

Graduate Council Minutes
February 9, 2021
Webex

Present: Wissam AbbouAlaiwi, Defne Apul, Brian Ashburner, Christine Mayer [for Jonathan Bossenbroek], Frank Calzonetti, Saurabh Chattopadhyay, Madeline Clark, Wendy Cochrane, Heather Conti, Christina Fitzgerald, Daniel Georgiev, David Giovannucci, Daniel Hammel, Mohamed Hefzy, Gary Insch, Andrea Kalinoski, Kenneth Kilbert, John Laux, Abraham Lee, Linda Lewin, Sara Lundquist, Nagalakshmi Nadiminty, Penny Poplin Gosetti, Ellen Pullins, Geoffrey Rapp, Patricia Relue, Barry Scheuermann, Beth Schlemper, Rebecca Schneider, Martha Sexton, Zahoor Shah, Ekaterina Shemyakova, Ruslan Slutsky, Susan Sochacki, Steve Sucheck, Varun Vaidya, Jerry Van Hoy, Eileen Walsh, Skyler Weber (GSA), Kandace Williams.

Absent: None.

Excused: Timothy Brakel, Brittany Jones (GSA), Marthe Howard, Kenneth Kilbert.

Guests: Svetlana Belyukova, Karen Bjorkman (Provost), Timothy Mueser, Sabrina Taylor, Svetlana Belyukova, Amy Thompson.

Huron Consulting Group: Taylor Jantz, Andrew Laws, Tim Walsh.

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

On behalf of Graduate Council, Chair Dr. Wendy Cochrane, gave a partial report at the beginning of the meeting and will report the remainder following the presentation and discussion with representatives from the Huron Consulting Group, who have been invited to speak with Graduate Council to provide an overview of RCM budget modeling as it relates to graduate education at UToledo. Mr. Taylor Jantz, Mr. Tim Walsh, and Mr. Andrew Laws from Huron have joined us. Ms. Sabrina Taylor, Assistant VP of Budget and Planning and Ms. Brenda Grant, Associate VP for Academic Finance and Planning are here as well to answer questions and Provost Bjorkman has been asked to sit in as an observer.

○ ***In Remembrance of Dr. Temeaka Gray El***

The University community is mourning the loss of one of its faculty members this past weekend, Dr. Temeaka Gray El. This was an unexpected loss for the Nursing program and university. She was a mentor. Dr. Gray El also served on the Academic Standing Committee of the Graduate Council. On behalf of the Graduate Council, we extend condolences to her family and friends. The University Counseling Center has posted availability of its services.

The agenda was reordered to accommodate guests from Huron Consulting Group to give their presentation.

Information and Discussion Items

RCM Presentation by Huron Consulting Group

Huron Consulting Group representatives, Mr. Taylor Jantz, Mr. Tim Walsh and Mr. Andrew Laws, were joined by to present and given an overview of RCM budget modeling. Although the full presentation was not submitted to provide as an attachment, several presentation slides are included here for reference:

The Huron Group representatives introduced themselves:

Taylor Jantz - With Huron 5 ½ years, focusing on assisting universities on financial operations and management and how they allocate resources across an institution. I am familiar with and UToledo is embarking on an RCM model.

Tim Walsh - In Higher education for over 25 years. Great start to the project and vision for the end of it, which is the beginning of this budget model for UToledo. Resources and impact on mission will be optimized. As the new model takes root, to elevate the university in new ways. An impact is that it creates transparency around the budget model.

Guiding Principles for UT



The Steering Committee finalized the following principles to guide the engagement and model creating moving forward.

UT's approach to budgeting and resource allocation should:

- Promote healthy fiscal performance, creativity, and innovation by providing incentives and flexibility to University units.
- Establish reliable, short and long-term fiscal expectations that allow units to actively plan for and manage to multiple budgetary years.
- Allocate resources to mission-centric offerings with an eye on promoting a university-wide culture that is collaborative and data-driven.
- Utilize a transparent budget methodology that is clear, precise, and simple to understand and operationalize.
- Ensure there are open lines of communication with campus stakeholders, including faculty, staff, and students, as it relates to model methodology, processes, and management.



Key Model Creation Decision Points

There are generally 10 key decision points when developing an incentive-based budget model. Over the next several weeks, Huron will facilitate discussions of each decision point with the Steering Committee.

Element	Description	Current Status
1. Model Philosophy	How decentralized should budgeting authority be? How closely aligned to economic reality?	●
2. Model Structure	How should institutional units be classified and treated (e.g., college/school, administrative & support, auxiliaries)?	●
3. Tuition	What is the appropriate balance of allocating tuition based on instructed credit hours v. department enrollments?	●
4. State Appropriations	What activities (e.g., instruction, advising, research, central support) should these funds support?	●
5. Research Support	How should growth and quality of the research enterprise be incentivized and subsidized?	●
6. Cost Pools	How many cost pools should be established? How much detail should be available about overhead costs?	●
7. Cost Allocations	What metrics should be used to allocate administrative overhead costs?	●
8. Scholarships, Aid and Waivers	What types of financial aid and scholarships should be charged directly to faculties/schools and what should remain as a central cost?	●
9. Subvention Funding	How large should the subvention ("strategic investment") pool be? How should it be funded, and how should investments be allocated back to the institution?	●
10. Model Sensitivity	How responsive should the model be to one-year changes in institutional activity? E.g., How long should changes in enrollment take to affect model allocations?	●

Decision Status Key

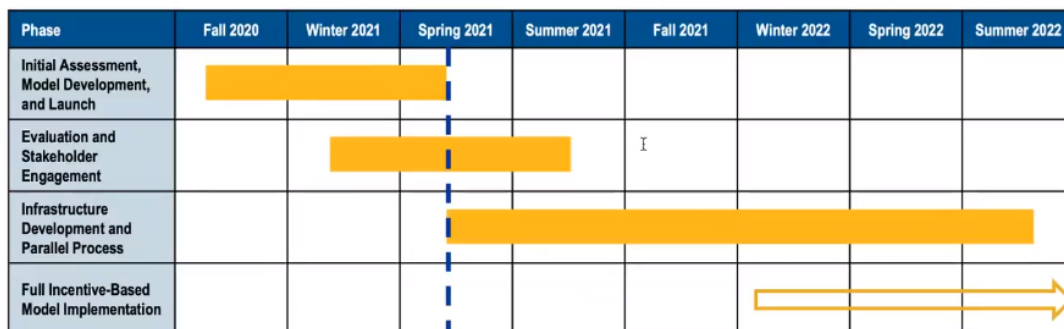
● Completed
 ● In Discussion
 ● Not Begun

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Model Implementation Timeline



Huron is currently working with central finance staff to develop and refine a baseline model to be used for additional discussions with the Academic Deans. Huron anticipates Toledo's initial model will be complete by March.



Initial Model Completion

Even after a model methodology has been settled on, Toledo must spend several months testing the model, setting up governance structures, and developing a new budget formulation calendar prior to go-live in Summer 2022.

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Taylor Jantz began the presentation by stating that as UToledo is going through several key initiatives as identified by President Postel, one of the initiatives is a move toward modernizing UToledo's budget model and process. The first step is taking a wholistic view of the current approach to budget and documenting. In addition to today's presentation a university-wide forum will take place for late-February to engage the broader campus. Meetings with academic leaders and deans will continue as well.

Tim Walsh noted that deans are extremely important in an incentive-based model so they will be empowered and accountable for a lot of the financial outcomes the university will experience in the years ahead in a way that is more prominent than has been historically.

Taylor Jantz explained that Huron Consulting has partnered with UToledo to develop a customized incentive-based budget model. The key component is aligning revenue and expenses with where the activities are actually occurring. An example is tuition dollars being assigned to a college that is doing the instruction. Working with the steering committee to work through some of those parameters. These models are similar that they share the philosophy of devolving revenue and expenses based on activity, but in the dozen or so models that I have created, no two have been the same. We are making sure the model fits UToledo's parameters and can be implementable. Finally, last point is establishing a new annualized budget process for campus units to plan and manage. More transparency and more ability to be autonomous, requires a higher level of diligence in planning and managing the budgets. Government structures and how you make decisions will be things we will discover.

Tim Walsh suggested that any questions be sent to Brenda Grant and Sabrina Taylor or Provost Bjorkman and your UToledo team. Mr. Taylor and Mr. Jantz presented an overview of RCM and process to date at UToledo (presentation not provided).

- Huron Consulting Group has partnered with UToledo to create a customized incentive-based budget model.
- Based on models with other universities that Huron has partnered with, no two are the same.
- Need to meet UToledo parameters.
- Wholistic view of budgeting created by a set of guiding principles.
- Establishing new annualized budget process, more transparency and ability to be autonomous and higher level of diligence in managing these budget.
- Governance structure and how people make decisions is important.
- Continuing to engage stakeholders. In late-February, a campus-wide forum was held to engage the larger campus in addition to 1:1 with deans and similar constituencies. Deans are extremely important and are for financial outcomes in a more prominent way than they have been.
- Tuition dollars are assigned directly to colleges doing the instruction. We are working with the Steering Committee.

Steering Committee gave us these guiding principles:

- UT has faced fiscal and enrollment headwinds.
- University is looking out several months, not years. Will help stabilize and plan for resources over multiple years moving forward.
- Ensuring continuous investment in mission-centered offerings. Ensuring data-driven and collaborative behavior. Interdisciplinary programs and data to support that are key.
- Make it clear how a university budgets its resources. RCM is a management tool that leadership has to be committed to. It is a great way to learn more about and be involved other facets of campus.
- Incentivize and promote growth and expansion where it makes sense.
- Transparency. University financial structure are not easy, but they have to make sense to financial managers in units and be able explain to faculty.

While UToledo has experienced much financial stress, the model does not solve those problems, but provides an incentive based and transparent budget model. In the short-term there is still a reckoning to be done. Decision points related to how a university can best allocate resources based on drivers. These are not set in stone, as we test it over time, they will continue to evolve as do circumstances and priorities in shifting landscapes. Think of it as evolutionary.

The project timeline expectation is to go live July 1, 2022, the start of a new fiscal year. This is a high-level overview.

Discussion:

Q: What are the fiscal performance indicators on how they will be judged?

A: This is first step in establishing transparency. No set conversations yet. This gives parameters to operate within. As it rolls out will become more prevalent. You want to incentivize revenue growth.

Q: The presentation references quarters but UToledo operates on a semester system fall/spring/summer.

A: Huron showed quarters for a more granular representation, like a financial quarter system, not necessarily a broad semester. Q1 would represent Jan-Feb-March.

Q: How does this model foster interdisciplinary collaboration such as multi-disciplinary course or clinical instruction?

A: There are two layers to response and reality. The model flows in revenue, and how it comes in is attributed to units in different ways, perhaps the collaborators. The Provost can incentivize behaviors to deans and academic leaders.

Q: How does it work with the College of Graduate Studies, the programs it serves, and its dean?

A: A great example is the Honors College. They are often classified as support/overhead units. They then charge a fee to academic units. All tuition and associated fees would be assigned to the college of instruction, and support units set budgets on an annual basis. Revenue generating units also bear costs.

Q: What are the differences between revenue generating and other service/support units?

A: For example, housing, is a revenue generating unit, but there are expenses associated with it too. Support units such as Human Resources and Finance are essential. There are units that generate a modest revenue but not substantial to sustain their unit alone. You take net cost against revenue. You ultimately have to assign shared cost to revenue unit to balance model.

Q: If COGS is considered a service/support unit and bills for its services, could a college choose not to use their service and do that work in the academic college?

A: No. All of the parts make the university. It is still essential to have graduate admissions in order to function as a comprehensive University.

We try to approximate kind of overhead costs based on. But there's inevitably things that just aren't that easy to, to solve like that but you still need to fund them even if you're not a primary utility, even if you don't use those services as much as others. There actually allocation statistics or metrics that you use to assign those costs out to the revenue generating units.

For example, undergraduate admissions is essential for everyone, yet there is still the need to fund them even if you don't use them. There are metrics. For example, an HR cost, you would assign based one employee headcount. For financial costs, like the core financial infrastructure, the place you would assign related costs out based on. Or for facilities, related facilities, management costs, you would assign those based on square foot or controlled by the organization. So those are kind of metrics you use to assign these costs up to the revenue units.

Q: We often think of revenue as tuition dollars. There is a general feeling that some areas are 'free riders', but they earn state subsidy and teach, etc. and earn at a higher rate of subsidy than undergraduate areas. Can we quit ignoring the large state subsidy they bring?

A: We have talked about with steering committee. A portion will be based on SSI formula.

Q: What about Title IX, which is mandated?

A: That is monitored so you don't get into trouble. We don't see that cause and effect, historically.

Q: How do you allocate to the revenue generating units? Is this weighted in some way?

A: Some universities use square footage for facilities. I'm against that initially. At the onset, weights decrease transparency. These models are living and breathing, so 3-4 years in, you may want to weigh metrics. You create a model that is directionally accurate and understandable with shared financial responsibility. If you create the right incentives, it is not zero-sum game.

Q: COGS Dean Scheuermann asked how do you help us set our priorities? How do we set ground rules? We went from an 11% to 26% tax in our fees.

A: The leadership level will know burden year to year. With incentives structured properly, it should create the drive to create programs that drive revenue, and fee structures. Don't want to eat into incentives by taxing too heavily. Incentives are structured by decision points, the university's strategic plan, president, provost and CFO input. We have spent hours meeting with different folks and informing the steering committee. Innovation germinates out in the field, so responsibility needs to start in the field with institutional values are reflected there. The Provost is working with Deans to make sure alignment is in place.

Q: SSI along with those paying tuition fees are actual dollars. If other universities who use RCM are subsidized tuition for graduate students as a way to reducing the real costs of graduate education, that should be an option here as well. For example, many programs are small, 1:1 and an additional student requires subsidy.

A: They are subsidized somewhere, redirection from somewhere else. In public universities, it is often the State. All of the resources are at the Dean's discretion, and his/her leadership staff and where to push/pull that becomes more of a managerial exercise.

Q: COGS Dean Scheuermann pointed out that tuition scholarship and tuition waiver have definitions. A waiver is part of the TA or RA. Scholarship means they cannot work.

A: The process and direction will be transparent. We will be careful with use of the terminology.

Q: Are there trends?

A: It depends on what the school is trying to incentivize. Flagship R1 school may subsidize/incentivize research, whereas some smaller schools may do so with teaching. Inputs to the model dictates the outcome. RCM does not do this or that. Enterprise research is not money-generating for an institution, so it has to be subsidized as well. For example, there is philanthropy or industry support for things in colleges, like engineering, and for the schools that can attract other resources. This model actually creates incentives for them to do that. We are working with the steering committee on incentives. SSI and Research continue to be supported, and there is indirect cost recovery. It is up to the Dean or the University to decide how to share that revenue. There is no longer a kind of a central hold back of any indirect costs to cover costs from that perspective.

Q: How does it play out, when things take a bad turn such as costs going up? It may put them in a vicious cycle that they don't recover.

A: Law schools have been having challenges meeting a break-even point. But they still need strategic investment. Because of law school is essential to the University of Toledo. You need investment in areas facing downturn. Early on, we call this hold harmless. After a few years once incentives are more clearly aligned, the discussion then focuses with the President, Provost and Dean and CFO we who may for example reduce subsidization from \$3million to \$2.5million and it would up to the Dean to cover the gap. Phase in what is called 'walk-out' in keeping a college afloat during the early years and the Dean is responsible for delivering against those targets.

Q: Our carry-forwards don't carryforward. If colleges carry a surplus, how do they hold on to those funds to do something strategic?

A: You want healthy reserves that enable a structure for roll forward. This is an important tenet of a model like this. We are happy to answer questions off-line and we have a website to submit questions.

Chair Cochrane thanked the Huron Consulting guests for their time and helpful information.

Executive Reports - continued

Report of the Executive Committee of the Graduate Council

Chair Wendy Cochrane continued reporting:

- RCM Budget Model Implementation Timeline
The University will spend the bulk of time in infrastructure development and parallel process.
- COVID-19 Operations Team Meeting update
The vaccines initially offered through UTMC was private distribution, now we are partnering with Lucas County, so it is a public site. There is no moving to the front of the line.
- Spring 2021 GC Meeting Guests and Presenters
Per our (David Giovannucci and I) regular meeting with Provost Bjorkman, she informed us that she is interested in attending a GC meeting to talk about COGS. Additionally, we are lining up some presenters and continue working on a couple of policies.

Discussion:

Dr. Samir Hefzy inquired whether faculty and staff from the Main Campus have been able to receive the vaccination as some have from the Health Science Campus.

Dr. Wendy Cochrane replied that faculty who met 1A requirements, such as direct health care providers were able to receive the vaccine.

Dr. Amy Thompson added that we are in phase 1B now with the registration process with the Lucas County Health Department. UTMC is a higher volume site that is part of the process of vaccinating faculty and staff in K-12.

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

Dr. Barry Scheuermann, Interim Vice Provost for Graduate Affairs and Interim Dean of the College of Graduate Studies provided the following updates:

- COGS Annual Fellowships and Scholarships
The application deadline has been extended from February 9 to March 1 to allow additional time for students to apply and for faculty to submit supporting recommendations for the fellowship.
- *Responsible Conduct in Research Training*
We have been working in collaboration with the Office of Research and have announced two dates with two sessions - March 29 and April 3.
- *Midwest Graduate Research Symposium*
Saturday, April 10, 2021 virtual platform. Encourage students to participate. Registration has been extended from February 19 to March 1. Volunteers and judges are needed. Additional information will be out soon.
- *Spring Commencement*
Meetings in progress to discuss. Please send suggestions to Provost Bjorkman and me to make it even better for graduate students.
- *Graduate Student Research Award Recipients*
Will be recognized during the February 23rd GC meeting.

Research and Sponsored Programs Update

Dr. Frank Calzonetti, Vice President of Research reported that the Office of Research and Sponsored Programs is slammed with proposals -- this is good news! However, we are limited in limited staff with 31+ proposals that need to be fully submitted by February 18th. Some proposals can be complicated going to NIH, NSF, DOD, and the grants coordinating staff is working diligently. They are doing their best to accommodate all the activity. He encouraged graduate faculty to keep up the good work.

- *Outstanding Research and Scholarship Awards*
Deadline is March 1, 2021. You should have received notification from Dr. Rick Francis. Committee will move quickly.
- *University Research Funding Opportunities Awards*
Research Council meets February 26 to review and determine and we hope to get award notifications out in March.
- *Update Revision on Policy on Compensation on Sponsored Activities*
The Research Council is working on revising faculty and staff compensation on sponsored activities. Received feedback from RC will be incorporated into the Senior Leadership Team unless there are major concerns. This is only dealing with compensation on sponsored activities, research grants, and also defines our institutional base salary and some terminology around cost share.

Report of the Graduate Student Association

Mr. Skyler Weber, Vice President of the Graduate Student Association (GSA) reported:

○ January 28, 2021

Is there Equity for Graduate Students at UToledo?

The GSA and the Black Graduate and Professional Student Association (BGPSA) co-hosted this program. It consisted of a panel of University leadership – President Postel, Provost Bjorkman, Dr. Cockrell, Dr. Lynne Hamer, and Dr. Monica Holiday-Goodman—who spoke on the graduate student experience and resources available.

February 4, 2021

COVID and the Black Community

The GSA and the Dean's Fellows and Scholars Program co-hosted a discussion on Covid and the Black Community. This program focused on presentations from four guest panelists – Dr. Jason Huntley (Associate Professor of Microbiology and Immunology), Dr. Jennifer Hanrahan (Associate Professor of the Division of Infectious Diseases), and two medical PhD Candidates, Jonnelle Edwards (Biomedical Science) and Quatez Scott (Foundations of Education). Both events were well attended and received positive feedback.

March 23, 2021 6:30-8:30 pm

Cultivating a Positive Relationship with your PI

The first of GSA's Dean's Fellows and Scholars Roundtables is set for March 23rd. This will be a panel discussion of mostly UToledo professors and will offer the space for student-PI interaction. The second roundtable is set to take place sometime during the week of April 19th.

April 10, 2021

Midwest Graduate Research Symposium

GSA is moving forward with the planning of (MGRS) and the Dean's Fellows and Scholars Roundtable. Brittany Jones, Skyler Weber, Dean Scheuermann, Teri Green and Terri Hayes met February 8th to discuss the virtual setup of MGRS, promotional schedule, and other logistics. Moving forward, an ad-hoc committee will be formed that will focus on planning the event.

Information and Discussion Items -continued

GC Tips for Curriculum and CIM system

GCCC Chair looked at it too. Will get out this week as a reminder to help expedite curriculum and of upcoming deadline.

Standing Committee Reports

Report of the Membership Committee

On behalf of the Membership Committee, Dr. Svetlana Beltyukova, Chair (spring semester 2021), presented the committee's summary report. 2/3 of applicants were internal with 1/3 external. Few issues, with seven approved at a different category. In a couple of cases, deans and chairs limited duties for Special membership. There was one interesting case where applicant applied for Special but we provided Associate, unless there was a change in faculty status that was not documented in the application. Applied for Adjunct but we gave Associate, they qualified for associate, unless there was a change in faculty status not stated in application. One person applied for Full, but committee agreed Associate was more appropriate in this case, had a terminal masters, however, applicant has to be involved in graduate education and research, and the research component was missing so we felt associate was appropriate. The full summary is presented below.

COLLEGE	Total Applications rec'd	Applications Rec'd/Approved by Category					# Approved as Applied	# Approved in Diff. Category	# Pending	# Apps Internal	# Apps External	# Apps -- Renewal	# Apps -- New	# Apps -- Change
		Full	Associate	Professional	Adjunct	Special								
Arts and Letters (AR)	6	3/3				3/3	6		6	0	4		2	
Business and Innovation (BU)														
Education (CE)	15	1/1		1/0	4/5	9/9	10	5	7	8	7	7	1	
Engineering (EN)	2	1/1				1/1	2		1	1	1	1		
Health and Human Services (HHS)	1	1/1					1		1		1			
Honors														
Law														
Libraries	1		0/1			1/0		1	1			1		
Medicine and Life Sciences (MD)	3	2/1	1/2				2	1	3			3		
Natural Sciences and Mathematics (SM)	3	2/2				1/1	3		3		2	1		
Nursing (NU)	1				1/1		1		1			1		
Pharmacy and Pharmaceutical Sciences (PH)	1					1/1	1			1			1	
TOTAL	33	10/9	1/3	1/0	5/6	16/15	26	7	0	23	10	15	14	4

Report of the Curriculum Committee

On behalf of the GC Curriculum Committee, Dr. Tim Mueser, chair, reviewed the committee's report (see full report attached). All proposals were approved by the committee, except not #89 COBI,

Cannabis Management, Graduate Certificate – 12 credit hours (see below). Special notes/comments were reported as below. Chair Mueser asked for any concerns regarding any of the certificate program proposals that were changes to electives or prerequisites. Graduate Council unanimously approved the proposals recommended by the GCCC.

NOT APPROVED BY GCCC nor Graduate Council

#89 Cannabis Management, Graduate Certificate – 12 credit hours (College of Bus. and Innovation)
GCCC did not approve the College of Business and Innovation graduate certificate in Cannabis Management because it was comprised of special topics. It is not desired to have certificates and programs based on special topics, whose numbers change when turned into a specific course. They could certainly add a course new course proposal and turn those special topics and the new courses.

But you are only allowed three years on a special topics so those would disappear. This would be very problematic for a certificate at this point. It is better if they put in proposals to change those. GCCC recommends not approving until special topics are converted to courses at the same time as the certificate.

HOLD pending correction in CIM system (UG/G)

#112 ECON 4810, Econometrics Models and Methods I (Dept. of Economics)

#113 GEPL 4500, Digital Image Analysis (Dept. of Geography and Planning)

The committee decided to put holds on these proposals temporarily until figured out we received the 4810 and the 4500 undergraduates requests. They have a lot of undergraduate prerequisites and it is not appropriate to have undergraduate prerequisites for an undergraduate class be the same for a graduate class. I am working with Kathy Zimmer to try to figure out how to deal with that. When you co-list when they, everything gets stuck together. That would restrict these students from coming from UToledo only.

Dan Hammel commented that it was not his college's intention nor has it been practice holding graduate students (5000 level) to the same prerequisites as undergraduates (4000). It does sound like a problem in CIM system. Wondering why we have to hold up the curricular process for a problem that is essentially a software issue.

GCCC did not receive a graduate level proposal at the 5000 level, but just a request at the 4000 level, with changes linked to the 5000 level.

NOTES ONLY:

#86 Psychology Ph.D. – program change revisions included 6 new concentrations.

#91 Finance – Corporate Finance, Graduate Certificate - 9 credit hours (COBI)

Required:

FINA 6200 ~~BAUD 6200~~ Financial Systems (correction to FINA, not BUAD)

FINA 6130 Advance Corporate Finance

One of:

FINA 6150 Financial Institutions and Market

FINA 6370 MBA International Financial Management

#101 Marketing and International Business - Marketing Graduate Certificate – 9 credit hours (COBI)

Take both of the following:

MKTG 6140 Customer Relationship Marketing

MKTG 6220 Integrated Marketing Communications

AND Choose one of the following:

MKTG 6320 Strategic Brand Management

MKTG 6980 Special Topics

Note: Course requirements need to be real courses not special topics. There is an option to take 9 credit hours without special topics. And special topics do not have to be a restricted course, like a specific topic.

No.	Proposal Type	College	Department/Program	Title	Course Number
85	PCR	AR	Psychology	Psychology, MA	AR-PSYC-MA
86	PCR	AR	Psychology	Psychology, PhD	AR-PSYC-PHD
87	PCR	CE	Teacher Education	Special Education, ME	CE-SPCE-ME
88	PCR	BU	0000 - Undeclared	Administration, MBA	BU-ADMN-MBA
89	NPP	BU	0000 - Undeclared	Cannabis Management, Graduate Certificate	
90	NPP	BU	Accounting	Financial Accounting, Graduate Certificate	
91	NPP	BU	Finance	Corporate Finance, Graduate Certificate	
92	NPP	BU	Finance	Investments, Graduate Certificate	
93	NPP	BU	Management	Leadership, Graduate Certificate	
94	NPP	BU	Information Operations and Tech Management	Business Analytics, Graduate Certificate	
95	NPP	BU	Information Operations and Tech Management	Information Systems ERP/SAP, Graduate Certificate	
96	NPP	BU	Information Operations and Tech Management	Operations and Supply Chain Management, Graduate Certificate	
97	PCR	BU	Information Operations and Tech Management	Information Systems, MBA	BU-INFS-MBA
98	CCR	BU	Information Operations and Tech Management	Data Mining	INFS 6450
99	CCR	BU	Information Operations and Tech Management	Essentials of Business Analytics	OSCM 6250
100	CCR	BU	Information Operations and Tech Management	Prescriptive Analytics	OSCM 6350
101	NPP	BU	Marketing and International Business	Marketing, Graduate Certificate	
102	PCR	HH	School of Intervention and Wellness	Counselor Education, MA	HH-CED-MA
103	NCP	HH	School of Intervention and Wellness	Counseling Research and Program Evaluation	COUN 6000
104	NCP	HH	School of Intervention and Wellness	Comprehensive School Counseling Programs	COUN 6100
105	NCP	HH	School of Population Health	Interprofessional Education for Public Health	PUBH 6900
106	NCP	HH	School of Population Health	Internship in Occupational Health	PUBH 6940
107	CCR	HH	School of Exercise and Rehabilitation Sciences	Analysis of Movement II	PHYT 5060
108	NCP	HH	School of Exercise and Rehabilitation Sciences	Evidence Based Practice	PHYT 5130
109	CCR	PH	Pharmacy Practice	Leadership: Principles and Practice	PHPR 6410
110	PCR	BU	Information Operations and Tech Management	Operations and Supply Chain Management, MBA	BU-OPMT-MBA
111	CCR	MD	Biochemistry and Cancer Biology	Readings in Cancer Biology	CABP 8560
112	CCR	AR	Economics	Econometrics Models And Methods I	ECON 4810
113	CCR	AR	Geography and Planning	Digital Image Analysis	GEPL 4500

Old Business

None.

New Business

There being no further business, the Council adjourned at 2:05 pm.

