



UNIVERSITY OF NORTHERN COLORADO

Graduate Council

Graduate Council Minutes

Thursday, September 19, 2019

3:00 - 5:00 P.M.

Present: Michael Cohen, Galen Darrough, Kathleen Dunemn, Amy Graefe, Robyn Hess, Katie Kage, Isaac Wanasika, Melissa Weinrich, Brittney Morgan, Zvi Murry, Bomin Paek, Annie Epperson, Cindy Wesley, Mark Anderson, Mary Evans, Chair, Kirsten Ranalli, recording secretary

Absent: Rick Adams, Silvia Correa-Torres, Jay Schaffer

Mary Evans established a quorum and called the meeting to order at 3:04 p.m. Mary provided a recap of the last meeting where the Graduate Council members gave introductions and Cindy led a brainstorming session about what we want to see with graduate education at UNC.

I. **Approval of Agenda**

Mary Evans called for a motion to approve the agenda as presented. Robyn Hess motioned to approve the agenda and Kathy Dunemn seconded.

II. **Review and Approval of Minutes**

After review of the August 29, 2019 minutes, Mary Evans called for a motion to approve. Motion to approve by Galen Darrough and seconded by Michael Cohen.

III. **Announcements/Updates**

A. **Interim Graduate Dean's remarks – Cindy Wesley**

- For the purpose of time, this item was skipped.

B. **Chair Remarks – Mary Evans**

- Mary said we need to finalize the Program Review Committee Chair and Vice Chair and select a Vice Chair for the Standards Committee.
- Mary provided an update on the Graduate Dean Search. Sylvia Correa-Torres, Mary Evans, and Jonathan Bellman volunteered from Graduate Council to serve on the search. Three faculty members were chosen from faculty senate. Mary attended the first search committee meeting and a search firm is being used. The search will move quickly with interviews conducted by the end of the semester. The envisioned start date is in the spring but more likely June 1. It was asked if UNC could provide the salary needed of a graduate dean. The Provost and President indicated they would take care of the salary and that there will be an appropriate compensation package to attract the best candidate. Mary also noted that it was stressed at the first meeting that it would be a failed search if they selected the wrong person. If none of the candidates are right then they will move on to more candidates.
- Mary asked for opinions about what is desired in a new graduate dean.
 - Finding someone who can get UNC back to an R2 research designation, which affects grants, and funding to students and the university.
 - Someone with innovative ideas for bringing in additional funding to support graduate students.
 - A strong advocate for graduate education.
 - Someone with a strong emphasis on Extended Campus and non-traditional students in PhD programs. In addition, an understanding that faculty are over worked. Innovative ideas about faculty workload. Someone who has done it before and worked with a wide range of graduate programs.
 - Knowledge of accreditation and role that plays in programs, allocations and size. An understanding of faculty to student ratio and how accreditation guides that.

IV. **Standing Committee Reports**

A. **Faculty Senate/APC – Mary Evans**

- Mary attended the meeting on Monday. President Feinstein gave an update about the hate crime on campus and the Provost Anderson talked about the undergraduate Student Success Plan.

B. **Standards Committee – Galen Darrough**

- Galen is getting up to speed and needs access to Xtender to access the files. Galen asked if any committee members had a chance to act on the current list and the members said no. Galen said he would get an email out to committee members to get the process going.
- Mary asked if anyone wanted to be Vice Chair for the Standards Committee and Amy Graefe volunteered.

C. Program Review Committee – Mary Evans

- Mary stated there are not any programs to review right now. Mary noted that the programs are sent to the committee to review and then they send their reviews back to the chair. There is a template to use to complete the reviews.
- This committee will also review the Dean's Citation for Excellence and Outstanding Thesis, Dissertation, Scholarly Project nominations.
- Cindy also noted that this committee would help with the academic portfolio review process this year.
- Mary asked for volunteers for chair and Robyn Hess volunteered. Mary Evans volunteered to serve as vice chair.

D. GSA – Brittney Morgan

- Brittney Morgan introduced herself as a member of the GSA that will be attending Graduate Council Meetings.
- GSA hosted a lunch for graduate students with more lunches scheduled.
- Mary reminded the GSA representatives that being on the Graduate Council is valuable so we can get their thoughts on graduate education at UNC.

E. Assessment Council – Vacant

- Kim Black has asked if someone can serve on this committee. Cindy will check to see if it needs to be someone from Graduate Council or just Graduate Faculty. They meet Monday afternoons.

F. Professional Educational Council (PEC)

- Mary stated no reps are needed for this council.

G. Library – Annie Epperson

- Annie updated that the library has 15 Things Graduate Students Should Know located in Canvas
- Information on accessing this:
- **A Canvas Module for University of Northern Colorado Graduate Courses**

15 Things All Graduate Students Should Know about UNC Libraries is a Canvas module that any UNC faculty member can import into their Canvas course. The content provides graduate students – whether returning to coursework after years in the workforce or coming fresh from their last degree – with valuable knowledge about the Universities Libraries people, content, services, and tools. This tutorial is for all UNC graduate students whether they are in an online-only program or in face-to-face courses, no matter their discipline. While the priority learning outcome for this module is to connect students with their program librarian, this tutorial advises students on everything from literature databases to methodological resources provided by the UNC Libraries.

To Import This Module into Your Canvas Course

1. Login to Canvas
2. Select Commons from the left sidebar menu
3. Search for *15 things unco*
4. Select *15 Things All Graduate Students Should Know about the UNC Libraries*
5. On the right, choose "Import/Download" and choose courses
6. Click "Import into Course"

V. New Business/Actions/Discussion Items

A. Provost Visit Preparation/Questions – Mary Evans

- Mary stated that there has been a general feeling on campus that the focus has been on undergraduate education and there has been a void with graduate education. Provost Mark Anderson will be joining us at 4:00pm today to address how he sees graduate education on campus.
- Mary asked: What are some general things to focus on with the SES on the graduate level.
 - Cindy added that Provost Anderson is asking Graduate Council, graduate students, and faculty to define what the SES looks like for graduate students. Marks's take is that SES is for all students.
- Mary asked: What are some topics that we would like to discuss with Provost Anderson at today's meeting?
 - Mary stated she would like to know how funding will be allocated in the future.
 - Robyn would like to know what is his vision for graduate education at UNC, what goals he has for graduate programs and graduate students. What is the status with getting UNC's R2 status back?
 - Galen would like to know how we rate among our peer institutions in graduate programs. Are we falling behind in funding, how do we compare, has any research been done?
 - Mary added there has been this research expectation, numbers with external funding and concerned how we get there. If people are working overloads and summer classes and advising students when will we have time to do research. Mary would also like to know what OSP is looking like. Information is now coming through listserv which is appreciated.
 - Cindy stated that it is fair to ask Mark about workload and how working with master's thesis, doctoral dissertations would affect faculty workload and if there is a way to make that part of faculty reviews and evaluations where that is appropriate.
 - There was some discussion among the council regarding some programs already doing this and some are not.

- Mary explained that last year the Graduate Council focused on workload and compensation. There is inequality with faculty and how they are compensated. The Graduate Council wrote a memo and asked how much revenue comes from dissertations credit hours and where does that money go. Consequences for graduate students that do not get enough help.
 - Robyn added that there used to be a small stipend if you have a dissertation defense in the summer months but that was taken away.
- Kathleen stated that in the spring UNC offered early retirement and in her department, four people who were chairing committees took the offer. That left forty slots needed to serve and chair these committees. It was left to the faculty remaining to take on this workload. There is concern if this will be the new norm on campus.
- Cindy added that it would be helpful to ask Mark about compensation models that he has experience with that have been effective.
- Cindy would like to know what is happening with Extended Campus because faculty keep asking her.
- Robyn would like to know if there is anything happening at the state level that would impact us that we need to have on the radar.
- Mary added she would like to know if budget and assistantships are on track.
 - Cindy stated that she is working on a plan for decentralizing the assistantship budget. It will go to the colleges and student affairs. Cindy will meet with each college dean to discuss what amount went to each college and program last year. Then the deans will meet with programs to discuss what programs think they need. This year it will be a matter of teaching deans the process. What Cindy likes about this model is that it requires a conversation with the dean and program about needs and funding. It makes the dean's office responsible for holding programs to their budget. The Graduate School will still process the contracts.
 - Robyn asked about off campus students that are working and funded through Extended Campus. How will that work. Cindy will discuss this with Dallas.
- Cindy asked whom else we would like to speak at the Graduate Council meeting and it was suggested OSP and Extended Campus.

VI. **Announcements/Updates**

C. **Interim Graduate Dean's remarks – Cindy Wesley**

- While waiting for Provost Mark Anderson Cindy provided her updates.
- Cindy is co-chairing the College of Education and Behavioral Sciences Dean search and hopes to get a robust pool of candidates. Cindy encourages inside and outside candidates to apply.
 - Robyn asked if they are using a search firm, Cindy said yes, and interviews will be in the spring. The current focus is Graduate Dean, Business Dean and Library Dean.
- Cindy has been working with the Saudi Arabian Cultural Mission to get back in good graces with them. They have sent us their application and we are entering each UNC on campus graduate program for approval. We should find out in December if they would allow students again. This program is fully funded by the Saudi Arabian government for tuition and housing. The students have to be in a face-to-face program with no more than two courses taught online.
- Cindy, Provost Mark Anderson and Associate Provost Nancy Matchett will be working on the academic portfolio review process. They will be looking at metrics, process and timeline for those reviews to occur.

VII. **New Business/Actions/Discussion Items**

A. **Provost Visit**

- Provost Mark Anderson introduced himself to the Graduate Council. He has been at UNC since April and there is a lot going on at the university. Mary will be on the search for a new Graduate Dean. Thanks to Cindy for stepping into the role. Mark acknowledged Linda Black's service to graduate education.
- 35% of our students are graduate students. With the SES plan there are questions about where do graduate student fit into this. It is a student success plan for undergraduate and graduate and just as focused on graduate students and programs.
- Mary asked: what is your vision for graduate studies on campus?
- Mark answered that is really the university vision and not just the provosts or presidents. It is the role of graduate council, faculty and students to understand the vision. All education is going through changes. We have to recognize those changes. We need to shift and look at ourselves and what do we do well and focus on that area. We have to be able to differentiate ourselves and provide value proposition to students. There are generally three types: low price option, technology leader (tend to be state flagships) we are a research university so we can play in that field but we have to be selective, in the middle is service. Community colleges will always be the lower cost option. Our soft spot is service and providing a high level of service. How do we serve students effectively and how can we different from our competitors. We need to leverage that and telling the world how we differentiate. We have to be intentional about what we are doing and being different is where we need to go. Universities have

recruiting offices in metro Denver 6 universities. We are competing nationally for students so we have to be mindful of that and intentional about how we recruit undergraduate or graduate students. In our category of institution, we cannot be all things to everyone. We need to invest in areas we can excel and understand who we are as an institution.

- Mary asked about R2 status and how we lost it.
- Mark stated this is also a concern to him as well as the president. The only things that stands in the way is our research expenditures. UNC went from R2 to professional doctorate. We are at 4.3 million and 5 million is the threshold. Chris Saxton, Director of Office of Research and Sponsored Programs, is very busy in investigating research expenditures. We are running research through sponsored programs and the foundation. If we accurately categorized we would meet the requirement. Our research should be much higher than 5 million; a lot of faculty have not received good professional support for granting. When we have a permanent graduate dean, they will work to develop a professional office of sponsored programs. We should be well above threshold relatively soon and back to R2 in a couple of years.
- Mary asked for an Extended Campus update.
- Mark stated that first, we need to understand finances of Extended Campus, and it is very difficult to understand how they operate from a business perspective. Mark has been talking with Dallas about this. On paper, it appears to be making money but some expenses are not being recorded. There needs to be a strategy with Extended Campus. Dallas is part of the Dean's leadership meetings because we need Extended Campus to be more integrated with what we are doing as a university. We are not adding programs until we know what is going on. We need to make sure we are not competing with ourselves and make sure we have a clear strategy. We need to use Extended Campus to grow enrollment of our main programs. We need to increase dual enrollment through Extended Campus using intentional recruiting efforts. One idea is gateway programs into graduate programs but targeting professionals interested in updating careers or skills and offer low cost courses as gateway to graduate programs. We need a more descriptive name for Extended Campus that says it is integrated into what we are doing. We also need to focus on getting Extended Campus students to feel a stronger connection to the university.
 - i. Cindy added that she met with Dallas and the Graduate School marketing team to integrate our marketing efforts and will be meeting every two weeks to make sure they aren't duplicating work.
- Mark added that Extended Campus students are UNC students but they do not feel like they are part of the campus. We need to make connections and students need to have an identity with UNC. There are challenges with online programs is forging those connections. We can learn other top online school such as the University of Southern New Hampshire and the University of Phoenix.
- Mary asked about graduate faculty workload, rightsizing, and making compensation equal across campus.
- Mark explained that in the past there was a decree to increase graduate student enrollment. Enrollment increased without recognizing the implications. This created increased workload situations for graduate faculty. We need to understand and identify areas where we can move money. A choice was made to increase graduate enrollment and we have an obligation that students get a great experience. We can address capacity issues by right sizing enrollment or increasing capacity but that comes with issues. There needs to be education across the board. Having deans talk about challenges in colleges and programs. We have to address and we cannot grow indiscriminately. If there is a void then we need to fill it. Faculty forums are a great way to share and get ideas.
- Robyn asked if there will be a review of graduate programs.
- Mark answered yes, Nancy Matchett, Cindy Wesley, and Mark will look at programs and what metrics should we be focused on with the health of a program. This process will provide a starting point to help the campus get us where we need to go. We have an obligation in each discipline to ask is this the right thing, if not then how do we change to make the program relevant to our students. We have not done a great job of updating curriculum. Part of the program review is asking people to update so students are relevant for the discipline.
- Mark thanked the Graduate Council for their service. He said together we would get the university where it needs to be. Please participate in the town hall and then in the spring there will be conversations in identifying goals and actions. Make sure to participate and encourage colleagues to attend as well.

VIII. Adjournment

Mary called for a motion to adjourn the meeting. Melissa Weinrich motioned, and Robyn Hess seconded. Adjourned at 5:04 p.m.

Respectfully Submitted,



Kirsten Ranalli, Recording Secretary