University Board of Graduate Studies Minutes
12/10/2015
Raynor Conference Center C

Present: Allison Abbot, Amy Blair, Margaret Bull, Sumana Chattopadhyay, Sharon Chubbuck, Robert Griffin, Kim Halula, Michael Johnson, Alison Julien, Katie McKewon, Stephen Merrill

Excused: T. Gerry Bradley, Felissa Lee Stephen Saunders

Present (Non-voting): Kevin Gibson, Carrieanne Hayslett, Mary Wacker (note taker), Carl Wainscott,

Guest: Linda Salchenberger

The meeting was called to order at 2:02 pm with a welcome from Dr. Johnson.

Minutes of the 11/5/15 meeting were approved unanimously.

Reports:

Graduate Interim Dean – Kevin Gibson

Dr. Gibson attended the annual meeting of the Conference of Graduate Schools (CGS) in Seattle December 3-5. The meeting was productive, and Marquette has a visible presence in the organization. Dr. Gibson chaired the Gustave O. Arlt book award committee and presented the award. He also convened the AJCU graduate administrators while in Seattle. Marquette remains the chair institution for the AJCU graduate administrators through the 2015-2016 academic year, and will serve in the role of past-chair for the upcoming year. The annual meeting of the Association of Graduate Schools in Catholic Colleges and Universities (AGSCCU) also met to discuss the significance of graduate education in Catholic schools.

Current Graduate School initiatives include planning for Slate customer relations management (CRM) software, which has been approved by the provost. The Graduate School also moved forward with OMC to create updated prototype pages for the Graduate School web site that will be active by the end of the current semester. Through the use of Google analytics, upgrades have been focused on the most targeted pages. We continue to work to eliminate unnecessary forms and to achieve compliance with the ADA.

The Ph.D. hooding ceremony is scheduled for Saturday, December 12. More information will be forthcoming about the plans for hooding Ph.D.s. in May. The first issue of Marquette’s new Ph.D. robe, modeled after the president’s robe, has been created by vendor Herff-Jones and is very nice. Ph.D. students are now able to purchase the MU robes.

Graduate applications are up for the year and we are encouraged by movement in the right direction. Initiatives for growth are to be applauded, but growth cannot occur without the fundamentals being sound, and they are. Numbers in nursing are up dramatically, which is likely a reflection of catching up with the transition to the CASS application system. Education, as anticipated, remains down in numbers.

The Graduate Student Organization is offering a coffee and bagels event for graduate students, and remains a strong presence. The PFFP program continues to offer quality programming, and is seen as a national model. We should be proud of that.
Dr. Gibson concluded with words of thanks for the work of the UBGS. There are few rewards in committee work, and he applauded the Board for the diligence and care with which they conduct business. Noting that it is difficult to be a graduate student, Dr. Gibson expressed a sense of privilege for having had the chance to work among this group, and especially thanked Jeanne Hossenlopp, Melody Baker, and Craig Pierce for their past work. He extended thanks to the current graduate school staff – Carl Wainscott for amazing work in difficult situations during a time of transition, as well as Carrianne Hayslett, Mary Wacker, Carrie Pruhs, Tom Marek, and for her work behind the scenes as webmaster, Lizzie Kerrick.

Finally, Dr. Gibson extended thanks to Mike Johnson for providing leadership and guidance to the Board, and for honoring the power of the committee.

Graduate Assistant Dean – Carl Wainscott

Mr. Wainscott thanked Dr. Gibson for his work during a time of transition in the Graduate School, noting that when he stepped into the role of interim dean changes such as the new CMS and updated web pages began to happen. Dr. Gibson has been a wonderful advocate with the ability to get things done for graduate education, and his accomplishments have been tremendous.

The implementation of new Slate admissions software is being coordinated with ITS with the intent to go live for the applicants of 2017. There is a significant amount of work required to bring the program online. The upgrade will allow us to use the power of our data to make better choices for directing institutional resources and making better decisions. This transition was in the works long before the Huron study, which confirmed the need. He expressed thanks to Lizzie Kerrick of the graduate admissions team for her work on this project.

We have had five INPR inquiries in the past month. Dr. Gibson, Dr. Hayslett and Mr. Wainscott have met with them. We continue to have interest from Concordia University faculty.

UBGS Chair – Michael Johnson

Dr. Johnson thanked Dr. Gibson for his many years of service to the UBGS. He noted that the list of the UBGS accomplishments of the past few years reveals changes focused on students: the GSO, PFFP, the INPR program – all of which are in the best interest of graduate students. On their behalf, Dr. Johnson offered sincere thanks to Dr. Gibson.

Business

1. INPR Concept Paper
The student would like to start courses in spring 2016. The concept paper appears to be business focused, and the student has spoken with Econ and the GSM. He does have other areas of interest but needs to speak with faculty in other departments. He is currently a non-degree GSM student, and is likely to exceed the maximum non-degree credits allowed if he continues under this status.

The Graduate School recommends offering the student temporary status for spring 2016 to take one course to complete his last three non-degree credits, and to find additional faculty support in another discipline before submitting a concept paper. Dr. Gibson reminded the group that there is a need to protect the student from taking an infinite number of courses without a clear purpose, but noted that the student is attempting to capitalize on strengths. Marquette offers the most flexible program for his needs. After discussion, the Board voted unanimously to approve temporary status for the student.

2. Program Termination Proposals:
The Board was presented with recommendations to terminate five certificate programs and one master’s program. Approval to terminate these programs would result in their being removed from the 2016-2017 bulletin. The Graduate School noted that there is one student currently in the EMDC-CER program who is expected to graduate in May, 2016 and is also earning a degree in mechanical engineering. There are no other students currently enrolled in these six programs.

Dr. Gibson offered background on the need to terminate inactive certificates. The federal government now requires a check on gainful employment for certificate programs. This requirement that certificates be linked to a benefit is the result of students amassing significant debt by enrolling in certificate programs at for-profit colleges. The policy creates significant paperwork to report on programs with no enrollment. The provost remains in favor of certificate programs, and there is a benefit to them.

The Board concluded discussion. It was moved by Dr. Halula and seconded by Dr. Griffin that all six programs be terminated. The vote was approved unanimously.

3. May 2016 Hooding Ceremony Student Feedback
The GSO surveyed current Ph.D. candidates and received feedback on their preferences regarding the ceremony surrounding the May 2016 hooding ceremony. Dr. Gibson noted that, in addition to responses about the ceremony itself, Ph.D. students expressed the feeling of being underappreciated on campus. They would like to have hooding be a part of the large commencement ceremony in the spring. The Ph.D. candidates did not want to be recognized at a separate ceremony in May, but would like to be more involved in the large commencement event. Dr. Johnson proposed that the UBGS forward a recommendation that Ph.D. candidates have a larger presence in the May commencement ceremony in consideration of the wishes of the students. With an awareness of the limits on time in an already long ceremony, the UBGS recommends that Ph.D. candidates process in with faculty, be seated on stage, and continue to be hooded on stage.

Acknowledging the message received from doctoral students about being underappreciated on campus, the Board suggested that a climate survey might be conducted, directed at improving the overall experience of graduate students. It was suggested that the GSO could gather such feedback from all graduate students, not just doctoral candidates. The Board recommends that when the two conflict, the wishes of our students should prevail over issues of expediency of the ritual of commencement. Dr. Johnson noted that Dr. Woods has expressed an interest in surveying current graduate students, and this issue might be part of that discussion.

4. Incubator Proposal – Guest Linda Salchenberger
Dr. Salchenberger was invited to discuss the recommendation from Huron Consulting Group regarding an incubator for graduate programs and proposals. She noted that Huron has written a white paper on the concept of an incubator, but it doesn’t necessarily reflect Marquette’s needs. The provost is very interested in the incubator being focused initially on master’s programs, with the goal of recovering some of the market share we have lost. Dr. Salchenberger noted that the enrollment percentage of undergraduates to total enrollment has changed from a previous 68% to the current 71%.

Dr. Salchenberger described the incubator as a virtual space where new ideas can be supported – a place where time and research can be dedicated to identifying market demand, pricing and enrollment profiles.
Exploration of revenue sharing and other financial incentives could be explored in the incubator process, which could take one semester or longer. Other thoughts involve faculty release time, market research and graduate student support. There is no specific model in place. She then opened the floor to questions and comments about what might make the incubator successful.

The Board shared a number of questions, including:
- How will decisions be made about which faculty will participate – will this be a decision made within the colleges?
- How will funding for incubator projects be allocated?
- Will revenue sharing be considered?

Dr. Salchenberger noted that the financial goal is for the incubator projects to be self-sustaining. It is acknowledged that projects will require an initial outlay of funds and the source is yet to be determined for that. A portion of revenue from incubator projects will likely be funneled back to the incubator to make it self-sustaining. Decisions about funds are dependent on levels of donor support and sponsorship.

The Board raised questions about the use of the incubator to reinvigorate existing programs rather than solely create new ones. There was discussion that faculty do not have time to create new graduate programs in some areas. Some program areas, such as nursing, already have a process of building new programming to meet changing needs in the field. Such planning is typically conducted by a cluster of faculty rather than a single person.

The Board expressed a concern over the emphasis on new programs as the way to grow the graduate school, noting that there are existing programs that have not had the benefit of incubation, and there could be some backlash in the departments. If programs that exist have capacity and could be revitalized through this process, there may be a way to work with faculty to fill capacity. If revenue sharing is an incentive, there is likely to be stronger faculty support. There needs to be consistency between the way new and existing programs are funded and supported.

Dr. Salchenberger relayed feedback from Huron consulting that we can improve marketing and communication. Mr. Wainscott did note that every graduate school web page has a “contact us” option, and that there is follow up on those contacts. While it is difficult under the current system, Slate CMS will vastly improve the Graduate School’s ability to track that information.

The Board also suggested looking at the ORSP model. If there was a dedicated member of the Graduate School charged with watching trends and matching our strengths, this might be beneficial – a more centralized than fragmented process through faculty. The Board also noted that faculty are currently stretched thin, with little time to develop new ideas, asking if there is a way for the provost or graduate school to respond.

Dr. Salchenberger asked the board to consider how to determine or prequalify ideas to maximize success. Mr. Wainscott noted that GRE search gives us a quick snapshot of interest in programs regionally and nationally, and searches of data can be conducted there. He noted that there are also niche programs offered elsewhere that can be sustainable but won’t show up on a search of trends. Dr. Johnson noted that the positive side of this sort of planning is it doesn’t need much infrastructure. By offering a faculty stipend and research tools there may be a few who will be interested and able to develop something, and it isn’t much different than the incubator.

Dr. Salchenberger noted that Dr. Myers and Dr. Woods will begin discussion about the implementation strategy in January. She asked the Board for feedback on summer as an incubator opportunity, and what faculty will need to be in the incubator. The Board suggested that time to get out and confer with members of the business community would be a benefit in identifying new trends as well as in building relationships. Summer will be good for some, bad for others.
Other considerations raised by the UBGS:

- Will the incubator be open to junior faculty and what level of department approval will be needed?
- Will incubator initiatives be considered service under P&T guidelines?
- Will the university put forward a clear statement about new resources? The prevailing belief is that no new ideas can require new resources and the university needs to communicate it clearly if new resources are available for new projects.

Dr. Gibson noted that the recommendations regarding the incubator thus far have spoken only of revenue generating programs. Could a program be incubated that serves the university mission but may not generate revenue? He asked that if it is an explicit requirement that incubator programs generate revenue, such information should be clearly communicated. In programs where we have capacity and numbers can be increased, there may be an incentive to incubate those programs, since any new program is a three year process before it will produce revenue. Revamping may be a better method of generating revenue if that is the priority.

Dr. Salchenberger was thanked for her time. She indicated that she would share future plans with the UBGS.

New Business

- Availability for January 14 meeting

Dr. Johnson noted that the next meeting of the UBGS is scheduled for January 14, which falls a week before classes begin. The Board indicated their availability, indicating that a quorum will attend. The meeting remains on the calendar.

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**Scheduled meetings for 2015-2016 Academic Year:**

*All meetings to be held in Raynor Library Lower Level, Conference Room C*

- January 14, 2016
- February 4, 2016
- March 3, 2016
- April 7, 2016
- May 5, 2016