

Graduate Council Minutes

September 13, 2018

Attendance: Amy Bishop, Gaylord Candler, Thomas Caswell, Catherine Christie, Chad Learch (for Albert Colom), Luke Cornelius, Matt Gilg, Elizabeth Gilg, Rob Haley, David Jaeger, John Kantner, Chau Johnsen Kelly, Megan Kuehner, Christopher Leone, Betsy Nies, John Parmelee, Sarah Provost, Mohammad Rahman, Dawn Russell, Jennifer Spaulding-Givens, Tulika Varma, Richmond Wynn, Zhiping Yu, Andres Gallo, James Churilla, Elissa Barr, Joel Beam, Kate Learch, Stephanie Perkins, Anne Swanson, Claudia Sealey-Potts, David Hoppey, Kristi Sweeney, Chris Johnson

After digging into a delicious hosted lunch ☺, Dr. Kantner called the meeting to order at 12:15 p.m. by welcoming both the regular Graduate Council members and invited Program Directors to the AY 2018-2019 Kick-off luncheon.

Dr. Kantner went on to discuss the listed topics on the distributed agenda sheet:

Welcome & Announcements:

➤ **Introductions**

Dr. Kantner started the meeting by launching a PowerPoint Presentation (see attachment) and introducing his staff. After completing the introductions, he also mentioned that an opening within the Graduate School office has been recently upgraded. This position will require a higher skill set to better assist all of the programs with their marketing and recruitment efforts. That search is currently ongoing and final interviews are scheduled for the coming week (September 17-21). Dr. Kantner then provided all the attendees the opportunity to introduce themselves, as well.

➤ **Graduate enrollment updates**

Dr. Kantner commented that Graduate School enrollment is doing well. Displaying the first of two *Enrollment Update* charts, he pointed out that since 2013, graduate credit hours have increased by 21%. He remarked that even for this Fall semester, the Graduate School accounts for 25% of the growth that UNF is experiencing for on campus undergraduate and graduate students. The bottom line is that the proportion of graduate students has been steadily growing across the board and this reflects the hard work and effort that the programs and his staff have done to have quality students admitted. After being asked if the Graduate School is at 14% (of the absolute percentage) of the university student body, Dr. Kantner stated that the number is still hovering at about 11 to 12%. He commented that numbers are a little hard to compare because there are different ways to calculate this (by the number of students, by FTE, or by student credit hours etc.) Unfortunately, the measures of how this is calculated are constantly changing, so it is easy to misinterpret these numbers.

Dr. Kantner presented a second “Enrollment Update” chart depicting actual applications and the number of students that the Graduate School yields from those applications. The top (green) line is the number of students that have applied over the last several years, the middle (orange) line is the number of students admitted and the bottom (yellow) line are those students that matriculated to UNF (calculated by headcount rather than FTE). The growth in numbers of students entering UNF has increased quite a bit over the last several years. Dr. Kantner commented that the results of this should be seen in the next couple of years. Because these are students that are starting into programs now, the number will become cumulative as they pass through and graduate.

Another figure that Dr. Kantner tracks are the yields – those that are admitted, who attend UNF. Last year’s number stands at about 68%. Compared to peer organizations (non-doctoral granting, masters focused institutions), UNF performs virtually on par or just on the lower side. Dr. Kantner stated that this is something that he would like to explore a little more and would be interested in hearing from others on their ideas. He noted that part of the problem might be the amount of funding that UNF can offer students and pointed out that UNF has the second highest graduate tuition rate in the State behind the University of Florida. Dr. Kantner hopes to build allies across campus to see if the tuition rate can be brought more in line with our peers in the State. As an example, UNF’s credit hour rate is \$100 more than the University of Central Florida. Dr. Kantner believes that this is not inconsequential for students that are trying to decide which school they would like to attend.

When asked if there are any surveys on why students decide not to attend, Dr. Kantner stated that it is difficult to find current data on this and it may be time to attempt another survey. He went on to say that a survey conducted a couple of years ago is not unlike the results obtained from undergraduate surveys – “The program is not quite what I wanted.”; “The cost is going to be too much.”; “I wanted to be closer to family.” etc.

➤ **Graduate Master Plan program updates**

Dr. Kantner presented a chart depicting several programs that are in various stages of implementation. He asked that attendees inform him if any of the listed programs will no longer be moved forward or also, if there are any programs that are being considered that are not on the list. Referring to the list, Dr. Kantner stated that everything shown from MS Materials Science & Engineering and above have been reviewed by the Academic Council of Vice Presidents (Board of Governors (BOG) level review committee) and have been approved to move on to full proposals. A couple of those, like MS Logistics & Supply Chain Management, have even been approved and will be starting next Fall. The other programs shown below the MS Materials Science & Engineering entry are in various stages of pre-proposal development or have just been added to the master list accountability plan and will be developing pre-proposals in the next few months.

Dr. Kantner pointed out that the Ed.D. in Educational Leadership is currently the only classified research Doctorate at UNF. With the Mayo Clinic as a major sponsor, Biology has

proposed to create a Ph.D. in Biomedical Science. If this can be pushed through, this will be UNF's first Ph.D. program. Dr. Kantner stressed that this will be a significant undertaking for UNF, because the BOG actually has to approve Doctoral level programs and there have already been questions raised, if offering research Doctorates is part of UNF's mission. This will probably serve as a precedence to determine if the Graduate School will be able to request others like this in the future.

Graduate School event schedule

Dr. Kantner mentioned that without a dedicated marketing and recruiting employee over the last several months, the Graduate School has been operating on a more focused schedule. The *Upcoming Graduate School Events* chart depicts some of the things that are planned for the near future. He also mentioned that programs are also welcome to join his staff at any of those events. Dr. Kantner highlighted that the September 17 Graduate Assistantship Information session is not actually a recruiting event, but instead is intended for those that want to understand more about the procedures for hiring graduate assistants. Attendees can be program directors, office managers or anyone else that wants to learn more about the hiring process. This will be held at 9:00 am in Building 4 and interested persons can reach out to the Graduate School for more information.

Dr. Kantner commented that the Graduate School has moved away from travelling to distant traditional College fairs, because of the expense and the fact that there was not a great amount of yield resulting from such events. Instead, the Graduate School has used its limited resources to focus on other types of advertising and recruitment.

Dr. Kantner mentioned that, because of low student participation, the Graduate School is looking to rework the Graduate Lecture Series into something more of a professional development series. The plan is to distribute a survey to program directors to solicit their ideas about what might be more beneficial for their students. Megan Kuehner contributed that the Graduate School is partnering with the Office of Community-Based Transformational Learning to create the survey. The Graduate School is hoping to get an idea of what programming is already being offered to students, where there is a need or where they can benefit from additional programming. This will be used to create a relevant professional development program series for students. It will break down by a variety of topics across several categories. The survey is designed to move quickly, so it should be able to be completed easily. The feedback will be used to design something new. Dr. Kantner pointed out that the Graduate School will be working with the Center for Instruction & Research Technology (CIRT) and the plan is to create some of these resources on-line, so it can be accessed at any time.

➤ 2019 Research Week

Dr. Kantner explained that UNF's annual Research Week was an attempt to combine different events that were taking place across campus in late Spring. This included STARS for recognizing faculty research, SOARS for undergraduates and some graduate school events, as well. This year there are some outside calendar conflicts with the dates that the

Research Week is normally conducted at the end of the term. As a result, research week needed to be moved forward a little earlier than normal. The dates will be April 1-8, 2019 (depicted on the *UNF Research Week* chart). Also, because of some campus facility availability issues generated by the date change, SOARS will now be on Wednesday (April 3) of that week rather than Friday, as it had been the past. Dr. Kantner mentioned that, as had been the case the last couple of years, at the SOARS event graduate students will be invited to present their posters and the best entries will be selected to attend the State-wide Research Symposium on Wednesday April 17 and Thursday, April 18 at FIU in Miami. Dr. Kantner commented that our selectees have always done well at this event and have even won some awards in the past, despite mostly competing against more advanced doctoral program students.

Discussion Items:

➤ The Metrics

Dr. Kantner stated that the metrics has been a point of major interest for President Szymanski. He pointed out that the realization of any awards from this system does not occur until two years after the actual performance. So, 2018-19 will feed into the discussion for 2019-20, which would lead to budget changes in 2020-21. Displaying *The Metrics* Chart, Dr. Kantner mentioned that there are only a couple of areas that seem to be relevant to the Graduate School.

The first is Metric Eight. This is the percentage of degrees that are awarded in programs of strategic emphasis. These include STEM programs, global programs and Gap Analysis Programs (Programs that the Board of Governors have identified as a shortfall in the work force.). The chart shows the performance of UNF over the past few years. UNF has done quite well on Metric Eight compared to some of the other metrics. This past year, UNF will have earned seven points for its performance. Dr. Kantner believes that UNF could likely earn eight points this year and perhaps nine points the year after. Dr. Kantner commented that President Szymanski would prefer that UNF earns ten excellence points in this category.

When asked, Dr. Kantner explained that there are a couple of ways to affect this metric. One way is to have a one large program that graduates many students or to have many programs that graduate fewer numbers. It comes down to the ratio between graduating students from programs of strategic emphasis against graduates that are not from strategic emphasis programs. In response to a question if this will be part of the new recruiting effort, Dr. Kantner stressed that the Graduate School would never suggest that programs that are not of strategic emphasis should in any way be disadvantaged. He stated that we need to be attentive to this metric, but we do not want to negatively affect what UNF represents to accomplish this improvement.

Dr. Kantner also pointed out that Metric One is also something that the graduate programs can help with. This is the percentage of bachelor degree graduates, who are making at least \$25,000 annually, one year after they graduate or that they are attending a graduate

program the year after graduation. He mentioned that UNF has lost some ground with this metric after it was recently changed from earning minimum wage to \$25,000. This modification resulted in a change from ten points to the current eight points. Dr. Cornelius explained that the statistics are gathered through a voluntary federal reporting system. Only about 41 States currently participate. Large States like New York and California do not, so there is incomplete data. It was also mentioned that if a student is employed in a non-reporting State or out of the country, they are considered non-employed for statistical purposes.

Dr. Kantner provided some initiatives and ideas on how to possibly improve on Metrics Eight and One. The Graduate School has been working with programs to identify students that are almost done, but never quite finished and seeing how to remove any type of impediments for them to graduate. He stressed that a huge number of students is not required to improve Metric Eight. Only ten students would be necessary to move up one point. As an example, the Graduate School has been working with Computing to move from a thesis focused master degree to a non-thesis option. Some of the effected students can be moved to the non-thesis option and with some additional course work would be eligible to graduate. Dr. Kantner emphasized that such changes must be done without compromising quality.

Dr. Kantner also suggested that Colleges could examine their programs to see if they meet the standards to change their Classification of Instructional Programs (CIP) code, so that they are could be classified as programs of strategic emphasis. As an example, when the MSW Program was established, its CIP code was changed so that it falls under the health field and is now considered a program of strategic emphasis.

Dr. Kantner explained that tracks within programs are also something that should be considered, because currently tracks and concentrations within programs automatically acquire the CIP code of the major they fall under. A good example is Educational Leadership. Its Education Technology track is being transformed into a stand-alone degree program and will then be considered a STEM area. The same is being considered for the Global MBA Program, because it is considered a global area. This strategy is very positive, because students are already in the pipeline and UNF's metrics could profit from this immediately. Dr. Kantner encouraged the Colleges to examine their programs to see if they can make similar changes.

Dr. Kantner also touched on ideas on how to improve Metric 1. One initiative is the accelerated bachelor to master tracks. These are for programs where the aggregate of the undergraduate degree and the graduate degree are more than 150 credit hours. It may be possible to figure ways to double-count the excess hour count for undergraduate and graduate programs. This is something that some other universities have been doing for a decade. English, Mechanical Engineering, and the MPA Programs have done this already and others are currently working on this initiative, as well.

Dr. Kantner also suggested that programs may consider early admission as an incentive for undergraduate students to commit to a graduate program. He stated that there is nothing

precluding programs from enticing promising students early on (perhaps after earning 90 undergraduate credit hours – rising seniors). Nor is there anything that keeps programs from reducing/eliminating the admission requirements such as letters of recommendation or the GRE. The only requirement at the University level is a 3.0 (B) average and that they earn their undergraduate degree. Dr. Kantner relayed that it is also fine to set different requirements for UNF graduates than for outside applicants.

Dr. Kantner recommended that as new programs are being developed, departments should reach out to the Graduate School, so that it can assist with CIP analysis. He also passed on that the BOG website has a list of all the programs of strategic emphasis that now exist and all the codes that would be permitted to count. He highlighted that the title of the program comes with a description and a program's curriculum must match the description. Dr. Kantner reinforced that universities do not get to choose the final CIP code. UNF can propose something, but the BOG staff can always overrule it.

Dr. Kantner mentioned that, separate from the metrics, President Szymanski is really interested in encouraging our undergraduates to pursue a graduate degree at UNF. He believes that one way to brand UNF uniquely is to offer students coming through the door the opportunity to walk out with a graduate degree within perhaps five years, or even fewer if a student enters with many college credits.

To Do List:

Dr. Kantner provided a list of items that the Graduate Council will discuss this year:

➤ Graduate Faculty Policy

The Graduate Council tackled this last year. The Graduate Faculty Policy was revised a couple of years ago and the Graduate School is looking to revise it again to have two categories of graduate faculty – graduate research faculty and graduate teaching faculty. The current policy requires that graduate faculty be on tenured lines. The Graduate School recognize that many instructors teach graduate students and particularly in professional colleges, this has caused an unnecessary administrative burden for all. Establishing the two categories was approved by the Council last year but was not finalized because of uncertainty about faculty titles in the pending Collective Bargaining Agreement. It appears that things should fall in place soon to get this approved this academic year.

➤ Continuous enrollment for thesis/dissertations

This topic was also discussed by the Graduate Council last year and was placed on hold. UNF does not have a continuous enrollment policy for students competing their thesis or dissertation. Currently, students can file their dissertation or thesis while not being enrolled. They just need to be active, which means that they needed to have been enrolled sometime within the past three semesters. The Graduate School would prefer to put a continuous enrollment policy in place, because this would likely encourage students to

finish their degree. If done properly, it may also allow them to access financial aid. Currently, full-time enrollment is nine credit hours, so the Graduate School would need to define what a full-time student in this status would be. As a result, this will take coordination between different offices across campus.

➤ **Graduate certificate policy revisions**

Dr. Kantner relayed that several colleges and programs are reviewing their certificate programs and the opportunities to acquire more credit hours. He acknowledged that the Graduate School will need to re-work its certificate policy, because there are some mismatches with the rest of its policies. Dr. Kantner conveyed that this is a minor item that will be worked on but encouraged programs to review the policy and contact him, if they see any major things that needed to be changed.

➤ **Commencement hooding ceremonies**

This topic was first addressed last year. Dr. Kantner stated that there is a lot of concern on how long commencement is running, because hooding takes place at the same time. Dr. Kantner mentioned that some institutions have separate hooding ceremonies and Dr. Cornelius commented that this topic has sparked campus-wide protests at UF.

➤ **Other topics to address for 2018-2019 Council??**

Dr. Kantner encouraged the attendees to let him know, if there are any other topics that they would like to discuss as the year goes on.

Adjournment

Dr. Kantner ended the meeting at 1:15 PM.