



Minutes —Thursday, May 10, 2018, 2:00 p.m.
Academic Affairs Conference Room WAB 227

Members Present: Kirk Atkinson, Carl Myers, Martha Day, Kristen Wilson, Chris Groves, Carl Dick, Dominic Lanphier, Mercy Ebuete, Eric Reed, Wes Berry, Ann Ferrell, Allie Crume, Amy Cappiccie, Laurie Branstetter, Richard Dressler, Kristie Guffey, Merrall Price, Scott Lyons,

Members Absent: Leyla Zhuhadar, Alex Lebedinsky, Towhid Mahmood, Justavian Tillman, Clarissa Lightsy, Molly Kerby, Gabrielle Bradley, Divya Gangavelli

Guests: Cathleen Webb, Sylvia Gaiko, Laura Burchfield, Colette Chelf, Scott Gordon, Andrea Paganelli

1. Call to Order *Wilson
2. Consideration of April 12, 2018 minutes (Appendix A) *Atkinson/Guffey; approved.
3. Graduate Enrollment Report *No report
4. Report from Graduate Council Executive Committee
 - a. Election Results (Appendix B) *Wilson announced that there are two vacant faculty spots as of today. We did not get nominations for those spots. *Atkinson believes the College of Business there will be sending another person forward. *Wilson explains that the elections were run as usual despite not get nominations for those spots. They have reached out to the Deans and Associate Deans to fill those slots. It can be done by acclimation of their college or they can run their own competitive vote. GFCB has a person pending and the other is CHHS. The student vacancies will be filled in the fall. There has been some interest expressed.
 - b. Election of Vice-Chair *Wilson announced that a Vice-Chair needs to be elected. The Vice-Chair serves on the Graduate Council Executive Committee. One committee meeting per month and then the Graduate Council meeting. They also do special projects with the Chair. Carl Dick is running the curriculum software for Wilson. Wilson states the Vice Chair work is not too much work; however, the Chair work that follows is more work. The Chair includes chairing the Graduate Council, chairing the Graduate Council Executive Committee, serving on the Senate Executive Committee, and serving on Senate. She said it is good service work. *Chelf informs Wilson that there are some people who will roll off before they could serve as Vice-Chair and Chair. This includes Layla, Kristen, Carl, Wes, Ann, and Laurie. Wilson opened the floor to nominations. Carl Dick nominates Martha Day and Kirk Atkinson nominates Ann Ferrell. There were no other nominations. The paper ballots

are passed out to vote for the Vice-Chair. Scott Gordon counted the votes.

- c. **Reorganization** *Wilson mentioned the reorganization of Registrar's Office to Student Affairs. The direct line is still to go to the Provost. Atkinson stated that there is some general concern regarding the added work load of putting all student advising on faculty. Wilson says that the Freshman/Sophomores advising goes to centralized location and Junior/Senior stay with faculty. Atkinson is concerned what the faculty will have to give up to make time. Webb asks where Atkinson's advisors are located. They are co-located with the Dean's Offices. Webb thinks that model works for their students. Day was concerned that general advising will not provide a personalized experience for the students. Wilson and Day agree that is what the research proves keeps students in school. It is still under discussion if the college dedicated advisors will move. Wilson encourages everyone to give their opinion to their deans. The devil is in the details. Atkinson thinks that a general advising could help incoming freshman; however, he thinks that the personalized experience will be found in the colleges. *Webb said that if their college advisors were moved to a centralized location then the line would blur over time into cross training. *Atkinson said they had talked about moving Financial Aid down; however, his opinion is that will not solve the problem. They are understaffed and have fifteen thousand things going on in critical times. The university does not want to do a true organizational development plan to see which groups are understaffed. *Gaiko wonders if distancing the students from college advisors will negatively impact applied research. *Wilson agrees faculty connection may be lost if they are relocated to the student union. *Price is also concerned about cuts being made to their advisers if they are no longer in the college.
- d. **RAMP** *Wilson explains that the new responsibility based budget model puts units in one of two categories. They are either revenue producing or a service unit. Advising, Student Affairs, Admissions, and The Graduate School are all service categories. The colleges and DELO have all landed in the revenue category. The revenue categories pay towards the overhead rate (cost pool rate) to the service units so they can service. Most of the units include a cost driver which is somewhat performance based. They can only make money if they do well. 75% goes to the school of instruction and 25% goes towards the program. School of instruction vs school of record. That is the new ramp model. The school of instructions increases duplication of curriculum and internal competition. It is one year of parallel and then it will run for real. *Atkinson asks if the individual units will know how well it is working and Wilson thinks units will have to go looking for the information. *Gaiko believes the Deans will receive a weekly report on how the two processes are going. *Wilson mentions the piece relative to Graduate School is the question of the cost driver. The service units that are divided by whatever it is. In Graduate School it is graduate head count. They are deriving their first formula based on current conditions. Thus, it will not get better than it is now. *Reed's general concern is that the model creates deep transparency on the revenue producing side/academic side; however, there is no transparency on the cost side. For example, how cost allocation are going to be divided out. Athletics apparently only accounts for 4% of the space on campus – which cannot be true. Reed wonders when there will there be greater transparency on the cost side. The biggest cost drivers (health care and student scholarships) in the university are excluded from the model. Wilson and Reed discussed how the scholarships would be considered in the model. Reed talks about accountability on if there are ten seats fewer in some sections as a revenue producing unit; however, it will not be transparency on the cost side. Wilson said it will be particularly for

units that do not have a cost driver like the President's Office. Reed thinks one of the big advantages is this it will be transparent despite us not liking it. It will not do any good if that is not achieved. *Chelf says that she appreciated the discussion because it is very helpful regarding the cost vs revenue producing centers. The staff will have a mass exodus of staff getting out of the cost centers because there will never be an opportunity for promotion. For example, The Graduate School is where we are and it might increase to help with the overload we are doing. Laura Upchurch is a really good example of how staff have to move jobs to get promotions. We jump places to get money for raises since there is no money for staff promotions. No staff are going to want to work in those units because there is not opportunity a bonus of any kind. That is a deficit that occurred to her when everyone was talking. *Wilson said that the unit would have to be already rich. The Graduate School is not one of the rich ones or most units. The cuts have almost been all staff from service unit.

*Wilson mentioned that the fee for online courses is increasing from \$100 per credit hour to \$150 per credit hour. A three credit hour course will cost \$450 in addition to regular tuition. *Guffey is concerned that we are going to outprice ourselves. *Wilson said it is a serious concerns for the Graduate School. *Guffey said this is going to affect our numbers which effects the Graduate School numbers. *Wilson said that DELO will be a revenue center. This fee will probably be their primary revenue source. *Atkinson said there is such a thing as price elasticity. *Wilson said the next closest price point is Murray at three credit hours for \$198. Most of the big universities are running at \$30 per credit hour. The University of Louisville and University of Kentucky have higher tuition in general. She wonders what is being put on top of the tuition. *Webb is concerned between the relationship between the cost and service centers. The offices might state that they are providing this much money and I expect this amount of your time. Reed said the transactional relationship Webb was describing is a bad things. Wilson did research regarding faculty pay and how it is bad in states with weak tenure laws. Hiring a cheaper faculty member produces more students to make profits. These kinds of models tend to be particularly negative to faculty in collective bargaining states and in states with weak tenure laws. It is easier to get rid of senior faculty that cost more and hirer cheaper faculty.

- e. **Commencement** *Wilson mentions the Friday night walk down the hill and Special Recognition ceremonies on Saturday. *Atkinson speculates the biggest college going first will delay the others. *Wilson said they have timed it and CHHS has 3 seconds to get a student across the stage. *Atkinson and Webb thinks there will be changes made after this year. *Price inquired if this will be once or twice a year and Wilson thinks it will be once a year. The council discussed how UG students were told they had to go to the Friday night ceremony. This was not expressed to Graduate Students and that cannot be enforced.

*Wilson announced that Ann Ferrell won the vote for the Vice Chair.

5. Committee Reports

- a. **Policy Committee (no report)**
- b. **Curriculum Committee (Appendix C)** *Atkinson thanked his committee for serving. He also said one of the big improvements was moving the curriculum process online. Also, that the Graduate Council is now a standing committee in Senate. He believes these have been

positive changes. Wilson mentioned that now Atkinson is the Senate Chair. Atkinson moves to approve the report; approved. The new committees will be determined in the fall.

- c. **Student Research Grants Committee (no report)** *Carl Dick mentioned his department has had a difficult time spending the money for people who are close to graduation. He asked Lyons if it was possible to stop people from applying in their final semester. *Wilson said there are some really short programs and people agreed that might be difficult. *Dick mentioned that perhaps the department might have some control. *Webb asked regarding what was a reasonable amount of time between the end of the expenditure and the reconciliation. *Lyons said the final report and budget must be in by Friday. The last Friday of semester is as far out as we can go. The students are told of that deadline in their award letter, in the email that the award letter is attached, and start receiving reminders a few months prior to when the money needs to be spent. We cannot push the deadline back any further. The departmental paper work can be submitted at the end of May. *Webb suggested maybe we need to move up the departmental deadline. *Dick just wanted to make the council aware of the challenges.
6. **Report from Dean of the Graduate School** *Lyons states he is looking into potential carry forward. The anticipation is there will be a little carry forward. Our portion of the funding came from that. The other portion that was bumped up was due to a partnership with the Office of Research and Creative Activity. They provided \$50,000 of the \$100,000 we did. Dr. Lyons will meet with Cheryl to discuss this moving forward. There have been a few other variables this year. Wilson and Lyons were not sure if it was a cost or revenue center. The line item for Graduate School research is a robust \$10,000. \$40,000 came from carry forward and \$50,000 from Cheryl.
- *Lyons has met with some people regarding the RAMP model and have been told this is just the first draft. The first draft has the Graduate School being gutted. Lyons is not pleased about it. He thought the committee was a sub-committee of the budget council. Unfortunately, it was its own separate entity. The only academic affairs unit not represented was the Graduate School. Lyons has spoken to Ladonna and scheduled to meet the provost about the draft. He had been told by a high ranking official that the new model would include the Graduate School receiving a small percentage of graduate tuition revenue. Ladonna explained that it has not been discussed and the Provost needs to be aware this was what he have been told. Lyons stated he was only looking for 10%. We could do targeting recruitment, professional development, and other things regarding developing graduate enrollment. He also mentioned that UG enrollment is very important; however, there are fewer people now. The room for growth at the Graduate level. *Wilson stated that Guffey's concern with the online fees could really effects that. *Lyons said that we have room for growth; however, we are in trouble if we price ourselves out of the market. He has a clear picture on where we need to be going. We must maintain what we have before we can grow. The sweet spot for Graduate enrollment needs to be 15-20% of total enrollment. The dual credit numbers are not included. We are at about 14.7-14.8% on total enrollment. We can't do anything about it if we keep pricing ourselves out. Lyons said that he did research on programs. The new program review process will be taken on by the new provost. He is looking into enrollment, credentials confirmed, student credit hours production over the last five years. There are a number of certificate and masters programs that we need to have a discussion about getting off the books. Then we can look at developing programs that are in high demand. *Dressler commented that online instruction is where people want to be. *Lyons agrees that online options are how to go. He also said we are then going to get caught on the online cost. *Dick said their enrollment has increased significantly since working with DELO. Lyons also said he is going to be working on a capacity analysis. We need to know how much

we could grow. Lyons said the online program are not unlimited; however the cap is higher. With current resources and catalog of programs this is where we can get to. The Middle Tennessee State did a capacity analysis too. MTSU Dean tried an algorithm first; however, he ended up just asking the coordinators.

*Tonight is the Graduate School Awards Dinner and Lyons looks forward to seeing several people on the council there.

7. Public Comments

8. Announcements & Adjourn *Wilson informed that the council that the senate meeting is at 3:45 today. *Atkinson announced the Senate is still looking for a secretary.