

**Graduate Council Minutes  
October 3, 2017  
Main Campus, Student Union, Room 2582**

Present: Wissam AbouAlaiwi, Brian Ashburner, Tomer Avidor-Reiss, Timothy Brakel, Amanda Bryant-Friedrich, Frank Calzonetti, Llew Gibbons, Viviana Ferreira, Bashar Gammoh, Rafael Garcia-Mata, Mitchell Haines (GSA), Hassan HassabElnaby, Mohamed Hefzy, Jason Huntley, Edward Janak, Andrea Kalinoski, Junghwan Kim, Song-Tao Liu, Jyl Matson, Daryl Moorhead, Alisa Nammavong (GSA), Douglas Nims, Lori Pakulski, Geoffrey Rapp, Jennifer Reynolds, Constance Schall, Barry Scheuermann, Beth Schlemper, Barbara Schneider, Rebecca Schneider, Ozcan Sezer, Zahoor Shah, Susan Sochacki, Megan Stewart, Jason Stumbo, Kandace Williams.

Absent: Madeline Muntersjborn, Martha Sexton.

Excused: Huey-Shys Chen, Michael Dowd, Marcia McInerney, Penny Poplin Gosetti, Amy Thompson, Jerry Van Hoy.

Guests: William Ayres, Andrew Hsu.

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

The meeting was called to order and the roll called. The minutes were prepared but not moved for approval.

GC Chair, Dr. Andrea Kalinoski requested the agenda be reorder to accommodate Provost Andrew Hsu's time with the Graduate Council today.

***Information and Discussion Items***

Discussion on the Strategic Plan with Dr. Andrew Hsu, Provost and Executive President for Academic Affairs

Provost Hsu thanked the Council for inviting him to speak about the Strategic Plan. During the strategic planning process during the 2016-2017 academic year, he noted that he met with several GC members and that the strategic planning process resulted in over 1,000 responses as feedback from members of the campus and external community. He noted that the Strategic Plan at UT is unique in that it was developed based on a grassroots approach.

Provost Hsu summarized the five overarching goals of the Strategic Plan and noted that the highest priority area is student success. He noted that this plan would guide us for the next five years (2017-2022) and serve as our "GPS," ensuring that we are headed in the right direction. He noted that all of the colleges have been asked to develop their college-level implementation plans by February 1, 2018 and that many GC members will likely be involved in this process through their respective colleges. Additionally, he noted that it is his understanding that the Graduate Council will help COGS develop its college-level implementation plan.

He also reported that the Office of the Provost has developed annual goals related to the Strategic Plan, beginning with the 2017-2018 academic year. In addition, each of the colleges has submitted their annual goals based on the plan. Provost Hsu noted that each week at the Provost's Office staff meetings, time is set aside to review progress on the plan's goals and to determine priorities, timelines, and metrics. He noted that this year the Office of the Provost is focusing on initiatives related to improving student success and that several groups have been organized to look at both graduate and undergraduate student success. A task force has been established for the First Year Experience, which is critical to student retention.

In addition, a task force has been established for student success that includes representatives from Student Services, Enrollment Management and the Office of the Provost. In addition, a cross-divisional task force has been created to integrate recommendations from the other groups that are working on various aspects of student success.

Provost Hsu also reported that a meeting was held earlier this month with department chairs and members of the University's Academic Leadership Team (ALT) to discuss issues related to student success – both graduate and undergraduate – and to engage in dialogue with the chairs and other members of the ALT and to receive their feedback. During this session, there were five groups of 7-8 people who focused on graduate student success, and eight groups that focused on undergraduate student success. At the graduate level, there was discussion about improvement for time-to-degree, recruitment, timely registration, and onboarding- all important issues to be addressed with limited resources. We also discussed how to fund graduate education at the master's degree and doctoral degree levels.

Faculty success is also an important focus of our new Strategic Plan. Provost Hsu noted that he has visited 11 colleges this semester to meet with faculty to discuss the goals of the Strategic Plan. In relation to faculty success, the Provost reported that we are continuing to hold workshops for new faculty members who are interested in enhancing their research and scholarly activities and that approximately 15 faculty members participated in the most recent workshop. Faculty worked with mentors on how to submit successful proposals that were reviewed by senior faculty who have been successful with building their portfolios of externally funded research. Dr. Calzonetti has been very helpful in coordinating this effort.

Approximately 20 faculty members participated in the first year of the University Leadership Institute in 2016-17, and this year 15 faculty are participating in the Institute and represent diverse fields from six of the colleges. The Office of the Provost also organized a promotion and tenure group with faculty members (same model as the Research Scholars Institute) who will participate in the Associate-to-Full Professor program. This initiative provides workshops to assist faculty in moving from associate to full professor by utilizing assigned mentors to help them move the process forward.

The Provost also reported that several faculty members have been selected to participate in the MAC Leadership Institute as fellows. In addition, we have appointed a faculty member to serve as a Presidential Fellow and she is working with the Provost's Office to develop a set of university-wide guidelines for promotion and tenure. We are working with Faculty Senate to develop a draft set of guidelines. The draft guidelines have already been presented to the Faculty Senate Executive Committee and the Dean's Council. Interested groups may want to meet with Melissa Gregory, Presidential Fellow, for discussion and input. The next step is a presentation to the Faculty Senate this semester with implementation planned for fall 2018.

Provost Hsu responded to the following questions provided to him by the Graduate Council Executive Committee prior to the Council meeting. He indicated that program directors could best answer these questions and encouraged Dean Bryant-Friedrich to collaborate with this group for their feedback.

***WHAT DO YOU CONSIDER ATTRIBUTES OF A STRONG GRADUATE PROGRAM AT THE MASTERS, DOCTORATE AND PROFESSIONAL LEVEL (E.G. MD, PA, PHARM D, ETC.)?***

Provost Hsu indicated that he takes into consideration the reputation of programs and how well we prepare students for their careers and the workplace, as well as meeting societal demand for graduates in these fields. Although many of us do not like rankings, the *U.S. News and World Report* has wide circulation and students and their families frequently look at these rankings. He noted that at UT, we have strong academic programs and there are measures that we should report out to communicate our success.

For example, two weeks ago, our Institutional Research Office received a call from *U.S. News and World Report* indicating that two of our programs did not want to provide them with the information they had requested in order to include them in their rankings. IR staff reached out to the program directors to obtain the information on success measures, including, for example, metrics on time-to-degree.

The Provost noted that we need to look at the sustainability of our programs, and that some programs do an outstanding job supporting their students often providing stipend and tuition support from external grants.

Dean Bryant-Friedrich encouraged Council to let her and the Provost know the measures they suggest using.

***SOME GRADUATE PROGRAMS HAVE RECENTLY IDENTIFIED NUMBER OF FACULTY AS A LIMITATION TO INCREASING ENROLLMENT. IS THERE A PLAN TO INCREASE FACULTY TO GROW ENROLLMENT?***

Provost Hsu responded that although this is a simple question, there is no simple answer.

Ideally, he noted, you want to invest in growing programs. Our current financial situation spanning the last 10 years is a result of the way we have treated discounting and holding down tuition. We do not have enough resources to balance our budget, let alone invest in resources. Considering that undergraduate tuition is \$9,200 per academic year and that our current scholarship rate is approximately 52% for incoming students, they are actually only paying \$4,500. Our tuition is comparable to BGSU, however, they discount less. They are receiving \$7,200 per student, thus bringing in more revenue. They have the funds to invest in new programs and faculty, where we have to reallocate resources. This means that we must look at the overall financial structure at UT. Can we realistically reallocate 20% next year? Probably not, because enrollment would go down significantly.

The short answer is, yes, there is a plan, but the dollar amount is extremely limited. For example, we have an MPA program that requires five faculty members to be accredited, yet we continued to cut faculty and not fill those positions. As a result, we lost the program's accreditation and two years ago stopped admitting students to that program. Currently, we need one more faculty member to restart the program. If I am able to reallocate \$120,000, I will be able to restart that program. That is the level on which we are planning.

The question is, can we grow our faculty when limited funding is a factor? We do not have \$2 million to grow self-sustaining programs. If we have an outstanding liberal arts program, hire more faculty, and provide more stipends and tuition waivers, we will enroll more students, but if this model is not generating revenue, it is not sustainable?

We realize and appreciate the contribution of large undergraduate classes and the revenue generated from courses originating from a department/college other than students' home colleges. The credits go to the college where the course originates and that appreciation shows up in your budget.

Dr. Marcia McInerney noted that her college is planning for additional faculty in two programs, if they can support the students with external grants or if students pay their own tuition. This leaves out 100% supported students. She added that her college teaches over 100 students who are not from the College of Pharmacy and Pharmaceutical Sciences. Many are computer science majors. There is a perception that Humanities students are not seen as adding value to the University. There is also an additional support mechanism that comes from external grants, where students receive a stipend externally and pay their own tuition and others who receive an external stipend and work for UT. Graduate students perform an especially important role due to shrinking faculty.

***WHAT ARE THE PLANS FOR GROWING ENROLLMENT IN PROGRAMS THAT ARE LIMITED BY CLINICAL PLACEMENTS/ROTATIONS?***

Provost Hsu responded that program directors are in the best position to respond to how we should grow enrollment in programs that are limited by clinical placements and rotations, such as the Physician Assistant program, Nursing, Occupational Therapy, Physical Therapy, and Psychology. In nursing, for example, a limiting factor is clinical placement.

Dr. Sochacki stated that is the case for one of the nursing programs.

Provost Hsu questioned whether all types of placements are being utilized, such as nursing and retirement homes. His understanding is that weekend and evening shifts may be underutilized.

Dr. Sochacki responded that they are utilized if they are credentialed. A Nurse practitioner is required on staff to teach another nurse practitioner.

Provost Hsu encouraged programs to continue to seek innovative ways to solve this issue.

***AIM III OF THE STRATEGIC PLAN NOTES A GOAL OF FOSTERING FACULTY RETENTION BUT IS PRIMARILY FOCUSED ON PROMOTION. WHAT IS THE STRATEGIC PLAN TO RETAIN THE BEST FACULTY? (I.E. WHEN FACULTY LEAVE UT, WHY DO THEY LEAVE, AND WHAT IS BEING DONE TO MITIGATE THIS?)***

Provost Hsu stated that faculty leave for different reasons, including career opportunities. He noted that when he joined UT in 2016, he was informed that some research- active faculty left UT because the former administration did not value the importance of research to the University. Now that we are reemphasizing the importance of research, our hope is that we will be able to retain more of our faculty. Our goal is to retain faculty and to improve the environment so that faculty have the necessary support to be successful. We are working with the Teaching Enhancement Center through workshops to assist faculty by helping them become more successful in their research. We have two new initiatives that focus on faculty success; including one that explores multiple paths from associate professor to full professor (ATF initiative), and the second is a tiered research faculty initiative whereby faculty are designated as Research Active, Research Excellent or Research Intensive. Faculty teaching loads should be appropriate to their research designation. There are faculty who contribute to our teaching mission, engage in community service and outreach, and contribute to our research mission. We value our entire faculty and want to support them. There are different pathways for faculty to be successful.

Dr. Tomer noted the need for expensive equipment necessary for research. Without support from the university, faculty go other places.

Provost Hsu referenced the inclusion of core centers and facilities in the Strategic Plan. He noted that the University is committed to providing the equipment that is needed for research, however, providing the equipment needed is dependent on the availability of adequate resources for funding.

***AIM III ALSO SPECIFICALLY STATES FOSTERING A CULTURE OF EXCELLENCE AND HIGH JOB SATISFACTION FOR FACULTY. HOW DO WE ACHIEVE THESE GOALS GIVEN CURRENT FACULTY WORKLOADS?***

Provost Hsu stated that if we create an environment where people are successful, they will be retained. He noted that the Humanities and English are high-quality academic programs and have an important role in teaching our students.

Dr. McInerney wondered whether graduate students are considered customers or junior co-workers. If they are junior co-workers, they might be underpaid.

Provost Hsu replied that they fill both roles. He noted that adjunct faculty receive a stipend of \$2,250 for teaching one class, which is less than the remuneration for teaching assistants.

Dr. McInerney hoped that more faculty could be hired to direct students thereby minimizing the number of adjunct hires.

Provost Hsu stated that the use of a business model to support this plan is necessary. He noted that the University is in this financial situation after numerous years of low tuition and high subsidies. He noted that we have to find a way to improve this situation with less discounting (students paying a greater portion of the stated tuition, for example, \$7,200.)

The Provost concluded his discussion at 1:26 pm.

Chair Kalinoski thanked Provost Hsu for spending time with the Graduate Council. Due to time constraints, she asked Dean Bryant-Friedrich to report on strategic planning at the GC meeting.

### ***Executive Reports***

#### Report of the Executive Committee of the Graduate Council

On behalf of Graduate Council, Chair, Dr. Andrea Kalinoski reported that two policies would go to the Academic Programs and Regulations Committee for review:

- 3364-77-04 Graduate Student Academic Grievance, and
- 3364-77-05 Graduate Student Enrollment Status, FT, PT and Audit

Following the survey 'Research Scholarship and Creative Activities' completed during the last Graduate Council meeting, Dean Bryant-Friedrich shared the results with GC members. A Second survey 'Student Success' will be sent to GC after this meeting. At GCEC, we have been discussing syllabus generation with cross-listed courses. Please email us your ideas on differences. The idea is that there are different requirements for students at different levels, Undergraduate/Master's/Doctoral.

#### Report of the Graduate Student Association

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

- The GSA is scheduled to meet with the Northwest Ohio Chapter of the Association of Women in Science (AWIS) to engage graduate students in upcoming events and opportunities this year.
- The GSA will be initiating a new trend this year involving graduate students participating in the 2017 Homecoming events this Saturday, October 7th.
- The next General Assembly meeting is 10/10/17 from 6-8 pm in the Student Union (Ingman Room).
- GSA Graduate Student Research award application is now open. There will be a link to apply on the GSA and COGS website. The deadline is November 17<sup>th</sup>. Please encourage your students to apply.

#### Report of the Dean of the College of Graduate Studies

Dr. Amanda Bryant-Friedrich, Dean of the College of Graduate Studies provided the following brief updates due time constraints:

- Homecoming 2017  
Thanked the GSA for their initiative to join in on homecoming parade and activities along with undergraduate students.
- College Goals  
COGS Goals will be shared with Graduate Council. Comments were welcomed.
- Strategic Planning with Colleges  
COGS has met with these colleges
  - Medicine and Life Sciences
  - Natural Sciences and Mathematics
  - Judith Herb College of Education
  - Health and Human Services
  - Pharmacy and Pharmaceutical Sciences

Information shared during these sessions has been incredibly important. We realized that data reporting is a major issue with programs that have shifted colleges during reorganizations. That affects rankings. Information sharing sessions are being planned with the rest of the colleges.

Dr. Pakulski asked how the information from the meetings would be used.

Dean Bryant-Friedrich responded that she is compiling summary of the discussions that will be shared with the colleges along with the presentation data. The information will be used to construct the Strategic Plan.

- Strategic Planning: Student Success (Part A)  
Dean Bryant-Friedrich will provide a link to a survey pertaining to Student Success following today's meeting.

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

#### **Research and Sponsored Programs Update**

Dr. Frank Calzonetti reported that Dr. Wayne Hoss is serving as a research integrity officer. An RFP is underway for an electronic administration system with vendor interviews anticipated this semester. The system will serve the grants process and compliance. We hope to have the vendor selected early spring semester. The Quali Coeus is still in use until a new system is in place.

#### **Standing Committees Update**

Dr. Andrea Kalinoski reported that the Standing Committees are mostly populated with only a few remaining slots to be filled.

### ***Standing Committee Reports***

#### **Report of the Membership Committee**

On behalf of the Graduate Council Membership Committee (GCCC), committee member, Dr. Mohamed Hefzy provided a summary report of the Summer II 2017 group of applications for Graduate Faculty Membership. He noted that only 2 of the 26 applications were new applicants seeking Full membership and 3 applicants applied for Professional membership – not tenure-track. Less than 10% of the applications were tenure track faculty.

GRADUATE FACULTY MEMBERSHIP APPLICATIONS - Summer II 2017 (applications received by August 18)																						
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			2					1						3	2				0	4	4	8
Business and Innovation		1									3								0	4	0	4
Education								1			1		1	3					1	5	0	6
Engineering														2	1				0	2	1	3
Health and Human Services																			0	0	0	0
Honors																			0	0	0	0
Law																			0	0	0	0
Libraries																			0	0	0	0
Medicine and Life Sciences		1																	0	1	0	1
Natural Sciences and Mathematics								1							1				0	1	1	2
Nursing	1																		1	0	0	1
Pharmacy and Pharmaceutical Sciences	1																		1	0	0	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>17</b>	<b>6</b>	<b>26</b>

**Old Business**

Strategic Planning

Dr. Hefzy noted that the Provost had mentioned core facilities and centers in the Strategic Plan. The College of Engineering did an assessment of the functionality and standing of its research enterprise and reviewed its activity, strengths and infrastructure.

Dr. Connie Schall indicated that Office of Research and Sponsored Programs previously met with core facility managers and will pick it up again.

Dr. Ming Liu stated the university's need for quality facilities and coordination among them. There is concern that although there are limited funds, there is concern where instruments are 20 years old.

**New Business**

None.

**Adjournment**

There being no further business, the Council adjourned at 1:41 p.m.