

Graduate Council Minutes October 5, 2010

Present: Jamie Barlowe, Michael Bechill, Barbaranne Benjamin, Karen Bjorkman, Wendy Cochrane, Michael Dowd, Mary Ellen Edwards, Brian Fink, Max Funk, John Gaboury, David Giovannucci, Amira Gohara, Kay Grothaus, Hassan Hassab-Elnaby, Mohamed Hefzy, Paul Hong, Jon Kirchhoff, Patricia Komuniecki, Anand Kunnathur, Peter Lindquist, Sara Lundquist, Sakui Malakpa Joseph Margiotta, Geoffrey Martin, Sheryl Milz, Surya Nauli, Azadeh Parvin, Frank Pizza, Susan Pocotte, Patricia Relue, Kathleen Salyers, Dianne Smolen, Robert Sullivan, Mark Templin, Hermann Von Grafenstein, Matthew Wikander

Absent: Lawrence Anderson, Dong-Shik Kim, Joel Lipman, Amy Thompson

Excused: Frank Calzonetti, Sara Lundquist, Randall Ruch, Dorothea Sawicki

Guests: Lloyd Jacobs, William McMillen

Call to Order and Roll and Approval of Minutes

The Minutes of the September 19, 2010 Graduate Council meeting will be presented at the next schedule meeting of the Graduate Council.

Report of the Executive Committee of the Graduate Council and the Vice Provost for Graduate Affairs and Dean of the College of Graduate Studies

Report of the Executive Committee of the Graduate Council

Dr. Mark Templin, Chair of Graduate Council, yielded his report of the GCEC to allow time for discussion of questions planned for President Jacobs during today's Council meeting.

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

Dr. Patricia Komuniecki provided a condensed report to allow sufficient time for discussion of today's agenda items:

- *Strategic Planning- "Recalibrating Directions 2010" update*
The Goal 2 draft that is posted on the Strategic Planning website will be updated soon to reflect some additional comments from committee members, and based on some feedback from the Strategic Planning Meeting of the Whole on September 24th and the HLC All Criterion Teams meeting on Friday, October 1, 2010.
- *Program Review*
Over the past two weeks Dr. Komuniecki has met with Institutional Research, Dr. Penny Poplin Gosetti, Ms. Sherri Armstrong of the Registrar's Office and the Deans/Associate Deans of the academic colleges to confirm the academic program list for The University of Toledo. A number of updates have been made and once this is completed then IR can populate the doctoral program templates for distribution to the colleges.
- *NRC Data Based Assessment of Research Doctorate Programs*
The NRC released their survey of research-based doctoral programs on September 28, 2010. Dr. Komuniecki intends to make a full report at the annual graduate faculty meeting in two weeks on Wednesday, October 20, 2010 at 4pm in SU 2582-84. The general consensus by the graduate community, including the Council of Graduate Schools, is that there will be some useful data gleaned on the twenty variables surveyed, but that the "S" and "R" ranking modalities may be less useful.

As a reminder, the NRC conducted a survey of about 5,000 doctoral programs in 62 fields at 212 institutions including doctoral programs on both the Main Campus (MC) and Health Science Campus (HSC).

- *Catalog Updates AY 2008-2010*

The 2006-2008 catalog has now been heavily revised for all the MC graduate programs and the College of Health Science and Human Service to reflect all the curricular changes that have been approved by Graduate Council over the past three years. The Associate Deans will have a final chance to review their college material within the next week, and then the electronic version will be posted to the COGS website and UT catalog site. As you might imagine this was a huge undertaking, and now that we have gotten an electronic version of the catalog, and we are moving to a new curricular tracking system for new and modified courses and programs, it will be possible to update in real time during the academic year. Then the new catalogs will roll out on-line each summer in advance of the academic year. So this catalog is as current as we can make it at present.
- *Reminders for Graduate Students*
 - Professional Development Sessions
Dr. Komuniecki reminded Council that these sessions are scheduled throughout the fall term and asked that they encourage their students to check out the offerings and register for sessions most relevant to them.
 - Plan of Study and GRAD Forms
Students should complete these as soon as feasible in their graduate career as they will serve as the guideposts for them as they move through their programs
 - Scholarship and Fellowship information
Both internal and external information is now available on the COGS website in the 'current students' section

Information and Discussion Items

Implications of Restructuring for Graduate Studies

The GCEC developed and presented to Dr. Jacobs prior to today's Graduate Council meeting, approximately five questions addressing the restructuring for Graduate Studies following the "Recommended Organizational Structure for the University of Toledo" presented by Dr. President Jacobs at the Strategic Planning Committee Meeting of the Whole on September 24, 2010 suggesting the formation of an expanded role for the College of the Graduate Studies (COGS to include the University Libraries, and Learning Systems. For today's discussion, that report was displayed via projector.

Dr. Patricia Relue commented that the Board of Trustees (BOT) is meeting on Monday, October 11, 2010, and whatever iteration is approved by the BOT will be implemented on October 12, 2010. She was concerned that the proposed reorganization could impact the Higher Learning Commission (HLC) Self-Study process.

Dr. Komuniecki commented that in terms of the (HLC self study, the review is occurring at the level of the program. The HLC Regional Director, Dr. John Taylor, was informed about the proposed restructuring and he indicated that the University should continue to move forward with their plans as appropriate. The HLC does not dictate any particular organizational structure. Dr. Jamie Barlowe commented that she and her Directions 2010 co-convenor Mr. Chuck Lehnert met on Thursday, September 30, 2010 to discuss the impact of the proposed reorganization on the Strategic Planning process, but no final decisions have made as to how the reorganization plan will be implemented.

Dr. Komuniecki remarked that the Goal 2 section of the Directions 2010 plan has been well received by a variety of audiences. She thanked her co-convenor Dr. Susan Pocotte, and the committee for their hard work on the Goal 2.

Although the co-conveners have not yet been asked to prioritize the strategies for the four sub-goals, given the fiscal realities in the State of Ohio, it is likely that prioritization will be necessary during the coming two years. Dr. Komuniecki further commented that it is likely that the President and Provost would address those global issues. She was hopeful that COGS could be left as is and she suggested that perhaps the University Libraries and Learning Systems could be incorporated into another structural unit, perhaps in a new college/school or innovative learning? She confirmed that if the proposed restructuring occurred that she would still devote a significant effort focused on graduate education

It was asked whether the Libraries had faculty with Graduate Faculty Membership. Dr. Komuniecki replied that only a few Library faculty held Graduate Faculty membership and that 80-90% of the University Libraries efforts are devoted to undergraduate endeavors. She believes there is a still chance for productive conversation.

GSA President, Mr. Michael Bechill, inquired how the proposed restructuring would help graduate students and what they would gain. He did not think that anything was broken and needed to be fixed. He wondered whether this action was a big budget realignment tool. Dr. Komuniecki replied that she hoped that that any transition would be seamless at the student level.

Dr. Hong commented that on page 6 of Dr. Jacobs' "Recommended Organizational Structure for the University of Toledo" it indicated the role of faculty and students was to keep an open mind and he mused that perhaps that statement should apply to all university personnel.

Dr. Dowd posited that \$7.9 million reduction to the FY11 UT budget has already been announced and overall enrollment has not increased. The reduction for FY12 is anticipated to be between \$8 million and \$16 million. He posed that when a new college is established, then new costs are incurred even when you shuffle people around. Dr. Komuniecki acknowledged that issue but reminded the Graduate Council members that the President has been invited by GCEC to focus on the proposed reorganization of COGS, and suggested that other concerns regarding the proposed restructuring of other colleges be left to other venues.

Dr. Bjorkman expressed her concern that if the proposed restructuring proceeded, that there might be less emphasis on the important role of graduate students at UT. She indicated that as a Graduate Council we have to be concerned with graduate students and the emphasis on the quality of graduate studies. Dr. Komuniecki agreed and stated that she appreciated all the comments from the GC members and hoped that they would share their thoughts and concerns about the proposed restructuring of COGS with President and Provost McMillen during their visit.

Standing Committee Reports

None.

Organizational Reports

Report of the Graduate Student Association

Mr. Michael Bechill, President of the Graduate Student Association requested support from Graduate Council in nominating at least two representatives from each departmental area to the General Assembly. The next General Assembly meeting is scheduled for Wednesday, October 20, 2010 at 6:00P.M., on the Main Campus in the Law Building, Room 2005.

Restructuring Question and Answer Session with President Lloyd Jacobs

Dr. William McMillen, Interim Provost and Executive Vice President for Academic Affairs, arrived at 1:32 p.m. to inform the Council that Dr. Jacobs was in transit from an off campus meeting and is expected to arrive at the Council meeting later than expected. Until Dr. Jacobs' arrival, he discussed the reorganization with regard to HLC.

Dr. McMillen made a trip to Chicago to talk to Dr. John Taylor, Vice President for Accreditation Relations at the HLC. He said that Dr. Penny Poplin Gosetti, Dr. Thea Sawicki and Dr. Thomas Sharkey are the three major managers of current HLC activity at UT.

Our self-study is due to the HLC next fall. Dr. Jacobs agreed the trip was a good idea since Dr. Bin Ning, Director of Institutional Research, recently left UT for another position, and he had been integrally involved in the HLC process. He worked as a peer evaluator for HLC. Dr. McMillen said that they had a productive discussion that included assessment and program review as well as reorganization. We think we are on good status with the HLC.

Dr. Lloyd Jacobs arrived at 1:38 p.m. On behalf of the GCEC, Dr. Templin thanked Dr. Jacobs for attending today's Council meeting. In the interest of the short time remaining at the meeting, he invited Dr. Jacobs to proceed with stating and responding to the list of five questions provided to him by the GCEC.

The questions posed to President Jacobs and his responses are below:

#1 What is the timeline for restructuring and how does it impact program review and the upcoming HLC accreditation visit? How does it fit into the strategic planning process, particularly Goal 2?

President Jacobs stated that the proposed restructuring is a big undertaking that will take months and even several years to get through all the details, to ensure that all departments are properly sorted into colleges etc. He hoped that it would not impact the upcoming HLC accreditation visit and mentioned that he and Provost McMillen had recently had a productive conversation with Dr. John Taylor of the HLC. He hoped that the proposed restructuring would stimulate new conversations and synergies.

#2 What does it mean to combine libraries and learning systems with the College of Graduate Studies? How does that impact the focus of the Graduate College, and does it dilute the importance of and emphasis on graduate education and programs? Was COGS consulted regarding the inclusion of libraries and learning systems prior to the presentation of this plan?

President Jacobs replied that he does not want to de-emphasize graduate education. He stated that graduate students are probably the most important culture carriers. Graduation education and graduate students should not be diminished. The restructuring proposal is not yet a 'done deal'. He reminded the Graduate Council that the BOT has mandated transformative change and they ultimately will accept or reject the final plan. He stated that he believed that he was more in the role of scribe on this issue.

Dr. Bjorkman commented that although there is synergy with graduate students and the library, UT is trying to raise the profile of graduate education and did not want to dilute that effort. She remarked that the University Libraries has a broader spectrum of responsibilities to all students, including undergraduates, so the fit does not seem to mesh with the role of COGS whose sole mission is focus on graduate students.

Dr. Dowd commented that if the Library moves under the COGS, then he assumed that their resources and personnel, including two sitting deans, would be merged and stretched thin. He also mentioned that COGS is already understaffed.

President Jacobs stated that when two colleges or other units combine, a decision is made as to who will be the head. That is a difficult decision. The Dean structures the internal operations and is the person who bears the brunt of the reorganization. All resources/assets would be joined.

Dr. Hong queried whether we are benchmarking another school and wondered what was driving the reorganization. President Jacobs stated that he did not think that UT needs to be totally unique. He indicated the proposed reorganization is largely a trustee-driven plan.

Our university is based on our programs and definition of stewardship. The current proposal is an amalgamation of several plans developed over the last several months.

3 All of the restructuring affects organizations; how does it affect degree programs? Will degrees change? (Some degrees are specific to departments). How will the impact on degree programs be assessed and minimized within the COGS?

President Jacobs confirmed that degrees stay in departments. Graduate degree programs will continue to be department-based.

#4 How do we, as the Graduate Council, initiate the dialogue about these changes? Who defines what workgroups are necessary, and who has the power to nominate people to these workgroups?

President Jacobs indicated that he would appoint a sizeable workgroup and determine that the workgroups are in the right place in the organizational chart.

#5 How do we deal with where degree programs reside when degree programs are part of new or revised departments and/or colleges?

President Jacobs stated that we need to make sure the degree programs are in the right places in the organization and that the workgroups will be tasked with review.

#6 Other

Dr. Hong asked the President to address the financial aspects of the proposed restructuring.

President Jacobs indicated that he did not think there would be savings at the college level since there will be the same number of Deans, but thought that there could be potential savings at the Department level. Dr. Dowd inquired as to how that would occur, and President Jacobs stated that smaller departments could become part of larger ones. GSA President, Mr. Bechill, asked how the reorganization might benefit students, and President Jacobs answered that he is deeply committed to serving students. He stated that students could benefit from potential new programs that might result from new synergies of the faculty in the new alignments. Mr. Bechill concluded that if students were in programs it would seem that this plan is an upper level re-alignment with no direct immediate impact on students. President Jacobs agreed and said that the reorganization would facilitate the accessibility to the smaller units in some areas.

Dr. Grothaus remarked to the President that that from his initial comments it appears this plan is not yet cast in stone. She said that COGS serves the graduate students and the Library appears to serve the entire University. Thus, in theory vs. operationalizing for efficiency, the proposed reorganization may not be so efficient. President Jacobs replied that there is always risk and it is just possible that each might benefit from the other with a leadership team. There is opportunity.

Dr. Margiotta asked what the proposed UT reorganization of COGS was based on and President Jacobs replied that it is not exactly like another plan. Dr. Margiotta hoped that the President would keep an open mind and Dr. Jacobs indicated that he would.

Dr. Hefzy inquired about what advantages might be gained by of combining COGS with the Library and Learning Systems. President Jacobs acknowledged that these units are clearly different, but are similar in that they are service- oriented.

Dr. Komuniecki remarked that there are almost 5,000 graduate students and that COGS is responsible for their admissions, professional development graduation clearances. There are almost 750 graduate faculty whose primary focus is graduate education. She commented that COGS takes very seriously its strong academic mission.

GSA President, Mr. Bechill, inquired whether the effective date of the new organizational structure would be October 12th -the day after the BOT meeting and President Jacobs indicated that is what he expected.

Dr. Giovannucci stated that this is the first he has heard that this reorganization is board-driven and it has the appearance of a top-down structure. He indicated that he hoped that the BOT would not micromanage. It is a grand experiment and places a lot of faith in Deans. He wondered whether everything would happen at once or one at a time. The President stated that this is the end of the college restructuring. Implementation would occur simultaneously. However, formation of schools would likely occur over a longer time frame.

In closing, Dr. Jacobs asked the Council to email him their thoughts and alternatives, and Drs. Komuniecki and Templin thanked him for taking the time to meet with Graduate Council to hear the concerns about the proposed reorganization.

Old Business

None.

New Business

None.

Adjournment

There being no further business the Council adjourned at 2:12 p.m.