

**Graduate Council Minutes  
November 13, 2017  
Health Science Campus, Health Education Building, Room 105**

**Present:** Wissam AbouAlaiwi, Brian Ashburner, Timothy Brakel, Tomer Avidor-Reiss, Huey-Shys Chen, Ben Davis, Michael Dowd, Viviana Ferreira, Bashar Gammoh, Rafael Garcia-Mata, Llew Gibbons, Mitchell Haines (GSA), Mohamed Samir Hefzy, Jason Huntley, Edward Janak, Andrea Kalinoski, Song-Tao Liu, Michael Mallin for (Ozcan Sezer), Daryl Moorhead, Madeline Muntersjborn, Alisa Namavong (GSA), Douglas Nims, Lori Pakulski, Jennifer Reynolds, Constance Schall, Barry Scheuermann, Beth Schlemper, Barbara Schneider, Zahoor Shah, Susan Sochacki, Casey Tucker-Gail (for Megan Stewart), Jason Stumbo, Amy Thompson, Jerry Van Hoy, Kandace Williams.

**Absent:** Geoffrey Rapp, Rebecca Schneider.

**Excused:** Amanda Bryant-Friedrich, Frank Calzonetti, Junghwan Kim, Anand Kunnathur, Jyl Matson, Marcia McInerney.

**Guests:** William Ayres, Sarah Long, Michael Mallin, Ellen Pullins.

***Call to Order, Roll Call, and Approval of Minutes***

The meeting was called to order, roll called and the Minutes of October 3, 2017 were approved.

***Executive Reports***

**Report of the Executive Committee of the Graduate Council**

On behalf of Graduate Council, Chair, Dr. Andrea Kalinoski reported that the GCEC discussed use of PR grades. Associate Dean Gruden will lead a discussion at the next Graduate Council meeting. Dr. Hassan Hassab-Elnaby has been appointed as interim dean of the College of Business and Innovation and is the current Graduate Council Representative to the Research Advisory Council in his last year of a 3-year term, Dr. Michael Mallin, from the Marketing Department has been appointed to serve the final year as the GC representative from COBI. We discussed the COGS annual report to the Provost as a template was provided by the Provost's Office. The template distributed to all Colleges, specifically aligns with the Strategic Plan and highlights the progress toward the development of the goals that have been outlined. The data Dean Bryant-Friedrich has been compiling from her college tours will be utilized for that report. Also discussed were the two new graduate programs going to the Board of Trustees in December, the Masters in Athletic Training and the Executive Master of Sales Leadership (EMSL). Dr. Cyndee Gruden, COGS Associate Dean, will discuss with Council today the Fiscal Positioning portion of Strategic Planning. We discussed the revised policy (3364-77-05) on Graduate Student Enrollment Status: Full-time, part time and audit Policy and forwarded to the APRC committee. In addition, from PAC, a new "process" for assessment and accreditation will be posted on the Provost's website for reference.

**Report of the Graduate Student Association**

Mr. Mitch Haines, President of the Graduate Student Association (GSA) reported that the GSA:

Graduate Student Research Award deadline is November 17, 2017. Please pass this opportunity along to your students. The application is on the GSA and COGS website.

- Is sponsoring the Biological Graduate Research Symposium, which is scheduled on November 3, 2017.

- Next General Assembly meeting is in HEB 105 (Health Science Campus) on November 14, 2017.
- Is sponsoring a mixer for all graduate students at Caper's Pizza Bar on November 9, 2017.
- Is currently working with COGS to develop graduate student professional development workshops.

Report of the Dean of the College of Graduate Studies

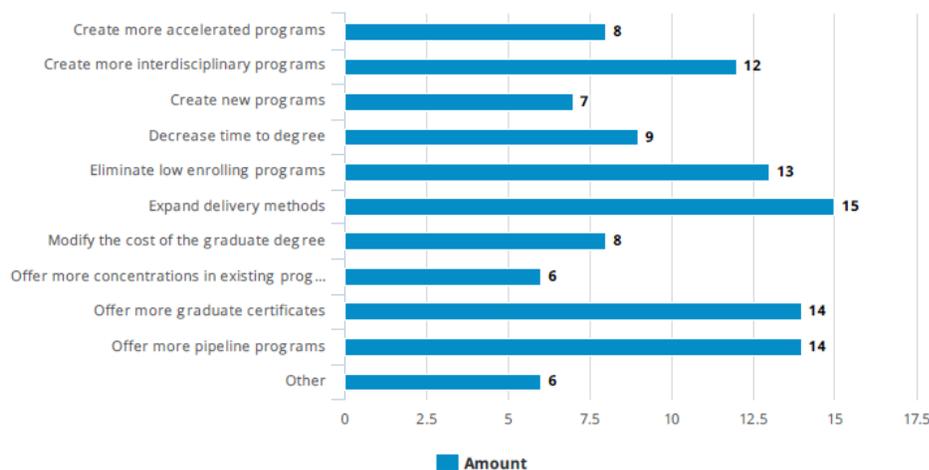
On behalf of Dean Bryant-Friedrich, Dr. Cyndee Gruden, Associate Dean of Academic and Student Affairs, College of Graduate Studies Strategic Planning, presented the following:

Displayed the PowerPoint presentation titled Graduate Student Success for a discussion with Council on Fiscal Positioning and Infrastructure as a basis to build a strong financial foundation.

The following survey link was provided to Council to complete during the meeting for discussion: <https://surveyhero.com/c/78cd4d3>. Questions are provided for expression of GC views. The Dean would like to focus on things we can control in COGS and GC. Some fiscal things are not under our control.

**QUESTION 1**

What do you feel are the most reasonable and attainable means by which graduate education can help the University of Toledo build a strong financial foundation (Choose up to five options).



**DISCUSSION 1**

Associate Dean Gruden indicated that these numbers represent headcount.

Dr. Kandace William suggested that FTE is beneficial.

Dr. Avidor-Reiss questioned the significance of the ratio.

Associate Dean Gruden replied that many people do not realize the size of the graduate population, particularly, in relation to the entire study body headcount. A significant number of our student body are graduate students, and their needs are different.

Dr. Bashar Gammoh asked how we compare to other schools.

Associate Dean Gruden replied that some colleges feel they can recruit more students.

Dr. Mike Dowd pointed out that graduate students represent 25-33% of the total student population and wondered whether there is a proportional level of interest and support from enrollment management.

Associate Dean Gruden replied that COGS does not have a recruitment budget.

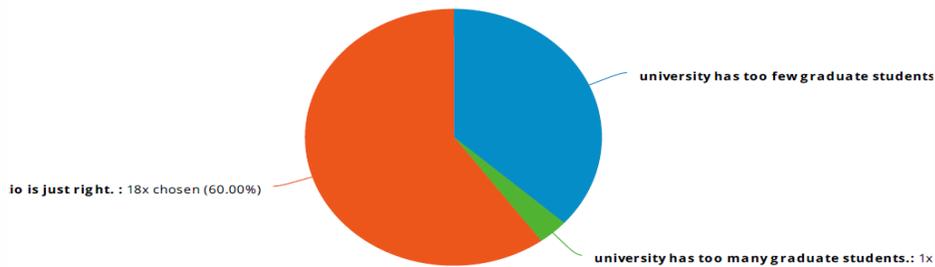
Dr. Mike Dowd wondered whether Enrollment Management has a budget for recruiting graduate students.

Associate Dean Gruden was not aware.

Dr. Kandace Williams stated that medical students should be included since they teach other students, as does Pharmacy.

#### QUESTION 2

The University of Toledo currently has ~4,400 graduate students and 16,200 undergraduate students, I feel that the



#### DISCUSSION 2

Dr. Lori Pakulski questioned the number of programs funneled from undergraduate programs.

Associate Dean Gruden stated that feedback from COGS college tours would be useful to gauge the faculty perception of the administration's attention to enrollment and recruitment of graduate students. She added that her college, Engineering, retains ~10%. She noted that some professional degrees have the ability to pull directly from the community.

Dr. Mike Dowd asked for a ballpark retention rate for graduate students.

Associate Dean Gruden responded that it is nationally competitive approximately 60% by degree completion in a certain number of years. We do a better job of retaining our international students than our domestic students, who may dip in and out of their program.

Dr. Mike Dowd noted that retention in graduate college is stable. Undergraduate numbers have improved over the years, but there is variation.

#### QUESTION 3

Tuition Budget Allocations should be made to colleges to facilitate enrollment growth, 0-10.

#### DISCUSSION 3

Associate Dean Gruden asked Council to consider the following:

Should tuition stipends be used for growth or to stabilize current student population?  
Target enrollment growth in particular areas? Provide tuition only?  
Support current research-active students?

Dr. Tomer Avidor-Reiss stated that the faculty point of view is to support continuing students while launching new initiatives slowly to maintain stability.

Associate Dean Gruden noted that sometimes there is a gap in tuition allocated and utilized. What should we do with that? Use toward tuition only? If tuition funding increased, what should we put that toward?

#### *QUESTION 4*

Tuition Budget allocations hold be made to colleges to meet instructional needs, 0-10.

#### *DISCUSSION 4*

Associate Dean Gruden asked whether we should meet instructional needs as opposed to growing new areas.

Dr. Barbara Schneider was not certain that someone could be asked to teach without a stipend. Associate Dean Gruden noted that teaching is sometimes part of the requirement. Other times, stipends are allocated for research.

#### *QUESTION 5*

Stipend budget allocations should be made to colleges to facilitate increased enrollment, 0 -10.

#### *DISCUSSION 5*

Dr. Mike Mallin indicated that we look at competitive programs are in area, for example the MBA. Prospective students may look at both and if distance is not a factor, funding support may be the deciding factor.

Dr. Lori Pakulski noted that while her program accepts 50 graduate students, not as many enroll.

Associate Dean Gruden emphasized the importance of quality.

Dr. Jason Huntley pointed out that stipends may vary 10-15%, and that UT misses out on quality students because health insurance coverage is not covered as part of the funding support.

Dr. Kandace Williams agreed that lower stipends and not covering the cost of health insurance is problematic for recruitment.

Associate Dean Gruden stated that this topic been an ongoing conversation with Graduate Student Association over the past few years.

Dr. Song Tao Liu questioned whether increased enrollment would allow for continued support of current students through graduation.

Associate Dean Gruden stated that colleges are asked to project continuation and noted that students do go on and off grants.

#### *QUESTION 6*

STIPEND BUDGET ALLOCATIONS TO MEET INSTRUCTIONAL NEEDS, 0-10

#### DISCUSSION 6

Dr. Barbara Schneider stated that the College of Arts and Letter utilizes teaching assistants to teach a number of general education courses.

If we restrict the number of GA's teaching general education courses with no counter balance to hire part-time instructors to pick up that load, fewer general education courses would be offered. It is a balancing act across the budget beyond GA stipends.

Some disciplines were short on instructors and we had to seek increases twice to cover composition programs. Associate Dean Gruden noted that although COGS had increased stipends for 2017-2018, UT's stipends are still~ \$1,500 less than our competitors in some areas according to a recent survey by the GSA.

Dr. Kandace Williams requested the stipend budget distribution between GA/RA/TA. The College of Medicine and Life Sciences would like to have TA's.

Dr. Penny Poplin Gosetti pointed out that an appropriate background to teach is necessary. According to HLC requirements, an instructor is required to hold a degree at a level above the course level being taught.

Dr. Barbara Schneider noted that a course taught by teaching assistant is supervised by a graduate faculty member. We would like a new TA to have the opportunity to receive training/tutoring for a semester prior to teaching.

Associate Dean Gruden stated that during COGS and college strategic planning meeting sessions, some colleges have indicated that even small amounts of money would be beneficial (e.g., tuition waivers, slightly increased stipends) to recruit students in certain areas, particularly to get into the program earlier.

Dr. Ben Davis questioned the use of administrative GAs opposed to utilizing secretarial support.

Associate Dean Gruden replied that their duties should be related to their field and that sometimes they may have a mismatch in their college.

Dr. Mike Dowd provided an example, Parking Services. The option to utilize a GA should be eliminated. They should fill with their operating budget. GAs should be in an environment that helps them professionally.

Associate Dean Gruden agreed that it would be best if the position served their profession. Associate Dean Gruden stated that TAs sometimes only grade papers and do not have other professional development from their assistantship.

Dr. Madeline Muntersbjorn said that grading papers is the best way to become a better writer.

#### QUESTION 7

Currently, COGS provides tuition waivers for students whose stipends are supported by external funds. Should PI's be required to request funds for tuition from external sources if their direct costs are (select all that apply)?

#### DISCUSSION 7

Dr. Tomer Avidor-Reiss cautioned not to reduce chances of getting funding.

Associate Dean Gruden also noted that sometimes adding student tuition on the grant does diminish funds for smaller grants.

Dr. Edward Janak noted that some grants, particularly in the humanities, do not permit students to be added.

Dr. Douglas Nims stated that some agencies are cost-competitive and others are indifferent. If it is cost competitive, the addition of tuition reduces chances.

Dr. Ben Davis encouraged faculty to always ask for the money when appropriate for the grant.

Dr. Kandace Williams pointed out that the institution receives money from the state for doctoral students and increased FTE (1.5 Doctoral II level). We have cut our tuition credits.

Associate Dean Gruden agreed saying these are fixed levels and are the same credits across the state.

Dr. Mike Dowd added that tuition waivers are referred to as soft money and that not all graduate programs are created equally when it comes to state share of instruction. Adding doctoral II programs would amount to significant dollars that could be funneled back to COMLS or other areas. This would allow options for COGS with some fiscal advantages.

Associate Dean Gruden said that programs have to be built for both academic and fiscal reasons. If GC prefers, further discussion can take place on this issue at the next GC meeting when Dean Bryant-Friedrich is present.

Dr. Connie Schall added that offering tuition support could make us competitive recruiting faculty.

Associate Dean Gruden stated that COGS is creating a form so that we know when proposals are submitted that include tuition support for students. This will be helpful for budgeting. If we allocate all funds, there may not be anything to support potential grants in the pipeline. There is often disagreement in interdisciplinary grants over who should pay for the tuition and with in-state and out-of-state tuition a factor as well.

Dr. Samir Hefzy said there is a university policy that if a faculty member secures a grant for a graduate student, tuition will be covered. That issue should go to the Provost.

Dr. Connie Schall said that she pulled this particular policy at the GCEC meeting and forwarded it to COGS Dean Bryant-Friedrich. The grant coordinators in Research are aware of this policy for use in grant development/processing.

Dr. Douglas Nims inquired as to the marginal cost of a tuition waiver. The university provides a tuition waiver and collects real money from state subsidy.

Associate Dean Gruden mentioned that she has heard these questions many times, however, COGS receives a fixed number for tuition allocation.

Dr. Mike Dowd explained that is an issue of capacity as long as new sections are not needed. Back in 1999-2000, additional tuition waivers were distributed, meaning there were many new students without stipends, which became known as the "Toledo problem". It was a catastrophe.

Associate Dean Gruden stated the results of the survey from this meeting would be distributed following Council's completion.

### ***Information and Discussion Items***

#### **Office of Research Update**

Dr. Connie Schall, Interim Associate Vice President of Research, reported that Council could expect to see an announcement in December regarding Financial Conflict of Interest declarations that are made at the time of

grant submission so that there is an indication of connections at time of proposal submission. In addition, the University will be instituting in January each year an annual review for researchers to update their financial interest for all of their funded projects.

Research sponsors (such as NIH, NSF and many foundations) require investigators to report and annually update. The Office of Research will send emails throughout the year as it moves toward an annual update. A sample email was provided.

During the transition, Research will review the lists of projects so that faculty/students who are no longer at UT are not contacted.

Displaying the draft email, Dr. Schall requested that any comments or concerns be sent to her. Each PI can expect one email listing of each of his/her projects and the associated personnel, requesting a response indicating whether projects are continuing and their end dates. Dr. Schall added that without an integrative research administration database, they are trying to streamline the process within the constraints of the current system.

#### New Graduate Programs Presentations

Dr. Michael Mallin and Dr. Ellen Pullins from the College of Business and Innovation were invited to Graduate Council to present a new graduate degree program, the Executive Master's in Sales Leadership (EMSL). A presentation was made to Council in spring 2017 when this program was approved Council. However, since then a modification was made in that the degree will be offered by UT (no longer a joint program with BGSU). Today's presentation is actually an update.

Dr. Mallin explained that the program resides within the Edward H. Schmidt School of Professional Sales, in the College of Business and Innovation. Our sales school is one of the best in the country. We are leveraging our brand through the school. We submitted a program development plan to the state outlining the program, which gave the state an opportunity to share our proposal with peer schools for feedback. We received responses from five schools. The feedback was generally positive and the comments allowed us to tweak the proposal. This proposal is on the agenda for the Board of Trustees with a similar presentation. The Provost is briefed who in turns briefs the President on the program proposal.

The genesis for the program was four years ago. We did research finding that the MBA and EMBA are giving way to specialized graduate programs in business. The EMSL is targeted for the sales manager/leader or experience sales person looking to become a sales manager/leader. To our best knowledge, no programs like this currently exist in U.S. (postscript note: we learned on December 14<sup>th</sup> that William Patterson University will offer a Masters in Sales Leadership degree beginning Fall 2018 ... so we won't be the first). This gives us the first mover opportunity. We explored demand and recognized it is a growing industry. We took that information to four focus groups to learn what they are looking for. We received 280 responses nationwide for a quantitative survey. We want to capture students across the country. We were pleased to see respondents are interested in enrolling, especially if their company would provide tuition assistance. Even without company sponsorship, there is still demand, with respondents saying they would recommend the program to a colleague.

This a cohort based, 30 credit hour program, averaging ~15-18 months. It is a professional master's degree offered in an executive format. This type of program targets students who are working professionals (typically full-time) with significant experience, 3-5 years. We are looking at differential pricing, like an EMBA. The program has six competency based core courses and independent study supervised by faculty and tied to their industry/customer.

There are three tenure-track faculty at UT who teach in sales and sales leadership. Outside our university, we have identified three additional colleagues in sales leadership who are willing to teach in the program. It is likely we will have students outside of our region. We want to engage faculty from a nationwide consortium of University sales faculty to expand our network of Instructors. So far, we have solicited interest from Baylor, Northern Illinois, Oklahoma State University. These are just some of the schools that are interested in working in a network of faculty.

We have support for the program from the COBI Dean; we have budgeted in our proposal for a full-time director, an academic director and advisory boards. COBI also has a graduate programs office, which could lend synergies for recruitment.

Dr. Ellen Pullins explained that students could be located wherever and only come together during specific periods (e.g., intensive capstone residency weekends). They could fly in to cohort hubs like Detroit, Chicago or Cleveland. We understand that instructors will need Graduate Faculty Membership and essentially, they would be adjunct professors.

Dr. Mike Mallin added the faculty are experts in their field. We want the best professors who conduct research in their field and are best suited to lead a particular course. The program costs will be covered by tuition received, currently proposed at \$50,000. We are projecting a cohort of 25 students. There will be more expense the first year with the breakeven point at 19 students the first year and 17 students per year going forward.

*Discussion:*

Dr. Mike Dowd asked if these courses would be in-load by faculty.

Dr. Mike Mallin replied they would be out of load with compensation by the dean and provost, based on what others are receiving in specialized degree programs.

Dr. Mike Dowd asked where surplus would go.

Dr. Mike Mallin explained the University, COBI, the department and school of Professional Sales would get a cut. We are meeting with the Provost next week to discuss further.

Dr. Ellen Pullins explained that the EMSL is consistent with modeling out of load compensation with other specialized executive academic programs.

Dr. Mike Mallin added that our MBA in Egypt and the MBA in India programs represent similar overload teaching models.

Dr. Tomer Avidor-Reiss asked why BGSU pulled out of the partnership.

Dr. Ellen Pullins said BGSU did not tell us specifically. We surmised that it was mainly a culture fit issue and that only one of their faculty teaches in this field.

Dr. Mike Mallin added that regarding any administrative concerns (e.g., student registration, billing, records, etc.), we offered a solution and they thought that UT was better equipped to do the work. UT also has the brand (Schmidt School of Professional Sales) and infrastructure to deliver the program in this format.

*Master's in Athletic Training*

Ms. Sarah Long, Program Director for the Athletic Training Program thanked Council for inviting her to present

new MAT graduate program. She indicated that UT's athletic training is accredited and has an undergraduate program. In trend, we were reaching capacity in rapidly evolving field that will require master's level degree. The degree is MAT is a Master's in Athletic Training, not a Master of Science degree as recommended by the accrediting body. The program, 54 credits at 22 months in length (is basically two full school years does not require a thesis. The didactic component is that they reach the program with a solid foundation in place. The Clinical education component offers more flexibility. The undergraduate level is more limited in a clinical setting. We are exceeding accrediting standards so our graduates will more practice ready at graduation. The scholarly project will provide exposure to contemporary sports medicine research. The first cohort is anticipated at 10 with the goal of increasing to 15. Regarding fiscal impact to the university, it SSI eligible, with no additional program expenses utilizing the existing faculty, community support and the SIM Center. Students will be assessed \$150 fee. Recruitment of underrepresented populations will be a continuing priority, 15-20% of the undergraduate population, with continued effort and consideration to the population served. UT would be the first public institution in Northwest Ohio to offer the MAT. In summary, we have a strong reputation in athletic training and are exciting to continue with a new chapter.

PR Grades

Due to insufficient time remaining, Dr. Cyndee Gruden will report at the next Graduate Council meeting.

***Standing Committee Reports***

Report of the Membership Committee

On behalf of the Graduate Council Membership Committee (GCCC), Graduate Council Chair, Dr. Andrea Kalinoski read the committee's report of aggregate results of applications and membership appointments.

GRADUATE FACULTY MEMBERSHIP APPLICATIONS - Fall I 2017 (applications received by October 6)																						
College	Full			Associate			Professional			Adjunct			Special Status			APPLICATION RETURNED/STILL IN REVIEW/REJECTED			TOTAL			Total
	Change	New	Renew	Change	New	Renew	Change	New	Renew	Change	New	Renew	Change	New	Renew	Change	New	Renew	Change	New	Renew	
Arts and Letters		1												1					0	2	0	2
Business and Innovation																			0	0	0	0
Education													2	1					2	1	0	3
Engineering										2				2					0	4	0	4
Health and Human Services		3						1		1				1					0	5	1	6
Honors																			0	0	0	0
Law										1									0	1	0	1
Libraries					1														0	1	0	1
Medicine and Life Sciences																			0	0	0	0
Natural Sciences and Mathematics		1								1					1				0	2	1	3
Nursing		1																	0	1	0	1
Pharmacy and Pharmaceutical Sciences																			0	0	0	0
<b>Total</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>2</b>	<b>21</b>

Report of the Curriculum Committee

On behalf of the Curriculum Committee, co-chair, Graduate Council Chair, Dr. Andrea Kalinoski read the committee's report. There were no questions or comments. Council approved unanimously.

No.	Proposal Type	College	Department/Program	Title	Course Number	Summary
3	PRR	MD	Bioinformatics	BIPG MSBS in Bioinformatics [drop BSMP 6400 Methods BPG Section]	NA	Change in the Bioinformatics MSBS curriculum. Redistribution of coursework and reduction of hours to 46.5 (currently is at 52.5). Dropping 6400 Methods (1 hr), 6390 Mentored Research (2 hrs) continues but no credit, dropping Independent Study (1 hr), dropping one elective (3 hrs). 3 hrs of Thesis year 1 is moved to summer year 2 - i.e. no change.
4	ECM	PH	Pharmacy Practice	Professional Skills Development 5	PHPR 6455	PHPR 6450 was approved as a new course Spring 2017. Changing Course number from PHPR 6450 to PHPR 6455 at the request of the Registrar's Office. 6450 was used before and is now inactive.
5	ECM	PH	Pharmacy Practice	Professional Skills Development 6	PHPR 6465	PHPR 6460 was approved as a new course Spring 2017. Changing Course number from PHPR 6460 to PHPR 6465 at the request of the Registrar's Office. 6460 was used before and is now inactive.

University Academic Program Review Committee

Due to insufficient time remaining, Dr. Kandace Williams will report at the next Graduate Council meeting.

***Old Business***

None.

***New Business***

None.

***Adjournment***

There being no further business, the Council adjourned at 2:02 p.m.