

Graduate Council Minutes
November 17, 2015
12:30 – 2:00 p.m.
Health Science Campus, Health Education Building, Room 103

Present: Joseph Dake, Michael Dowd, Mary Ellen Edwards, Viviana Ferreira, Brian Fink, Eric Prichard (GSA) Dwight Haase, Mark Templin (for Joanna Hapgood), Mohamed Samir Hefzy, David Jex, Richard Johnson, Andrea Kalinoski, Junghwan Kim, Jon Kirchhoff, Jyl Matson, Marcia McInerney, Willie McKether, William Messer, Holly Monsos, Ron Opp, John Plenefisch, Susan Pocotte, Geoffrey Rapp Sonmez Sahutoglu, Amal Said, Diane Salvador, Constance Schall, Barry Scheuermann, Joseph Schmidt, Rebecca Schneider, Diana Shvydka, Susan Sochacki, Pamela Stover Mary Powers (for Viranga Tillekeratne), Jerry Van Hoy, Lois Ventura, Richard Welsch.

Excused: Ainsworth Bailey, Debra Boardley, Hans Gottgens, Patricia Komuniecki, Anand Kunnathur, Youssef Sari, Kandace Williams.

Absent: Ali Fatemi, Carolyn Lee.

Guest: Heather Huntley, Sherri Jiannuzzi, James Mager, Stephen Schissler.

Call to Order, Roll Call, and Approval of Minutes

The meeting was called to order and the roll called.

Executive Reports

Report of the Executive Committee of the Graduate Council

Dr. Rebecca Schneider, Graduate Council (GC) Chair, affirmed that one role of Graduate Council is to give general direction and provide advice on any matter related to graduate education to COGS. The updated bylaws from April 2015 has a new committee included, the Academic Programs and Regulations Committee. The charge of this committee is to serve as an advisory body to GC or the COGS Dean regarding policies, procedures and actions to promote academic standards. This group will be gathering questions and input for COGS regarding procedures and policies that affect graduate students. The committee will receive questions or concerns from members or Graduate Council Executive Committee (GCEC) and committee bring topics to GC for broader discussion as appropriate. Questions, concerns, or recommendations regarding policies, procedures, and actions should be sent to Chair Schneider, the GCEC or the committee member from your college.

Chair Schneider reported that Dr. Mark Templin, as a member of Academic Program and Regulations Committee, and Dr. William Messer representing GCEC, met with Provost Barrett and Faculty Senate about a process for vetting policies. We have the APRC for this process. Issues to think about are time limits and summer work. Dr. Samir Hefzy will represent graduate faculty on the Student Health Insurance Committee. Dr. Connie Schall will represent GC on the Strategic Enrollment Planning Council.

The needs of international students will be the theme for the December 1st GC meeting. The agenda may include someone from the office of International Studies and Programs and data that will be reported to the Academic and Student Affairs Committee of the BOT on December 21, 2015. Questions or specific topics related to international graduate students should be sent to the so GCEC to prepare the agenda.

Report of the Graduate Student Association (GSA)

Mr. Eric Prichard, GSA President, reported:

- 1) There are only three days left before the hard deadline for the Student Research Award.
- 2) The GSA plans to hold its first Midwest Graduate Research Symposium steering committee meeting between the Thanksgiving and Christmas breaks.
- 3) On November 9th, the GSA held a professional development Q and A panel titled 'Life in Graduate School'. Approximately 70 undergraduates attended, with significant representation from the College of Natural Science and Mathematics and the College of Languages, Literature and Social Sciences.

Report of the Vice Provost for Graduate Affairs and Dean of the College of Graduate Studies (COGS)

Dean Komuniecki was unable to attend due to illness (flu). Dr. Susan Pocotte invited Council members to serve as marshals during the university commencement ceremony on December 19th. There were no volunteers, thus an email invitation will be sent for follow up. Chair Schneider will serve as the reader.

Dr. Pocotte provided an overview update on the NSF funded NOA AGEP (Northern Ohio Alliance for Graduate Education in the Professoriate) grant, that was awarded on October 1, 2015 and will run for 42 months. UT will receive ~10% of the \$3.1M award directed to recruit and mentor underrepresented students in the STEM disciplines, specifically Biology, Chemistry and Engineering. UT is part of 7-university consortium led by Case Western Reserve University and including the University of Akron, Cleveland State University, Kent State University, Bowling Green State University and Youngstown State University as well as UT. Council members may anticipate being called on to assist with recruiting and mentoring the six students that will form part of the cohort of 30 AGEP Scholars in the consortium. Students will receive incentive in addition to stipend and tuition support to participate in professional development circles and will receive an annual travel allowance to attend a research symposium on one of the 7 campuses. UT will host the first one in spring 2017. We will work with the GSA to bring in our consortium partners and a guest speaker to speak to underrepresented students in STEM as part of the spring MGRS next year.

Dr. Willie McKether suggested that he or Dr. Amanda Bryant-Friedrich, and others with the Association of Black Faculty, may be contacted as a resource.

Information and Discussion Items

Discussion with Dr. James Mager, Interim Vice President for Enrollment Management

Dr. Mager introduced himself and gave a brief background of his experience in education and enrollment management. He has worked with undergraduate and graduate strategic planning at The Ohio State University before consulting full-time. He has worked with 40 institutions throughout the country. He was in semi-retirement when he was asked by Dr. Gaber to work with UT on an interim basis stating that he took this job because he thought he could help. The openness and data-informed approach at UT was appealing and impacted his decision.

Dr. Mager explained that his outline representing two major projects is 80% of the plan/push for UT. He is seeking help in identifying immediate enrollment strategies and tactics to garner immediate results for fall 2016. There is urgency to change the revenues that are many times driven by enrollment. Broader strategic enrollment planning will be a part of the discussion as well. Dr. Mager stated that he has received emails from many folks including graduate faculty and has categorized them to respond with disposition. He added that he is meeting weekly with COGS Dean Patricia Komuniecki and Assistant Dean Debbie Andrews.

When looking at new students, we should consider whether programs can expand and if there is a return on investment in having additional students. Does it exceed cost? This makes intuitive sense that the investment in personalized outreach and customized and timely responses results in a direct positive correlation in return.

Personalized and timely outreach is 1:1. By reaching out, you learn the person's interest in x or y research and their preferred mode of delivery ---folks have different priorities. Within 3 -5 days applicants should receive some contact and know when a decision will be made. Dr. Mager stated that he is most optimistic with undergraduate enrollment, which is centralized, which means that resources and financial aid can be focused there. We will have a better sense of projects within the next couple of months.

Questions on short term project:

Dr. Marcia McInerney stated that a delay last year in decisions was affected by the decisions on budget. We were told we might have 85% which was needed to support continuing students so we didn't look at new students until we were told we had additional funding. Graduate funds need to be considered first. We lost exceptional candidates because we couldn't reach out to them early. Others shared that sentiment, that we cannot increase enrollment if we can't reach out to students early to confirm support.

Dr. Mager stated that he has supported Dean Komuniecki's efforts to get the early release of the GA budget. Further, he is meeting with Ms. Rhonda Wakefield and Dr. Ying Liu to do a 5-year enrollment projection. Demographics and competition and interest have to match. Consideration should be given to whether additions will be to a constant base or a declining base. The software that Dr. Mager assisted in developing at Noel Levitz, which helped make enrollment projections, was also used at Ohio State.

Dr. Hefzy inquired where the process is in the overall timeline and whether priorities have been determined yet. And if so, in what context?

Dr. Mager replied that he was in the process of collecting information. The current process has been to identify "low hanging fruit" with strategies that can be implemented quickly with low expense or high expense. Our committee has associate and assistant deans from each college. Dr. Ashburner serves on the retention committee. Dr. Mager has been meeting with a lot with enrollment management folks and he plans to meet with student affairs as well. He anticipates a report of highlights to be prepared by the second week of December. At the graduate level, the current emphasis is to ramp up personalized, customized outreach with timely responses. We have to ask the students what is important to them and qualifying by asking where they are in the process. If people are saying that UT is their second choice, we have to decentralize the process and first work off of those in which you will have the biggest influence. Personalized contact makes a difference. That theme is a proven recruitment process. There is a cost but ROI is higher.

Chair Schneider and Vice Chair Schall selected three slides to display from the Ruffalo Noel Levitz SEP presentation that are interesting from a faculty viewpoint. Chair Schneider referred to the first slide, a stream diagram. This one has SEP Council in the middle with working groups surrounding. Graduate programs has its own circle and international students have its own emphasis too so they don't get overshadowed. Third slide is the timeline. Next big effort will be the SEP Council launch meetings on January 7-8, 2016.

Dr. Mager affirmed that the scope of enrollment projections is a five-year horizon. Capacity and incentive issues are related to enrollment and delivery modes. Pricing and discounts can be applied where they make the most sense. You need research to back up of visions not backed up by research. Looking at what UT does well. It is a data-informed business approach and also in strong relation with institutional strategic planning. SEP is typically a continuous five-year process. Next summer you will have first addition extending beyond immediate implementation strategies. Once identified there will be aspects that need to be vetted. SEP is data informed, not data driven with qualitative insights of value.

The SEP is represented by Dr. Connie Schall as the liaison for GC and Dr. Mike Dowd for Faculty Senate. In next 1 -2 weeks SEP Council membership should be finalized with Dr. Patricia Komuniecki in the leadership role for the graduate education workgroup.

In referring to the SEP Council slide (referred to as the 'bubble' slide), Dr. Mager clarified that 'Graduate Programs' includes graduate and professional students and that 'Academic' refers to Academic Programs, primarily because most programs are housed within a college and are impacted at the undergraduate and graduate levels. The future of this institution will be most affected by the 'Academic Programs' group ---by identifying programs that are poised to expand with a positive ROI and those poised to decline. Things evolve and need to right size in order to preserve the professions served. It will be an open, well-vetted process. There are strategies to communicate with everyone to get the right input considering that people support what they build. No population will be 100% happy but there is satisfaction with an open process. Security will be in place after determination of who can look at what. That is part of the process.

Questions/Concerns:

Dr. Hefzy asked where retention comes into place. Dr. Mager replied that it comes from within the 'Student Success' area. Progression and retention of our undergraduate students will be worked on by the graduate working group, which lends itself to ensuring that the right people work together in those groups. Online and blended delivery will be useful. Dr. Mager suggested that when GC and other Councils meet they have an update on SEP.

Dr. Mager thanked GC for the opportunity to communicate with them asked that that he be contacted if he can be of any help, to individuals or groups. He encouraged the Council to share this information with their constituents. It is better to over communicate.

HLC Assurance Argument Draft

Ms. Heather Huntley, Director of University Accreditation and Program Review informed Council that as part of HLC's upcoming accreditation visit in spring 2016, an assurance argument (not called self- study) is required. Information about this is located on <https://www.utoledo.edu/hlc/>. By next week, a draft argument will be posted. She encouraged the Council to look over as much of that document as possible. There are five teams that must to be as wide-reaching as possible and graduate faculty input is sought to make sure we are meeting the criteria. Comments provided online are sent to Ms. Huntley's email. She suggested a holistic approach. The assurance argument should provide evidence in 40,000 words or less, so it will be edited. There will be about three weeks for an open review period followed by emails and reminders when posted.

Dr. Schneider asked if there is a particular section with which GC could assist.

Ms. Huntley stated that there are five criterion areas and input is sought on any and all of the areas. Criterion areas #3 and #4 will likely comprise the bulk of the argument.

Updates on Human Research and Entrepreneurship

Dr. William Messer, Vice President of Research, reported that related to human subjects research, that the Department of Human Research Protections office is down in staffing, a secretary and an IRB coordinator. That has placed a burden on the remaining staff. They are working hard during this time of transition, and have implemented Quali Coeus, a new comprehensive research administration platform at the University of Toledo. The biomedical IRB now is accepting protocols online. It is a new process which will require adjustments over time. A process is in place to identify new people to fill vacant positions which have been adjusted to bolster the whole area.

Dr. Messer asked Council to encourage their students to submit protocols in a timely way and to work with their students to be sure that the protocols are complete prior to submission to avoid delays in reviews and approvals.

Entrepreneurship efforts are well underway at UT with Rocket Innovations (used to be UTIE) now rebranded under the Office of Research. Research drives innovation that leads to entrepreneurship. Technology Transfer will be glad to work with faculty and outside companies to license technologies resulting from research. The search for a new director is underway that will include academic deans and faculty in the process. He is working toward building connections with the Provost's office to connect with academics and help students become engaged as well.

Dr. Michael Dowd said that it is heartening to hear that that Rocket Innovations has come under the Office of Research and asked what happened to the funding? Dr. Messer replied that Rockets Innovations has since shifted efforts. They had \$10M from auxiliary funds and made investments in technologies, including some that didn't pan out. There is a portfolio left of ~\$900,000 left to spend. In the future, the size of investments will be limited to ~\$100,000 per investment. We are also working to leverage funding at the state level including the Technology Validation Start-up Fund program. We work with our community partners to provide some prototype development funds. We also have some funding for that. Since the \$900K remaining is now under the Office Research, Dr. Dowd asked whether the University is funding the staff. Dr. Messer replied that it should be funded by the University but not the \$900K fund. Any increase in funding would have to occur in the normal budget process.

Dr. Mary Ellen Edwards sought the contact person to discuss IRB. Dr. Messer stated that Ms. Jamie Van Atta would be glad to discuss the IRB and Quali Coeus online processes.

President's Strategic Enrollment Planning Council (SEP)

Chair Schneider reported that graduate education is well represented within workgroups on the SEP: Dean Patricia Komuniecki, Dr. Connie Schall, Dr. Mike Dowd, Dr. Laurie Dinnebeil, Dr. Ben Davis and graduate student, Mr. Colin Imoh. She looks forward to providing updates on SEP at future GC meetings. Prior to the meeting, she had distributed a document listing 27 Comprehensive Public Universities that offer degree programs in the same seven professional fields as UT: business, education, engineering, law, medicine, nursing and pharmacy. This was provided to her Matt Schroeder, Chief of Staff.

Standing Committee Reports

Membership Committee

Dr. Mohamed Samir Hefzy, Membership Committee Chair, reported that the committee is currently reviewing 54 applications and anticipates recommendations by the end of the spring semester. Dr. Hefzy reviews applications and sends a summary to the committee for their review and vote. He noted that the request for associate membership requires the applicant have a tenure or tenure-track position. Some individuals that are not tenure-track should apply for Professional membership status. He pointed out that there are five membership categories: full, associate, professional, adjunct and special. So that the committee does not need to seek additional/clarifying information from the applicant, which takes time, he recommended that the membership categories be carefully reviewed prior to submitting applications to COGS.

Curriculum Committee

None.

Old Business

Bylaws Language Update

Chair Schneider stated that changes to the Bylaws can be made and approved by vote of the GC. As suggested previously, changes to the duties and privileges of Full and Special membership categories were displayed for discussion and edit as necessary.

Article 1: Graduate Faculty Membership, Section 2. A. Full Membership, 1. Qualifications, v.

a. Full Membership:

1. Qualifications:

- i. Hold a terminal or earned doctoral degree;
- ii. Hold a regular tenured or tenure track continuing faculty appointment at the University of Toledo;
- iii. Be actively engaged in both graduate education and research and continuing scholarly activity; and,
- iv. Consideration will be given to evidence of successful involvement with graduate students and programs, evidence of significant professional accomplishment, and where appropriate, administrative responsibility in graduate education.
- v. *Ex-officio membership of graduate faculty, as described in Article II., Section 1. of the Graduate Faculty Constitution.*

e) Special Membership:

1. Qualifications:

The Membership Committee may grant Special Membership to professionals, including but not limited to, University of Toledo lecturers, research faculty and retired UT faculty, who would make a significant contribution to graduate education or research.

2. Duties and privileges of Special Membership:

Special members of the Graduate Faculty will be given responsibilities as enumerated by the Membership Committee from the Duties and Privileges of Full Membership. Individuals holding Special Membership will not vote in elections pertaining to GC or graduate education matters, *nor will they propose new curriculum. Special members are not eligible for election to GC and may not serve on GC or its committees.*

Comments and Discussion:

There was discussion about whether special members should be allowed to serve on standing committees. Dr. Edwards inquired as to the rationale to be used for the membership committee and GCEC to approve special members to serve on GC committees and wondered if this is a question that should be brought to the entire Graduate Faculty.

Dr. Dowd added special members typically serve on student committees and/or teach graduate courses but that they do not have continuous employment. We need to be careful and protect the standing committees. Is there a need for special members to serve? Regarding ex-officio members, constitution would need to be changed and that takes longer. Dr. Schall thought that this may have been a consideration due to the significant number of retirements in 2015. The concern is for the retired faculty. Dr. Dowd noted the loss of expertise at the university is immense. Dr. Schall added that she is not sure if those who retired would even want to serve.

Dr. Dowd stated that special membership was created for individuals who are not full-time professors. Dr. Viviana Ferreira asked whether research professors could serve on GC standing committees. Council thought that would be included under Professional membership. Dr. Messer stated that Professional membership allows the university to retain that expertise.

Dr. Hefzy noted that full members are permitted to propose, design and teach graduate level courses. Associate members can only teach. There were inquiries from two colleges requesting that those with qualifications be permitted to propose, design and teach. Dr. Hefzy stated that if the intent is that special members are not permitted to propose or design graduate level courses then the committee may have a situation it cannot address. Dr. Schneider replied that they can design and teach, just not propose. Dr. Hefzy sought clarification whether special members can design. Dr. Schneider said yes, if that privilege is selected. Dr. Hefzy pointed out that since there is a difference in referring to course vs curriculum, he wanted to be certain of the intent so that the Membership Committee can enforce accordingly. Dr. Van Hoy said his understanding is that the intent is for special members not to propose new curriculum and to have that option removed from the selection of privileges on the Graduate Faculty Membership Application. Dr. Schall said the word 'courses' should be used rather than 'curriculum'.

Dr. Marcia McInerney expressed concern that the curriculum not be created by someone who holds a lecturer title. Dr. Van Hoy asked who is permitted to submit curricular proposals into the curriculum tracking system. Dr. John Plenefisch said the proposer is not necessarily the same person who enters the information. A well-designed system should check that. Dr. Edwards added the intent is to have full-time regular faculty of UT in control of the curriculum. We are all trying to get to the same place. Dr. Pocotte suggested that CTS signatories should be double checked.

Dr. Schneider asked Council whether it agreed to change wording on curriculum forms from 'Contact Person' to 'Proposal Initiator', per Ms. Terri Hayes-Lepiarz's suggestion. [Council approved unanimously].

Motion to accept changes in Bylaws Article 1: Graduate Faculty Membership, Section 2. A. Full Membership, 1. Qualifications, v. *Ex-officio membership of graduate faculty, as described in Article II., Section 1. of the Graduate Faculty Constitution.* [Council approved unanimously].

Motion to accept changes Article 1: Graduate Faculty Membership, Section 2. e. Special Membership *Special members are not eligible for election to GC and may not serve on GC or its committees.* [Council approved unanimously].

Dr. Edwards motioned that the second part of this section in blue *nor will they propose new curriculum* be tabled. Dr. Dowd seconded. [Council Approved to Table.]

New Business

Graduate Certificates and Financial Aid

Owing to the late hour, Chair Schneider apologized that there was not sufficient time remaining for this discussion item. She invited Mr. Stephen Schissler, Associate Vice President of Financial Aid and Enrollment Services and Ms. Sherri Jiannuzzi, Sherri Jiannuzzi to attend the next GC meeting on December 1st if they are available.

Adjournment

There being no further business, the Council adjourned at 2:06 p.m.