



Minutes of the Regular Meeting of The Graduate Council, held on November 14, 2018
at 2:00 p.m., in the Student Center Building, Room 0-10

Members Present: Anderson, J., Ash, E., Barcelona, J., Batelu, S., Beale, L., Beaudoin, J., Beningo, K., Billings, A., Cherry, A., Chow, C., Ernst, J., George, N., Hong, J.S., Hopp, F., Johnson, P., Lean, S., Leff, T., Mathur, A., Ng, S., Pogodzinski, B., Quinn, S., Rothchild, J., Samuel, P., Shekhar, M., Todi, S.

Members Absent with Notice: Bitzarakis, E., Clark, M., Chung, S.G., Keashly, L., Pruchnic, J., Tan, C.A., Troffkin, E., Walz, D.

Members Absent: Beavers, P., Benkert, R., Campbell, M., Dona, D., Dubinsky, P., Firestine, S., Hazlett, L., Huang, Y., Jackson, K., Kumasi, K., Lucarotti, P., Potoff, J., Vallerand, A.

Others Present: Amanda Walter, Mary E. Wood

The meeting was called to order at 2:03 p.m. by Dean Ambika Mathur

I. APPROVAL OF MINUTES

Several errors in the minutes of October 17, 2018 were noted by Dean Mathur and members of the Council. It was agreed that the minutes would be corrected and resubmitted to the Council for approval at a later date. Dean Mathur then suggested that the council move directly to committee reports.

II. OLD BUSINESS

III. NEW BUSINESS

IV. COMMITTEE REPORTS

A. Executive Committee

Dr. Jeffrey Stanley discussed the RCM budget system noting that under this model the Graduate School will become more of a processing unit than a proactive unit. He reported that committee members are still strategizing on how to communicate the worth and value of the current Graduate School. The lack of a Graduate School advocate on the RCM Steering Committee is of high concern. Perhaps strong communications to the deans could help underscore the Graduate School's value to

the schools/colleges (S/Cs). Dr. Faith Hopp noted the Graduate School's worth to schools/colleges for recruitment events.

B. New Programs Committee

Dr. Todd Leff reported that the committee considered two new programs at its November 5, 2019 meeting. The College of Education would like to add an autism spectral disorder concentration to its master's of arts in teaching degree. The committee has approved this program and will send it to the Graduate Council for approval at the January 2019 meeting. The committee seeks more information before voting on a second new program

C. Academic Standards Committee

Dr. Sharon Lean began her report with a discussion of AGRADE. She noted that AGRADE should be made easier for students to understand. AGRADE is currently offered for programs in College of Engineering, CLAS and the Mike Ilitch School of Business. There are different GPA standards for the schools/colleges and the Graduate School. She said that Senior Rule and AGRADE cannot be combined since there is a top limit of 16 credit hours that can be used for both a bachelor's and master's. Discussions are underway with the Registrar's office to help the Graduate School better locate these students in the administrative systems. The Registrar is currently manually coding these students.

Dr. Lean mentioned that one Graduate faculty appointment appeal will be heard at the January 2019 meeting.

The discussion returned to AGRADE. Simon Ng asked if AGRADE credits can be used towards a PhD. Not currently according to Dr. Lean. But if individual programs want to see AGRADE credits transfer to a PhD plan of work, a recommendation can be made to the Provost and Board of Governors. Dean Mathur said she supports this idea, and recommends that the Graduate Council discuss and submit a request collectively to upper administration on behalf of all programs that want to take this route.

Dr. Lean mentioned that 16 undergraduate credit count towards a master's and that these 16 credits could not follow a student into a PhD since they were used twice already. Dr. Eric Ash asked if you could go directly from a bachelor's program into a PhD. Dr. Lean said the PhD was never part of AGRADE. Dr. Paul Johnson noted that one size does not fit all and recommended that programs should have the authority to determine minimum standards for AGRADE. Dean Mathur said this issue could be taken up in the Academic Standards Committee. Dr. Beale asked what is a typical course that counts for both a bachelor's and master's..is it one or two courses? Is a master's earned in AGRADE simply a glorified bachelor's, she

asked.

Dr. Nancy George noted that nursing students do move directly from a bachelor's to a PhD program. Dr. Lean mentioned that some schools have clear listings of AGRADE courses, while others are completely individualized. She said the Registrar has asked for a list of designated AGRADE classes to streamline administrative processes. Dr. Faith Hopp said articulation agreements between the community colleges and Wayne State may provide a template for AGRADE, and Dean Mathur said the 3+2 program agreements might also be of use.

D. Graduate Admissions

Sherry Quinn reported the campus wide data kickoff launched October 31, 2018. The Office of Institutional Research and Analysis (OIRA) has a new portal, which can be found at OIRA.WAYNE.EDU. There is 12 years worth of data on this redesigned site including Graduate School dashboards. Dr. Lean said it is a tremendous resource to drill down and view nuanced demographic data. Dean Mathur noted that faculty could use these data for tables in training grant applications.

E. Academic Senate

Dr. Linda Beale told the Council about a parking audit issue after an employee was summoned to the Office of Internal Audit. Staff at the audit office said they received an anonymous tip that the employee had a poor record of attendance at work since 2014 based on the number of times they swiped in and out of their assigned parking structure. At this meeting, a spreadsheet was produced showing the dates of when the employee did not swipe into the structure. This employee has worked at Wayne State for four decades and has received positive performance appraisals. Dr. Beale noted this treatment is highly inappropriate and does not take into account that some people may car pool, have a family member drop them at work, or take ride sharing services or public transportation. Dr. Beale noted that a formal memo was sent to Internal Audit office from the Policy Committee, and the response was that they must investigate anonymous tip. A second memo was sent in which Policy noted that the Audit Office had inappropriately shifted to the accused the burden of production of proof that should be met before an anonymous tip can be turned into a full-fledged investigation. This matter may be brought to the Academic Senate for further review.

The discussion then shifted to the funding from the Office of Vice President for Research (OVPR) to postdocs in STEM disciplines. Dr. Beale wanted to know why the funding is not coming from an academic unit. Given OVPR's administrative role, they may be too disconnected from the academic side of the house. Dean Mathur and Dr. Ng noted that OVPR has distributed these funds for at least 10 years. Dr. Beale speculated on what will happen with this funding under the RCM model. Dean Mathur said the funding should be under the auspices of the Office of Postdoctoral Affairs in the Graduate School.

RCM again became the focus of the discussion. Dr. Beale noted that there is an undergraduate emphasis in the space allocation as well as cost allocation. She also said the model does not take into account market drivers for faculty salaries and stiff competition for top students. She asked fellow council members to email her their thoughts on RCM.

V. REPORT OF THE CHAIR

Dean Mathur said the Provost will attend the January 2019 Graduate Council meeting. She also reported that recruitment and retention was discussed at a recent Council of Deans meeting, and there were mixed feelings among the deans about the Graduate School's role. She said that smaller schools and colleges and departments were highly appreciative of the role the Graduate School played given their limited resources. She reported that the deans' reactions were varied and across the board.

Dr. Lean revisited RCM. She noted that the Steering Committee uses a hypothetical College of Architecture in presentations to key stakeholders to demonstrate how the RCM model works. All GTA costs will be subtracted and the remaining revenues will be returned to the S/Cs. The model clearly emphasizes master's and not PhDs. There is no mechanism in the current model to distinguish PhDs from master's. She said she is concerned that this poses a fundamental risk to doctoral education depending on the size of the school/college and department. Many decisions will be pushed to the individual colleges and they will have much more discretion under this model.

Dr. Hopp asked if student fees will be subtracted from the revenue coming to the S/Cs. Dr. Beale noted that tuition discounts will be taken off the revenues. Dean Mathur said there is a lot of uncertainty and noted that a standard response to her questions on implementation is "It's just a proposal. At this stage" Dr. Lean noted that GAs would be funded by individual S/Cs. Dr. Beale said all S/Cs will be held harmless in the first year of RCM and will work with the same budget numbers as FY 2017. She added that the Law School competes for top students and several million dollars are spend on providing tuition discounts to these students. She noted the MSU law school has an endowment to fund student scholarships. She also mentioned that the recent presentations by the RCM Steering Committee are given to the S/C's budget advisory committee and a select group of faculty. Dr. George said her takeaway from the presentation in the College of Nursing was that S/Cs should be prepared to admit more students under RCM.

Dr. Beale noted that the model is purely based on a dollars and cents perspective, and may create a predatory environment among the S/Cs. She noted that the academic quality perspective is missing from much of the current discussion. She

urged the council to keep advocating for that perspective with administration. Dean Mathur said master's students are revenue generators, whereas PhDs require investment. She was concerned about the rush to generate funds and PhDs may be forgotten. Dr. Beale noted that quality PhD programs attract quality students. She said that PhD programs do not fit neatly in the RCM spreadsheets. She expressed particular concern for humanities PhDs who do not typically receive grants. Dr. Stanley asked about a scenario where the S/Cs pay a tax to the Graduate School. Dr. Beale said she continues to ask how deep will the cut to the Graduate School actually be. She said again that the faculty must push back to protect the quality of graduate education and urged faculty to email her. Dean Mathur said she has had one 20-minute meeting with the CFO and his staff to discuss RCM and there has been no further meetings. She noted that the RCM model is a purely an operational budget, which does not take into account grant funds in the Graduate School. Dr. George said the model encourages the S/Cs to pull their programs back into the colleges, which in turn creates an adversarial fiduciary relationship.

Dean Mathur said she and Dr. Lean attended a session on RCM at a Council of Graduate School's meeting this summer. The deans who presented said RCM worked fine, but these graduate schools were purely transactional and did not offer value-added activities and professional development. However, later in the presentation, the negative aspects of RCM were discussed. For example, GA allocations, in some cases, were taken by the deans and spent on part-time faculty salaries. Dr. Lean noted that GA hiring, background checks and general standards issues would be overseen by the S/Cs under RCM. Dean Mathur said the hiring of GSAs and GTAs in accordance with the GEOC contract is another unknown under RCM. Dr. Beale said she has asked the CFO and Provost for RCM pro-forma budgets for the S/Cs, but has not received them. Dr. Ng noted there would be a need for subventions (subsidies) from state appropriations. He said this might create an environment where deans will compete for subventions and schools with large enrollments, such as engineering, will be forced to subsidize smaller S/Cs. Dr. Beale said the overall notion of a university is that we all exist together. RCM undercuts this notion. Dr. George said RCM does not take into account market fluctuations. Some years there are critical nursing shortages. The push to admit more students during shortages will create problems in the years when the labor market is saturated.

Dean Mathur said many important questions and points were raised at this meeting, and the discussion will continue with Provost Whitfield at the Graduate Council meeting in January 2019. Dr. Lean made a short announcement on behalf of Jeffery Pruchnic. The English Department will offer an on-line course in academic writing (English 5785) for graduate students in Winter 2019. Students are encouraged to write in their discipline for the course.

ADJOURNMENT

The meeting was adjourned at 3:24 p.m.

Respectfully submitted,
Mary E. Wood