graduate coordinators via automated iReports.
- **The SGSR sent four (up from two last year) enrollment management reports per month** to the deans, A-deans, graduate coordinators, President's Cabinet, and Provost's Staff.

Reduce the Number of Graduate Admission Categories.

We reduced the number of admissions categories from seven (7) to two (2): degree-seeking or non-degree-seeking. This was supported by the University-Wide Graduate Committee and passed by University Senate. This also eliminated SGSR management of Degree Candidacy, which was a time-consuming holdover from the past that unnecessarily duplicated existing departmental practices.

Improve Internal Graduate Admissions Procedures.

As of May 2012, two SGSR staff members have been processing all applications from 'cradle to grave' for specific colleges. As of one month post-implementation, this change has reduced processing time per application by three days. The process also allows for more efficient communication with graduate coordinators as the two staff members become "specialists" in their designated programs.

Create an Online Checklist for Applicants.

The SGSR collaborated with IT Services to implement an **online application checklist**. Applicants can now log in to a secure site to view the status of their application materials received by the SGSR.

Transition to a Web-based Graduate Catalog.

The 148 page 2011-2012 catalog was moved completely and permanently online. It is a true Web-based set of pages and not a PDF. The reorganization was accomplished with input from prospective graduate students, current graduate students, faculty and staff.

Review all graduate programs in the Academic Affairs Workforce Plan.

This Plan initially targeted many graduate programs for moratorium. The plan spurred low enrollment graduate programs into action all across campus. Faculty and graduate coordinators realized that enrollment matters. The SGSR worked with many graduate programs and with the University-Wide Graduate Committee to ensure that the programs slated for moratorium submitted credible plans for review. These meetings definitely helped the programs by enabling them to re-think their program and effectively reorganize it.

Propose More Graduate Programs With Differential Tuition, and Enact the PASSHE New Graduate Tuition Policy.

- The SGSR worked with the Provost's Office and engaged in a process to determine which programs to propose for **differential graduate tuition**. Two additional programs were submitted and approved for differential tuition:
  - The Administration and Leadership Studies Ed.D program
  - The Nursing Ph.D. program
- **PASSHE's per credit graduate tuition policy** was enacted in summer 2011 and had a significant and negative impact on graduate enrollment at IUP. For example, the MBA program's enrollment declined by 30 students from the previous year.

Improve The Monroeville Graduate and Professional Center.

- Improvements continue to be made to the Center, at which **247 graduate students** were enrolled in the Fall 2011 term:
  - SGSR worked with IT Services to replace four multimedia classroom PCs, to upgrade all 50+ PCs with Office 2010, and to upgrade server hardware.

  - Due to a medical retirement of our full-time person in January 2012, **Tracey Poach**, a part-time employee at the Center, was promoted to the full-time position. This enabled a smooth staff transition with no loss of service to faculty, staff or students. **One part-time position was also eliminated** so that only one other part-time temporary position remains.
  - A formal emergency action plan was created for the Center in collaboration with IUP's Public Safety Office.
  - An emergency alert strobe light "panic button" system was purchased to ensure staff, faculty and student safety in the event of a crisis.

Add New Programs, Course, and Delivery Methods.

- Both the **Ph.D. in Safety Sciences** and the **Master's of Strategic Studies in Weapons of Mass Destruction** were approved by PASSHE this year. The SGSR reformatted and desktop published these documents, as well as added content, to enable the programs to be approved quickly. Both had been 'in the queue' for years, so getting them approved meant a lot to the faculty. PASSHE noted about the Safety Science Program: *"This Doctoral program will be unique in the Commonwealth and the nation, designed to address a critical shortage of safety professionals with advanced skills. It will be offered via both distance education and through on-site experiential learning providing graduates of the program with advanced skills in the anticipation, recognition, evaluation, control and prevention of safety, health and environmental hazards in the workplace."*

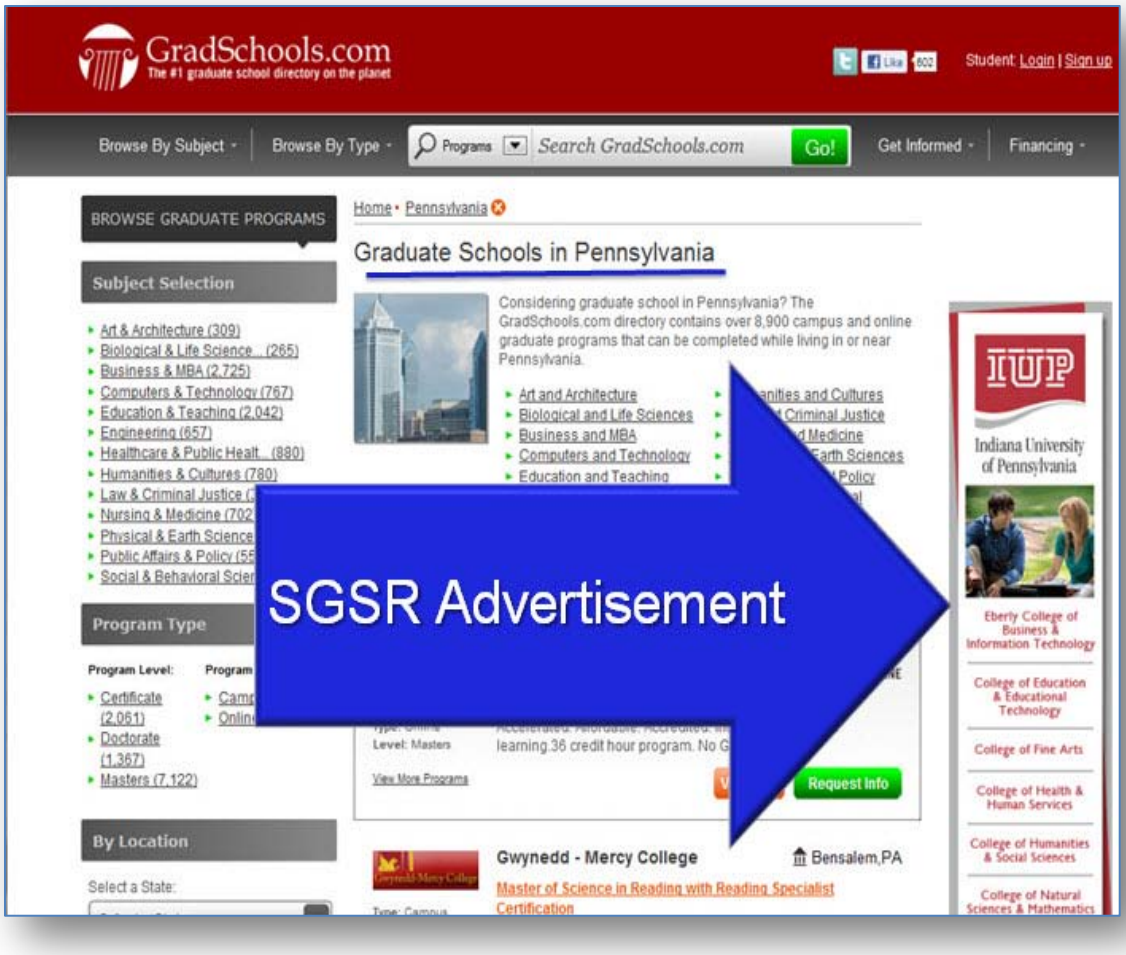
- Members of the Physics and Chemistry Departments met with SGSR staff on several occasions to discuss their **Professional Science Masters** (PSM) degrees. PASSHE has stipulated that revisions to both of these programs must be in place by **December 2012**. SGSR administration attended several PASSHE PSM meetings in Harrisburg and also web conferences about the PASSHE PSM initiative. Both IUP programs have had their revisions approved by their college's curriculum committee, and both will be ready to submit to the University-Wide Graduate Committee this fall.

Launch New and Enhanced Marketing Efforts

- Our Fall 2011 data showed that **48% of all graduate inquiries to IUP came from 3 sources:**

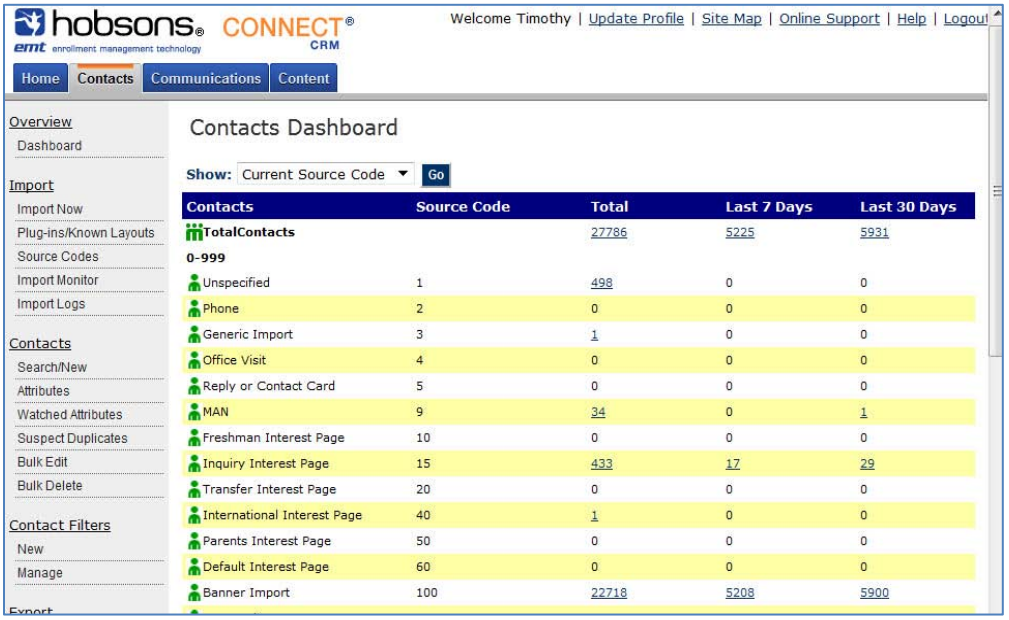
- We increased our prospective student recruiting budget **by $106,000 this year,** from $199,000 in 2010-11 **to $305,000 in 2011-12,** and emphasized **the 3 sources above.**
- The SGSR hired **three graduate student workers** to assist graduate programs with improving the websites for the 48 graduate programs.
- The Twitter campaign was launched and the SGSR currently has 110 followers. **Tweets are being posted at least once a day.**

- **GradSchools.com** receives over 750,000 unique visitors per month and is the #1 graduate program website in the US**. The SGSR invested over $50,000 in additional marketing funds for this site. IUP's traffic** from GradSchools.com has grown from 4,396 unique visitors in Spring 2011 to **8,800 unique visitors** in Spring 2012….a 2-fold increase.



- Our Google AdWords campaign for the 2nd quarter of 2011 registered 7,391 visitors, while the same quarter in 2012 registered **31,700 visitors**….a more than 4-fold increase.

- The number of visitors to the SGSR website has increased from **22,157 in 2011 to 32,969 in 2012**….a 48% increase.
- A **professional web design company**, Paskill/Stapleton/Lord, was commissioned in December 2011 to develop a redesign and rewrite of the SGSR's graduate program landing pages.
- **Hobson's Connect** is a tool used to create and implement electronic communication plans for engaging prospective students. Multiple correspondences from graduate coordinators were drafted by SGSR staff, reviewed, and inputted into the system. Letters for A-Deans and Deans were requested and then added to the system, as well as a set of additional letters from Financial Aid, the SGSR, and others.



- We created three tracks:
    - Track 1 "**Inquire to Apply**" went from three e-mail letters to a total of ten over a two month period for each of the 48 programs. It is fully operational.
    - Track 2 "**Apply to Admit**" did not exist previously and now has eight e-mail letters that will be sent over a five week period. All letters are complete and in the process of loading.
    - Track 3 "**Admit to Enroll**" did not exist previously and will have five letters sent over a one month period. It is in the process of being created, with plans to be implemented by late summer.
- We continued our **campaign of advertising on FaceBook**. Note that more emails are sent within FaceBook than are sent by all other forms of email communication combined, hence our interest. Our goal was to have 250 fans by Jun 30, 2012. As of May 14th, we had 614 fans.

Increase communication and engagement with stakeholder groups.

- The SGSR continued to publish its **e-newsletter**, with one in Fall 2011 and one in Spring 2012. It is sent to all graduate students, faculty, staff, and administrators at IUP as well as alumni and interested members of industry and the community. Significant improvements initiated this year include new sections featuring the work of IUP's Centers & Institutes, highlighting graduate student accomplishments, sharing announcements and research highlights, and providing a "Research Feature Article."
- We continued the IUP Daily news item posts for each **externally funded grant/contract award received**. Faculty report consistently that they appreciate this publicity and that it helps elevate campus-wide appreciation for the work of IUPs researchers.
- Together with the Office of Communications, the SGSR identified 30 researchers to be featured in **2-minute "Hawks Talk" videos**. Five of these researchers have been filmed so far, and their footage is being used on IUP websites for marketing and recruitment.
- With assistance from the IUP WebTeam, we significantly improved the **undergraduate and graduate scholars' forums websites** to provide more information about the events in a more readable/accessible manner.

- We expanded our coverage of IUP's participation in the **"Undergrad Research at the Capitol (Harrisburg)"** event, working with event organizers and our local state senator's office to obtain photos from the event (Sen. White met IUP's students at the event to learn more about the on-going research at IUP).

- Following last year's successful launch of the **University Expertise Network** (UEN) website, the SGSR has promoted participation in its database via the IUP Daily. Currently, there are 47 people who have entered at least one project and there are **66 projects** listed in the database.

Collaborate with the University-Wide Graduate Committee on Graduate Curricula.

SGSR staff worked with this Committee and with the University Senate to review and approve**:**

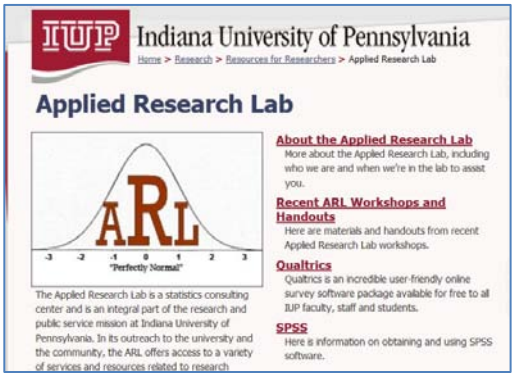
GRADUATE CURRICULUM SUMMARY 2011-12	
Type of Curriculum	**Totals**
Traditional	
New Courses or Major Course Revisions	26
Minor Course Revisions	19
Major or Minor Revisions	13
Distance Education	
New D.E. Courses	28
Variability of Delivery Approved	3

2. Academic Excellence- Research

Support Research at IUP.

- **For graduate students**, the SGSR conducts annual competitions for research and creative works grants; provides travel funds for master's and doctoral students to present their work at academic conferences; recognizes outstanding graduate student researchers at an annual awards luncheon; provides training seminars and produces a newsletter for graduate students on various topics (e.g. grant writing, thesis/dissertation, human subjects review and approval, responsible conduct of research, etc.); and reviews and signs-off on theses and dissertations.

- **For undergraduate students**, the SGSR conducts an annual competition for undergraduate research and creative works grants, and provides travel funds for undergraduate students to present their work at academic conferences.
- **For faculty**, the SGSR works with the University Senate Research Committee to administer the "Small Grants" and "Senate Fellowship" competitions, supports annual Faculty Professional Development Committee competitions, and distributes funds in support of faculty publication, incidental research expenses, travel in pursuit of external funding, and the President's Advancing Grantsmanship Fund.
- Through the **SGSR's Applied Research Lab**, student, faculty, and staff researchers receive access to research design and analysis services. Through coordination with IT Services, researchers receive access to software that is useful in quantitative, qualitative, and online data collection and analysis efforts.



- The **President's Advancing Grantsmanship Fund** provides $2,500 to faculty who would submit a proposal of $25,000 or more. We increased the number of faculty awardees from nine last year to **22 this year**. **Faculty really like this program** and it is generating some new grants persons for IUP.

Implement the Academic Affairs Strategic Plan Objectives for Research

- Based upon the recommendations of the report from the Research and Scholarship Work Group (report completed in February, 2010), the SGSR worked toward implementing the following:
    - The SGSR supported both faculty and student research and travel via many distinct funding mechanisms, including incentives for proposal submission:

Activity	Description	Result
FPDC Annual Competition	http://www.iup.edu/facultyprofessionaldevelopment/default.aspx PASSHE competition; grants up to $8,000 from PASSHE.	No competition held in 2011-12.
FPDC Special Competition	http://www.iup.edu/facultyprofessionaldevelopment/default.aspx A new grants competition is being sponsored through PASSHE FPDC in the area of Collaborative Academic Grants. Faculty may apply for grants up to $12,000 to support their efforts in 3 predefined areas.	In round two of the competition, IUP had 2 submissions and 2 awards for a total of $22,108. Both collaborations are with Slippery Rock.

USRC Small Grants	http://www.iup.edu/research/senateresearchgrants/default.aspx Awards up to $2,000 made 8 times throughout the year in 7 categories (including travel to present papers/posters at scholarly conferences).	$131,023 committed—a 12.2% increase. There was also a 14.6% increase in the number of applicants (157 compared to 137 last year). These increases may be the result of improved communication about this funding opportunity as well as simplified application procedures.
University Senate Fellowship Awards	http://www.iup.edu/research/senateresearchgrants/default.aspx Grants up to $3,500 per investigator for seed support for projects that may develop into more extensive undertakings eligible for funding from an external source; summer support for faculty members who want to conduct research or design creative teaching project, or stimulating faculty in areas of publication, professional presentations, artistic endeavors, and external grant applications.	$6,700 committed. This decrease reflects a decline in submissions, perhaps related to increases in faculty pursuit of external funding stimulated by the President's Advancing Grantsmanship Fund. That would be good!
Presidents Advancing Grantsmanship Fund	$2,500 summer contract for faculty nominated by their college deans who submit a grant proposal for at least $25,000 during the academic year.	22 awardees ($2,500 each)= $55,000.
Faculty Publication	http://www.iup.edu/page.aspx?id=98048 Publication costs for articles in scholarly journals paying no royalty or fee to the author are funded by the School of Graduate Studies and Research to a limit of $500.	$2,260 spent or committed.
Incidental Research	http://www.iup.edu/page.aspx?id=98048 Large research projects are funded externally. $300 for preliminary studies leading to external grant proposals are supported internally.	$3,250 spent.
Travel in Pursuit of External Funding	http://www.iup.edu/page.aspx?id=98048 Funds to assist with travel to establish direct contact with program officers at federal and state agencies and private foundations.	$599 spent.

Undergraduate Scholars Forum (USF) Awards	http://www.iup.edu/page.aspx?id=4695 Awards to select undergraduate participants in the USF, including an award to represent IUP in the Annual "Research at the State Capitol" Event.	SGSR buys "give-aways"; RI buys "prizes"; and SGSR pays travel to the state capital for winning students.
Graduate Scholars Forum Awards	Travel awards to select graduate participants in the Forum.	$2,500 prizes; $1,553 to organize and host event.
Student Travel	http://www.iup.edu/page.aspx?id=4695 Up to $750 per academic year for graduate students and $500 for undergraduates to travel to present their research/scholarly work.	Doctoral=$98,049 Masters=$14,529 Undergraduates =$7927.
Student Professional Development	http://www.iup.edu/page.aspx?id=65579 Graduate students can apply for up to $300 to support their participation in scholarly and creative activities that add to professional development in a significant way.	$4,975 spent.
Graduate Student Research Grant	http://www.iup.edu/page.aspx?id=65579 This fund was created to encourage and support graduate students as they undertake research and creative projects that will contribute new insights in their chosen academic field. Max. amount students may receive in support of their research project, creative project, thesis, or dissertation research is $1,000 per year.	$14,317 spent.
Undergraduate Student Research Grant	http://www.iup.edu/page.aspx?id=65577 $300 grant to encourage students to undertake research and creative projects that will contribute new insights in the student's field.	$900 spent.

Develop and Refine Research Policies and Procedures.

- The Federal government required all institutions to conform to its new Federal Conflict of Interest guidelines by August 22, 2012 or they would lose their ability to submit grants to the NIH and HHS. IUP receives HHS grants. A **new Federal Conflict of Interest Policy** was passed by University Senate this spring. A committee led the development of this Policy, with Helen Kennedy and Hilliary Creely as co-chairs. IUP is the first institution in PASSHE to have the required Policy updates in place.
- IUP needed to update its 1995 **Gift, Grants, and Contracts Policy**. The SGSR worked with Mr. Bill Speidel, the VP for University Advancement, on initial drafts. The Policy was presented to President's Cabinet, Deans' Council, the University Senate Research Committee, and was approved by University Senate.

- **A draft Time and Effort Policy** is under review by the University Senate Research Committee and will be voted on in the early fall. The SGSR worked with Grant and Special Fund Accounting to create the draft. Having an approved Policy is mandatory for Federal research compliance.
- The SGSR worked with Robin Gorman and Mark Berezansky to create **"Guidelines for Working with Industry"** that clarifies how faculty can successfully collaborate with industry partners. These guidelines are now posted on the SGSR website.
- **"New Business Procedures for Faculty Releases Funded from Sponsored Activities"** were developed by a team of IUP staff from A&F, the RI, and Academic Affairs. These procedures were approved by President's Cabinet and went into effect on July 1, 2011. The goal is to maximize the collection of F&A.
- IUP does not currently have a **Copyright** policy and is thus unable to provide clear guidance to faculty on Fair Use or to take advantage of the TEACH Act safe harbors. The draft policy was created though collaboration between the IUP Libraries, Senate library committee, and SGSR. It will be sent to Senate by the library committee for a vote next academic year, and additional educational resources for compliance will be drafted by the IUP Libraries**.**
- In response to rising interest in **intellectual property** (specifically, patents and copyrights), the SGSR now provides:
    - Web access to the PASSHE-developed educational resource, the "IP-toolbox".
    - Web access to PASSHE technology transfer information and key documents.
    - Individual assistance to faculty and students seeking to protect their IP, including coordination with PASSHE and the Penn State Research Foundation. Specifically, this year the SGSR met with 3 students and 4 faculty to discuss patent and copyright matters. **Dr. Greg Kenning** has **procured a provisional patent** ☺.

Manage The Centers And Institutes of IUP.

- There were **43 centers and institutes in 2011, and 41 now**. The loss of centers and institutes is a natural process that is due to changing desires and changing resources (e.g.; $$, time, university compliance and reporting requirements).

- In AY 2009-2010, the Centers and Institutes Advisory Board worked with the SGSR and the Center and Institute directors to develop guidelines for the five-year review of Centers and Institutes. Last year, the Advisory Board worked with the SGSR and the Center and Institute directors to create a review schedule and implement an approved review instrument. 1/3rd of IUP's Centers and Institutes were reviewed last year. This year, 14 of the Centers and Institutes were reviewed.
- The following **Centers and Institutes were reviewed** by four-person teams consisting of the director, a member of the Advisory Board, the SGSR Assistant Dean for Research, and a representative from the Center's or Institute's administrative unit or college:
    - Administrative & Leadership Services Research & Training Center
    - American Language Institute
    - Archaeological Services
    - Biotechnology Research Institute
    - Center for Applied Psychology
    - Center for Digital Humanities and Culture
    - Center for Film Studies
    - Center for Northern Appalachian Studies
    - Center for Statistics Education in Pennsylvania at IUP
    - First Commonwealth Center for Economics Education
    - Frederick Douglas Institute
    - Institute for Information Assurance
    - Institute for Mine Mapping, Archival Procedures, and Safety
    - Software Development Center
- This year's efforts to support and improve the Centers and Institutes focused on the following:
    - Together with the Advisory Board, the SGSR developed an agenda for the year-long **monthly Director's meetings** that featured topics and guest speakers of interest to the directors. This included a presentation on external funding by the IUP Research Institute, a presentation on development by the IUP VP for University Advancement, a presentation by Pittsburgh Technology Council, and a workshop on writing effective annual reports.
    - Last year, the SGSR offered $1,000 grants to help Centers and Institutes market their services. While the effort had its successes, most Centers and Institutes found that their chief marketing tool is their website. In response, this year's marketing funds were used to hire a student worker trained in Ektron (the university content management system) whose sole job was to **update the websites of six Centers and Institutes:**
        1. The American Language Institute
        2. The Center for Teaching Excellence

3. The ALS Training Center
4. The Speech, Language, and Hearing Clinic
5. The Government Contracting Assistance Program
6. The Small Business Incubator

- The website redevelopment project has been a success and the SGSR plans to offer the opportunity for similar web design assistance to 10 Centers and Institutes next year.
- Upon request of the directors, the SGSR initiated a new practice of sending annual report feedback letters. We are hopeful that this practice, combined with the annual report writing workshop held in April, will lead to the submission of improved, more informative annual reports.
- Per request from the Centers and Institutes, the SGSR is continuing to provide access for them to PA/local funding opportunities via subscription to the PA Foundations Online database.

Increase Research, Thesis, and Dissertation Support for Graduate Students.

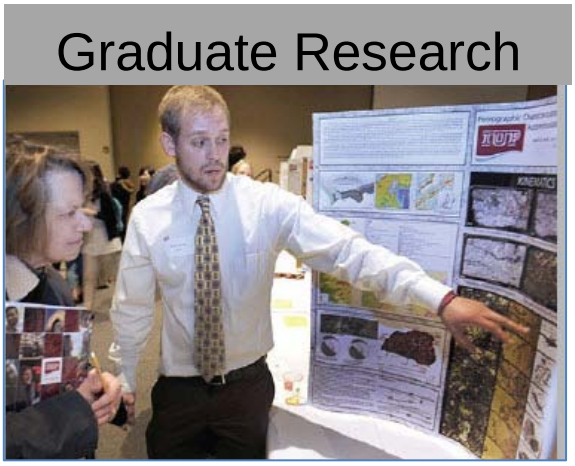
- The number of students submitting **electronic dissertations** increased from 82 in AY 2008-09 to **136** in 2011-12. The SGSR has worked with the graduate coordinators to explore the feasibility of making electronic submission mandatory for both doctoral and masters students (it is presently only mandatory for doctoral students). The graduate coordinators agree that this is a desirable change and we will work with the University-wide Graduate Committee to approve this change in Fall 2012.
- The SGSR provided the following support for research….

Form of Support	Amount
Travel support for undergraduates	$7,927
Travel funds master's students	$14,529
Travel funds for doctoral students	$98,049
Professional development funds for master's and doctoral	$4,975
Research grant awards for graduate students	$14,317
Research grant awards for undergraduate students	$900

- To better support and promote STEM research at the undergraduate level, the SGSR worked with PASSHE to obtain a grant from the Council on Undergraduate Research (CUR) and National Science Foundation (NSF) via the "**Institutionalizing Undergraduate Research"** program. This grant funds a workshop for representatives from the 14 PASSHE schools to meet and develop strategies to enhance undergraduate research. The IUP team scheduled to attend this workshop, comprised of the Dean of the College of Natural Sciences & Mathematics and three faculty "change agents," has met regularly with the SGSR to analyze undergraduate research infrastructure at IUP and brainstorm new ideas in preparation for the Fall 2012 workshop.

- The Seventh Annual **Undergraduate Scholars Forum** was held on April 3, 2012. We provided more SGSR faculty and staff assistance to this forum than ever before, and the event was a success.
  - **196 students** presented their work through oral presentations (85), research and scholarly posters (55), business case competition teams (16), musical performances (5) and juried art exhibits (24).
  - **93 faculty** participated as judges and/or student research sponsors.
  - 33 major awards were presented.

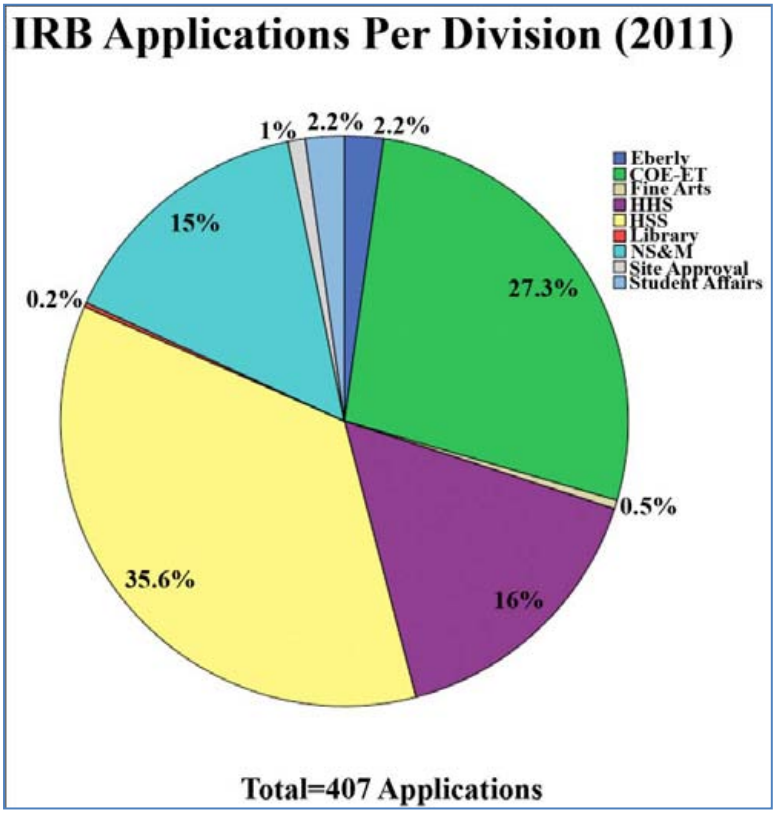
- The SGSR worked with faculty and staff to create and implement the second annual **Graduate Scholars Forum**. This was held on April 4, 2012. The event was a tremendous success, organized and led by the SGSR with assistance from a nascent Committee.
  - **93 students** from five colleges presented their work though research and scholarly posters (79 poster presenters) and juried art exhibits (14).
  - **76 faculty** participated as judges and/or student research sponsors.
  - 5 first-place prizes ($500 travel awards), 5 second-place prizes ($50 Amazon gift cards,

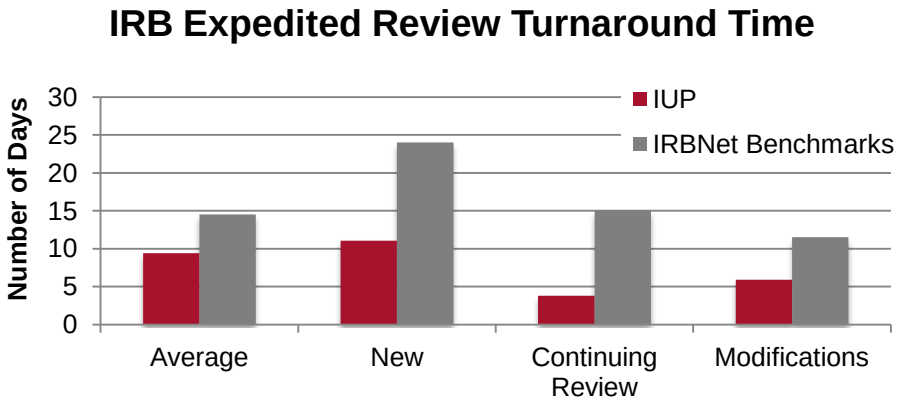


donated by the IUP-RI), and 5 third prizes ($25 Amazon gift cards, donated by the IUP-RI) were presented.

Support Faculty Research.

The SGSR supports the **Institutional Review Board (IRB)**. The Institutional Review Board (IRB) for the Protection of the Human Subjects is a regulatory body at IUP that is responsible for the review of research involving human participants. In 2011 IUP's IRB, led by chair Dr. Jay Mills (Psychology), received a total of **407 applications**. Of these applications, less than 6% required full-board review meaning that the expedited reviewers, Dr. Mills and Dr. Jen Roberts (Criminology), reviewed 94% (382) of the applications received. Even more impressively, **IUP's expedited review is more than 30% faster than national benchmarks**—having an average turn-around time of less than 10 days. Moreover, **the IRB is more than 2.5x more efficient than national benchmarks** for institutions of similar size, handling an average of 285 active protocols with just 0.8 FTE compared to the benchmark of 228 active protocols with 1.7 FTE.





Refine the relationship between the IUP Research Institute and IUP.

- A new **Letter of Understanding** was completed in Spring 2011 for FY '12, and a new funding model was developed by John Kilmarx, Susie Sink, Robin Gorman, and Tim Mack. It has a base allocation and a percentage of the net F&A going to the RI. This is a permanent funding model and is being used for a new Five Year Affiliation Agreement that should be signed soon. Once signed, that will truly be an historic milestone.

- SGSR Administration invests a great deal of time into the relationship between IUP and the RI. We attend the following weekly meetings: one with the RI staff; one with the Chair of the RI Board of Directors; one with the Executive Director of the RI; and one with the RI and representatives from Human Resources, the SGSR, and Grant and Special Fund Accounting.
- The SGSR assisted Robin Gorman with the organization and support for "**NSF Day**," which brought NSF program administrators to campus. Over 60 IUP faculty and staff and 20 IUP students were in attendance, in addition to representatives from several other local universities.
- The SGSR worked with the IUP-RI to create a means to track who should be receiving grant-funded faculty releases and when, and what students should be hired and when. The goal of this is to maximize the collection of F&A and to prevent IUP from accidentally using E&G dollars to pay for grant-releases. Releases and student hires are entered into a spreadsheet that is shared with the SGSR and with Grant and Special Fund Accounting, to ensure that these releases occur.

Dr. Steve Hansen was an external consultant that reviewed the research infrastructure of IUP. He spent two days on campus and interviewed over 29 people. He noted, "While the Graduate Dean serves as the chief research officer for IUP, he has few direct tools to execute policy and few means to control processes. *With no one person having authority over the entire grant process, faculty members are often confused about which unit is responsible for which aspect of their grant. Additionally, there is no central voice for addressing faculty needs in regards to research and sponsored programs.*" He argued for centralization of research responsibilities and authorities in the chief research officer position. He states, *"It would also permit the Graduate Dean to better serve the University as the chief research officer and would provide greater visibility for research among the faculty and the deans."*

THE SGSR CONCURS!

3. Student Success

Graduation	Master's	Doctorates	Total
August '11	193	52	245
Dec '11	176	37	213
May '12	236	47	283*
GRAND TOTALS	**605**	**136**	**741**

*pending final audits.

Of the 20 master's theses submitted in August, 2011, only 3 were paper submissions; of the 11 master's theses submitted in December, 2011, only 1 was a paper submission; and, of the 21 master's theses submitted in May, 2012, none were paper.

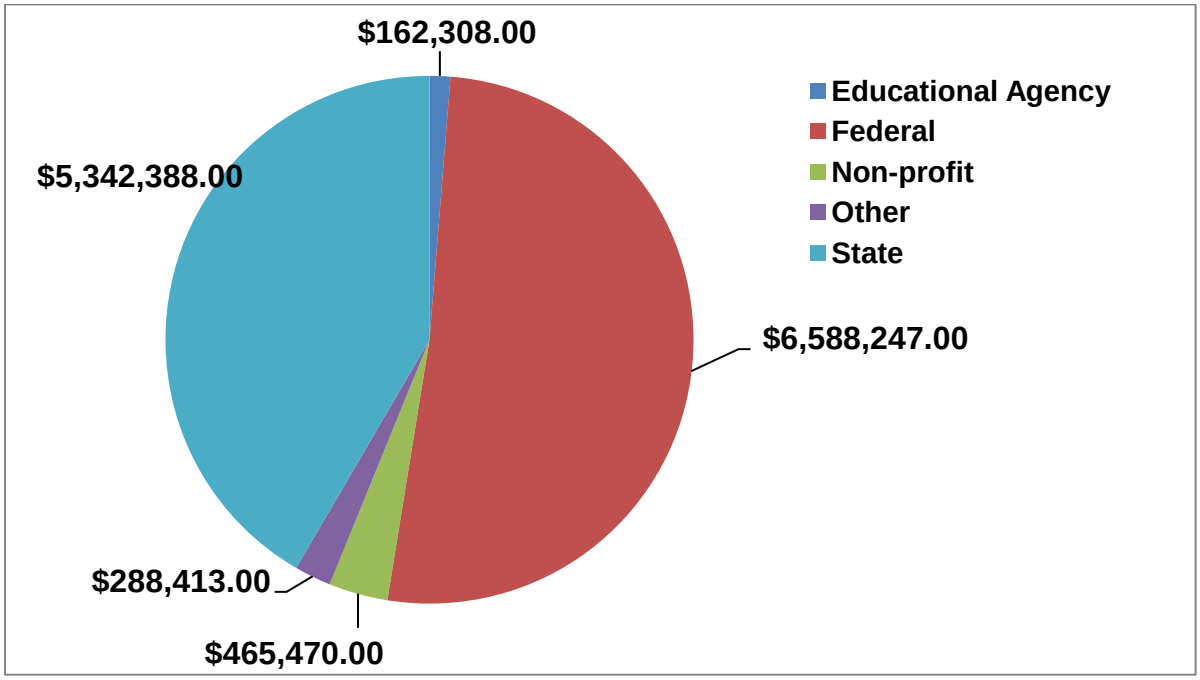
4. Outreach and Partnerships

- The SGSR partnered with the IUP-RI to ensure that the technology transfer, research misconduct, intellectual property, and other such policies are on both websites, and that both units will adhere to the same set of policies.

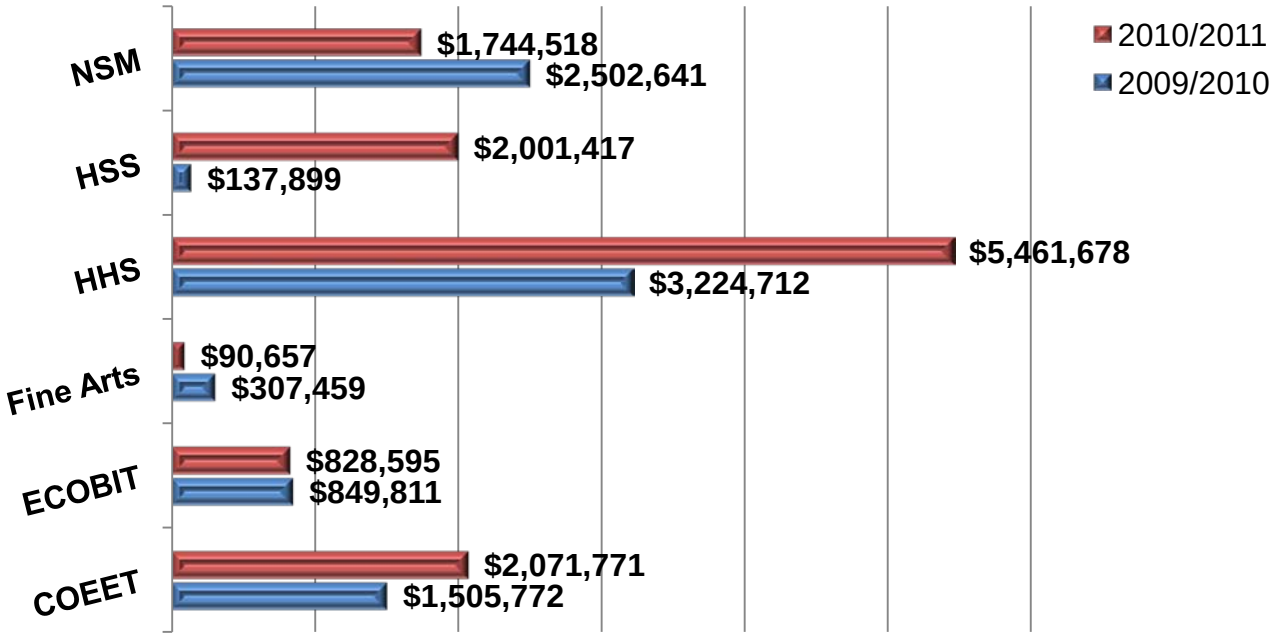
5. Fundraising and External Grants/Contracts

- Two factors have significantly affected IUP's grantsmanship this year:
  - **IUP lost 38 full-time, tenured faculty** at the beginning of 2011-12. This is a tremendous loss from the perspective of grantsmanship. Temporary faculty do not typically write grant proposals. Some of the remaining faculty have larger class sizes this year, making it more difficult for them to have the time to write proposals.
  - The **Federal budget continuing resolution and the state budget funding** for 2011-12 delayed or reduced the size of several grants. Some will be awarded in July and August instead of June. Those awarded in June would 'count' towards this year's awards total. We may only *appear* to be down in overall grant awards, in other words.
  - **Grant Projection:** Our best guess for grant awards for 2011-12 is **$9.09 million**. On the surface, this would appear to be down from last year's $12.8 million. However, we have **$13.8 million in pending grants**. This is a much bigger number than in the past.

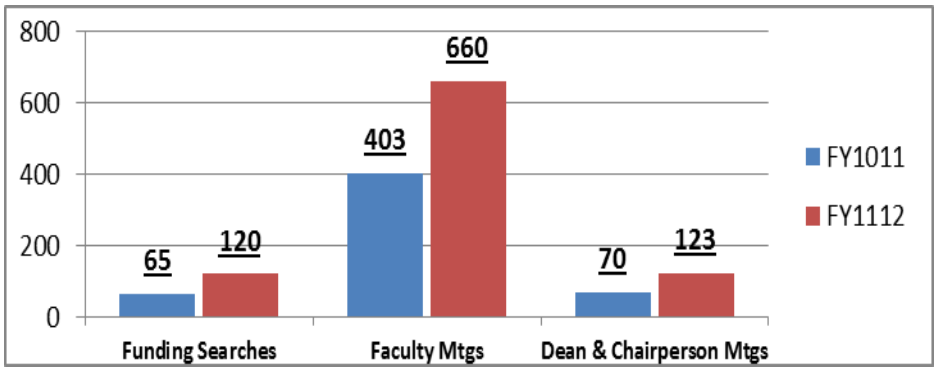
- Most of IUPs grants came from the federal government, followed by state agencies. Note that this is **2010-2011** data:



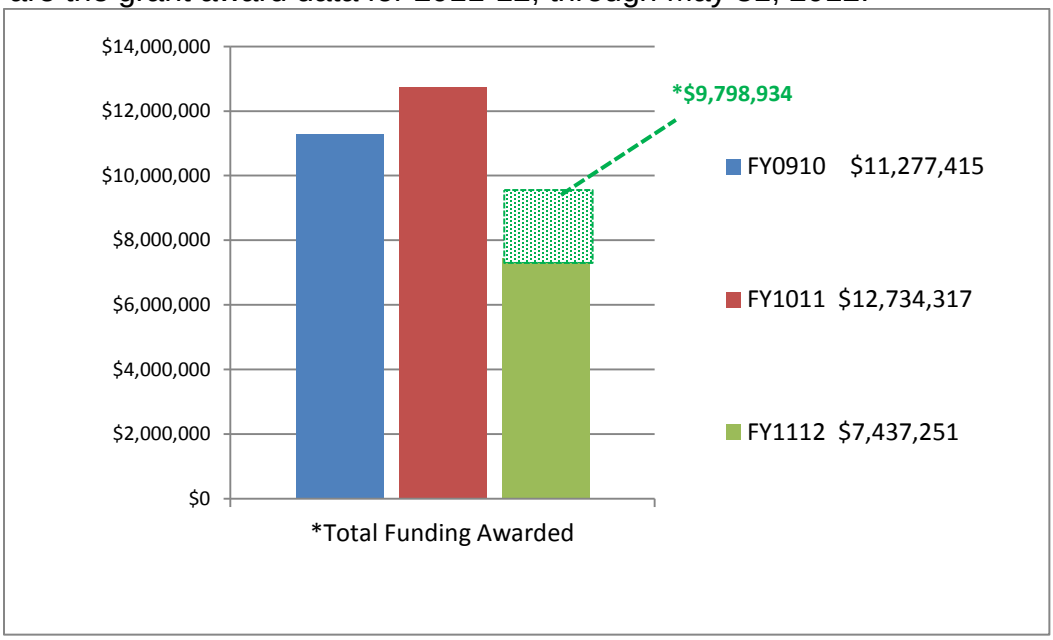
- **Grant performance by college** varied.
    - Grant awards in increased in HHS HSS, and COEET; they declined in NSM, FA, and ECOBIT:



- Both the number of searches for potential grant opportunities and the number of meetings is up this year (**July 1, 2011- May 31, 2012**) compared with last year:



- Below are the grant award data for 2011-12, through May 31, 2012:



The RI expects an additional $2,361,683 in pending proposals to be awarded during month of June, which produces a total of $9,798,934. More funds will be received in July and August than usual; again, this is caused by delays in funding from the **Federal budget continuing resolution and the state budget funding**.

State of Physical Facilities

The SGSR is housed in Stright Hall. Several of the windows leak on the 1st floor. Winds cause the interior blinds to flutter and rain causes leaks, water stains, and mold growth. The windows apparently cannot be fixed without replacement. It is urged that the windows be replaced.

The SGSR has a pressing need for a conference room. The SGSR also is so cramped that it has no space to put additional student workers. It is hoped that the Provost's Office will work with the SGSR to identify more space.

Personnel Changes/Developments

- The SGSR experienced personnel changes during 2011-12. Significant reshuffling of duties has occurred throughout this academic year as people have departed and new ones have replaced the departed personnel.
  - **Brenda Boal** replaced Bev Obitz. The position was significantly changed from reviewing theses and dissertations to also having responsibility for Hobson's Connect, DSPACE, and ProQuest.
  - **Paula Stossel** replaced Donna Griffith as the Assistant Dean for Administration and Director of the Monroeville Graduate and Professional Center.
  - **Fred Kline** was transferred into the SGSR in Spring 2012, to resolve insurmountable issues in the Criminal Justice Training Center. Job duties of several personnel in the SGSR were rearranged to provide new duties for Mr. Kline. He has announced his retirement in August.
  - **Lori Harkleroad**, the Director of Graduate Records, left on May 25th. We are in the process of searching for a replacement.
  - **Tracey Poach** replaced Patsy Besh as the full-time staff member at the Monroeville Graduate and Professional Center, and **Andrea Noble** filled one of the half-time staff positions at the Center. The other half-time position was eliminated.

"Points of Pride": Noteworthy Achievements and Milestones

- GRADUATE EDUCATION
  - **Electronic marketing** of IUP's graduate programs was heavily emphasized, to good effect.
  - **Graduate enrollment management** is slowly becoming part of the culture of IUP.
  - The **Safety Sciences Ph.D** and the **Strategic Studies in Weapons of Mass Destruction** programs were approved by PASSHE.
  - **100 Mini GA positions** were created to stimulate graduate enrollment.
  - $305,000 was invested in marketing IUP's graduate programs via state-of-the-art means including **Google AdWords, Twitter, and Facebook**.

- **Hobson's Connect** has been implemented as a way of electronically communicating with prospective graduate students.
- **196 undergraduate students** participated in the Undergraduate Scholars Forum and **93 graduate students** participated in the Graduate Scholars Forum.

- RESEARCH

  - Faculty receiving the President's Advancing Grantsmanship Fund increased from 9 last year to **22** this year.
  - The **Financial Conflict of Interest Policy** was revised and then approved by University Senate.
  - A new **Letter of Understanding** between IUP and the RI was completed in Spring 2011 for FY '12, and a new funding model was developed.
  - **14** Centers and Institutes were reviewed.
  - **"New Business Procedures for Faculty Releases Funded from Sponsored Activities"** were developed by a team of IUP staff from A&F, the RI, and Academic Affairs.
  - IUP's Institutional Review Board **is more than 2.5x more efficient than national benchmarks** for institutions of similar size.
  - The RI expects an additional $2,361,683 in pending proposals to be awarded during month of June, which produces a total of **$9,798,934**.