WAYNE STATE UNIVERSITY

The Graduate Council

Meeting of September 19, 2012, 2:00-3:30 p.m.
Adamany Undergraduate Library, Community Room

Agenda

I. **Ron Brown, Provost and Senior Vice President of Academic Affairs**

II. **Report of the Dean**

III. **Approval of Minutes: April 18, 2012***

IV. **Committee Reports**
   A. Graduate Student Coordinator
   B. Graduate Admissions
   C. University Libraries Liaison
   D. Academic Senate Liaison

V. **Adjournment**

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**Minutes of the
Regular Meeting of September 19, 2012
2:00 p.m., Adamany Undergraduate Library, Community Room**

Members Present: A. Biswas, L. Buis, A. Cano, C. Chow, M. Clark, J. Davis, M. Dickson, P. Dubinsky, J. Dunbar, D. Dungee-Anderson, A. Feig, J. Green, R. Holley, K. Jackson, G. Kapatos, P. Kernsmith, G. Mao, A. Mathur, J. Moldenhauer, B. Neavill, S. Ng, K. Paesani, R. Pauley, L. Schwiebert, P. Sopory S. Terlecky, E. Trzcinski, C. Winston, H. Wu, A. Yaprak

Members Absent
with Notice: E. Faue, A. Kowluru, J. Yoon

Members Absent: M. Anderson, M. Malek,

Also Present: C. Barduca, L. Romano

The meeting was convened at 2:05 p.m. by the Chairperson, Ambika Mathur

Prior to beginning the agenda for the meeting, Ambika Mathur announced that she had replaced Hilary Ratner, Vice President for Research, as Interim Dean of the Graduate School. In addition, Ken Jackson, Professor of English, had assumed the role of Interim Associate Dean of the Graduate School. The members of Graduate Council then introduced themselves.

I. Ron Brown, Provost and Senior Vice President of Academic Affairs

Provost Brown began by thanking Graduate Council for allowing him to join the meeting. He stated that his purpose was to discuss the present and future of the Graduate School. Referencing his previous experience at Temple University, Provost Brown suggested that he would like to entertain the idea of merging the Office of the Vice President for Research (OVPR) with the Graduate School. After preliminary research, however, he discovered that most universities favored a separate structure for research and graduate studies.   Information provided by the Huron Consulting Group shows that only a handful of institutions employ a combined structure, including: Temple, the University of Oregon, San Diego State, and the University of Wisconsin – Madison. [1]   The latter provides the strongest example for a combined structure, and according to the Provost, the faculty at Madison are very supportive of it.

In order to decide the best solution for Wayne State University, Provost Brown announced that he would like to open a dialogue among interested parties and the faculty in general. Among the more pressing concerns, the Provost questioned whether professional master's programs (e.g. MBA, MPH, LLM, etc.) belong in the Graduate School.

Delores Dungee-Anderson, Interim Associate Dean of the School of Social Work, asked the Provost to discuss the advantages of combining the two units. She stated that she has just joined Wayne State

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[1] See attachment

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University, and her former institution (Virginia Commonwealth University) had separate offices for research and graduate studies. Provost Brown suggested that it is difficult to quantify advantages and disadvantages. He said that it might be a better use of university resources to combine the dean position (graduate school) with the vice president position (research). He also mentioned that fellowships and assistantship positions as well as indirect costs are often closely linked to the research office. In addition, the Provost noted that the university might not have the resources to conduct a truly viable, national dean search. At the same time, Provost Brown recognized the administrative and demographic similarities between Wayne State and Virginia Commonwealth.

Simon Ng, Associate Dean of the College of Engineering, asked if the Provost could share his experience when the two units were combined in 2011-12 versus before. Provost Brown responded that the system of reporting was unusual because the Vice President of Research reports to the President, while all deans report to the Provost. Aside from that, he noted positives and negatives of having Vice President Ratner in the role. She has a long history with the university and this was an asset in many instances, such as fellowship allocation. At the same time, he noted that a fresh perspective can have its benefits as well. He stressed that this decision should not be based on administrative convenience or monetary concerns, but ultimately, the university should pursue the model which will produce the highest quality graduate programs.

Andrew Feig, Professor of Chemistry, voiced concern that OVPR's need to focus on funding and compliance issues could take precedence over graduate issues and students. Provost Brown cited the University of South Florida (USF) as large program that does this successfully. He qualified this by stating that at USF an associate vice president heads research and graduate studies, and a vice president might have more pressure, especially with regard to compliance which is a big issue. Janice Green, Assistant Dean of the College of Education, noted that many of the Huron Group's benchmarked universities combine the graduate dean title with an assistant or associate provost title. Interim Dean Mathur answered that the three previous WSU Graduate School deans (before Vice President Ratner) held the title of Associate Provost.

Gregory Kapatos, Professor with the Center for Molecular Medicine and Genetics, expounded upon the differences between research and graduate studies. He stated that sometimes the two issues are unrelated. He believes that building research initiatives requires exclusive focus, and likewise, keeping up with trends in the delivery of graduate education is a full time job. He concluded that the divide possibly outweighs the overlap. The provost acknowledged that this is a good point.

Associate Dean Dungee-Anderson shifted the conversation to graduate students in professional graduate programs. She said that at Virginia Commonwealth these students still funneled through the graduate school, adding to the deans responsibilities. Provost Brown asked the group how they felt about this issue, i.e. should professional master's programs (e.g. MSN, MSW, MPH) remain in the graduate school?

Robert Pauley, Associate Dean of the School of Medicine, responded that the MPH is distinctly a graduate program. Robert Holley, Professor of Library Science, commented on the Master of Library Science (MLIS) degree, which is a professional program. He stated that the MLIS relies on the Graduate School for academic support. Attila Yaprak, Professor of Business Administration, took a different point of view with regard to the MBA program, which he felt could be administered more efficiently through the School of Business Administration. He said that this issue should be very much in the purview of the school/college running the professional program. Associate Dean Dungee-Anderson brought the MSW into the conversation. She believes that this is a unique program because the continued development of doctoral programs in social work is lessening the terminal/professional designation of the MSW. She added that professional degrees are graduate degrees and should have unified policies. She also worried that if the MSW was removed from the Graduate School, then it might be viewed as having diminished status among graduate programs.

This led to further conversation about the potential for administrative issues in schools/colleges/departments that would have both professional graduate programs outside of the graduate school and traditional graduate programs within the graduate school. Barry Neavill, Professor of

Library Science, touched upon the potential for confusion by having the various programs within a school or department report to different administrative units. Marcus Dickson, Professor of Psychology, agreed and stated that he is the Graduate Director for Psychology, which has a terminal master's program. The terminal program does not fall under the Graduate School purview, but the traditional master's and doctoral programs do. According to Professor Dickson, this does often lead to confusion in his department with regard to policy.

Carole Barduca, Director of Business Operations for the Graduate School, noted that some considerations would need to be made for funding the students from programs that left the Graduate School.

Joe Dunbar, Associate Vice President for Research and Assistant Dean of the Graduate School, expressed concern that university-wide data collection would suffer if programs become increasingly compartmentalized. This could have a negative effect on innovative efforts across the university, and ultimately reduce WSU's competitiveness on a national level.

Professor Feig expanded the idea of compartmentalization to the admissions process. He said that having a streamlined mechanism is very useful. It will be very inefficient if people must search three, four, or five different places to figure out where to apply.

Assistant Dean Green noted that while the Ed.D. is not part of the Graduate School, the program does create their policies in conjunction with Graduate School policies. Provost Brown interjected that this is just the model that he had in mind. He asked about the administration of the Doctor of Physical Therapy (DPT). Interim Dean Mathur responded that the DPT is part of the graduate school, and that it is an interesting case. She reported that the Graduate School gave DPT administrators the option of leaving the Graduate School after the 2011-12 academic year. They asked to remain with the Graduate School. Interim Dean Mathur and Assistant Dean Green noted to important issues with separating from the Graduate School: 1) separate programs are responsible for their own admission processes 2) Graduate School scholarships and fellowships are only available to programs within the Graduate School.

At this point, Provost Brown changed the subject to the future of the Graduate School. He asked how the Graduate School could change and improve. Many raised concerns over Wayne State's competitiveness for NIH and other training grants. There was general agreement that we currently lack the necessary institutional data, track record, and numbers of domestic students to highly competitive for such funding opportunities. The Provost noted that data collection was key issue at a recent meeting he had with the PhD Advisory Committee, which was formed by the Graduate School.

Stan Terlecky, Professor of Pharmacology, asserted that many of his students are struggling with finding employment. He felt that more entrepreneurial and interdisciplinary programs would be of great benefit to many students across the university. Interim Dean Mathur stated that the Graduate School is currently helping to coordinate two interdisciplinary graduate certificates that address these needs: one in entrepreneurship and one in medical informatics. Professor Terlecky said that such programs would be useful in attracting higher quality students to the university, and he hoped to see these certificates created and advertised. Interim Dean Mathur expressed hope that these certificate programs are available beginning with the Fall 2013 semester.

Provost Brown attempted to steer the conversation back to the question of whether the Graduate School should be combined or separate. He asked Graduate Council what type of person should lead the Graduate School, stating that the dean position is unique because the Graduate School does not have its own faculty. He believes the person would have to be very collegial and gregarious, in addition to being able to effectively network with other deans. Professor Dickson countered that the focus should be on outcomes rather than personal characteristics. He added that he would separate the ability to establish partnerships from personality traits, and he emphasized that results should predominate.

In response, the Provost agreed that outcomes are important and should be a focal point; however, he worried that an introverted person would struggle to establish partnerships. Professor Dickson replied that

his research focus is industrial organizational psychology and personal selection of leadership. Provost Brown acknowledged Professor Dickson's expertise on the topic.

Professor Feig returned the conversation to the current functions of that Graduate School by mentioning that GTA training needs to examined and improved. Provost Brown said that the university is currently looking for a new director for the Office of Teaching and Learning (OTL). The Provost believes that the OTL plays an integral role in training our graduate students to become better teachers. It is possible that the new OTL director will need to have some form of relationship with the Graduate School. Professor Feig stated that the degree of the relationship between OTL and the Graduate School should depend on the goals of OTL and whether they focus predominantly on faculty or student development.

At this point, Provost Brown took a moment to summarize. He stated that while he has requested the services of the Huron Consulting Group, the Graduate Council remains very important in this process. After listening to the day's comments, he believed there to be a definite concern over removing master's programs from the Graduate School. The opinion seemed to be that master's programs would need to make a case in order to separate from the Graduate School. It also became apparent that OVPR and the Graduate School have distinct and defined roles. The former is business-oriented; the latter is more academic-oriented. Associate Dean Ng returned to the benchmarking document provided by the Huron Group. He said that most large institutions seem to separate research and graduate studies, and this was proven by the information in the document. He opined that a separate structure would help to ensure the quality of both units.

Professor Feig, Interim Dean Mathur, and Provost Brown all agreed that data collection will be an important initiative for the Graduate School moving forward. Accurate data collection will be essential as the university moves toward 2016 accreditation and also as the university tries to improve its competitiveness for external funding.

In closing, Provost Brown mentioned that he planned to attend another Graduate Council meeting in the near future, and he invited all to continue the present conversation.

II. REPORT OF THE CHAIR

Interim Dean Mathur restated the changes to Graduate School, which were discussed at the beginning of the meeting. She also emphasized the need to make a concerted effort to develop a consistent and viable university-wide data collection system. She concluded by announcing that Graduate Council Committee assignments have been set.[2]

III. APPROVAL OF MINUTES

MOTION was made by Professor Eileen Trzcinski, seconded by Professor Attila Yaprak, and passed to approve the minutes of April 18, 2012.

IV. COMMITTEE REPORTS

A. GRADUATE ADMISSIONS

Interim Dean Mathur reported on behalf of Kathy Leuckeman, Director of Graduate Admissions. At the PhD and master's level – applications, new admits, and newly enrolled numbers are all up. Continuing enrollment is up for PhD students, but down for the master's students.

She stated that retention is still an issue.

B. ACADEMIC SENTATE LIAISON

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[2] See attachment

Louis Romano, President of the Academic Senate, reported that undergraduate enrollment is also down.

Professor Romano also invited Graduate Council members to become liaisons to Academic Senate committees, including: Research Committee, Faculty Affairs Committee, Student Affairs Committee, and Facilities Committee. Abe Biswas, Professor of Marketing, is on the Research Committee and offered to act as Graduate Council liaison for that committee as well Professor Dickson, offered to help with the recruitment of liaisons for the other committees.

VI. ADJOURNMENT

The meeting was adjourned at 3:20 p.m.

Respectfully submitted,

David McGrann
Manager of Graduate Council