I. Welcome – the meeting was called to order at 3:03pm.

II. Approval of the Minutes December 13, 2019 Meeting – unanimous approval

III. Graduate School & Division of Marketing and Communication Collaboration – Marcia White, Larry Stoudenmire, Marketing and Communication

Marcia White (MarComm) and Larry Stoudenmire (MarComm) presented on the upcoming changes to the College of Charleston’s website. White (MarComm) started by describing the difference between marketing and advertising, noting that marketing is based on research and advertising is what happens after that research. She provided an overview of the purpose of websites, the qualities of good websites, and data on usage and traffic of the College’s website. The College has an issue with duplicative information across webpages, which creates extra work to ensure that information matches and is accurate. She also asked the group to consider who the audience is when developing and updating page content, as well as question whether it is mobile friendly. Stoudenmire (MarComm) added that the entire College website has over 60,000 pages so the Division relies heavily on units and departments to manage their own pages and information. The Division is also working with IT on search engine optimization (SEO) strategies, but is currently focusing on external pages rather than internal pages.

White and Stoudenmire then demonstrated the new website. The website includes a more expansive search tool, as well as standardized templates for webpage design; this should help external audiences better navigate the website. There is also the opportunity to connect with a company called Burning Glass Technologies to integrate their labor market data into the website. Grant Gilmore (CPAD) asked if this integration package is free – White (MarComm) responded no. Craig Plante (MBIO) noted that websites serve a purpose beyond marketing to prospective students; they contain a lot of important information for current students, faculty, and staff. White (MarComm) responded that IT is working on developing an intranet so there are distinct interfaces for internal and external audiences, but that it not going to be available in the near future. She closed by asking the group to consider this future iteration of the College’s websites as they make changes and updates to their current pages.

IV. Curriculum Proposals – Sandy Slater, CGE

A. Child Life, MS
i. New course: CHLI 650 – International Experiences in Child Life and Pediatric Psychosocial Care

ii. Program change: add new course to electives, change COMM 580 from required to elective

The Child Life program is developing a study abroad course to do work primarily in Italy. This new course will facilitate that, but will necessitate that the program add it as an elective option. Students who do not participate in the travel course will still be able to take COMM 580, which will become an elective instead of a required course.

Both proposals passed unanimously.

B. Computer & Information Sciences, MS
   i. CSIS 656: pre-req change
   ii. CSIS 670: pre-req change

These prerequisite changes are needed to align with the Citadel’s catalog course descriptions.

Both proposals passed unanimously.

C. Public Administration
   i. Admissions reqs: remove summer as admit term, update to GRE reqs
   ii. Course title change: PUBA 600 – Foundations of Public Sector Management and Leadership

The MPA program reviewed its current admissions requirements and processes to ensure inclusive language and practices are present. They found their current GRE requirements to be unnecessarily rigid; they have updated those requirements in an effort to practice a more holistic approach to their program admissions. Sandy Slater (CGE) noted that the proposal regarding the admissions changes did not pass the Committee on Graduate Education unanimously as there was some concern about subjectivity in the admissions decision process. The program is also removing summer as an admit term option as there is little to no demand to start the program in that term. The course title change comes after the program underwent a major curriculum overhaul in the last year; this should have been included in that process, but was overlooked.

The proposals passed unanimously.

D. Teacher Education
   i. Course title and description change: EDFS 510 – Characteristics of Individuals with Intellectual Disabilities
   ii. Course title and description change: EDFS 522 – Educational Procedures for Individuals with Intellectual Disabilities

These course titles and descriptions must be updated to adhere to federal law (Rosa’s Law) regarding language that refers to disabilities. Verbiage referring to mental disabilities changed to intellectual disabilities.

Both proposals passed unanimously.
V. Update on the Ad Hoc Committee on Graduate School Financial Model – Godfrey Gibbison, Graduate School; Deanna Caveny, Academic Affairs

Gibbison (SPS/GSO) reminded the group that the President is interested in exploring a different financial model for the College and intends to use the Graduate School as a test. The new model would return revenue to the program and that entity would have fiduciary responsibility for the management of those funds. Under this model, there are also “taxes” collected to support administrative and personnel functions. Gibbison (SPS/GSO) formed an ad hoc committee to consider this new model and one of their first tasks was to understand the cost to run each graduate program. Regardless of the financial model, this information would be useful for academic and institutional leadership as they consider growth strategies and planning. Another factor that contributes to the cost of graduate programs is the role of out-of-state tuition; the committee is considering proposing different tiers of tuition for different programs. This tuition structure would better represent what certain programs can withstand in the market and could eliminate the dependence on abatement funding. Some programs could have different tuition structures and the institution could also decide that some programs are valuable enough to run at a loss.

Deanna Caveny (AA) continued that the RCM is not the only model option, there are a variety of models with varying levels of financial responsibility. The committee wanted to develop some common language and framework so everyone is on the same page. Caveny (AA) then walked the group through the general principles established by the committee. The Delaware study of instructional costs will be used as the baseline, but the downside to this is the data do not distinguish between graduate and undergraduate. Personnel tend to be the biggest cost to a program, and the committee is still working on how to incorporate funding support like assistantships and scholarships into the study. Jason Coy (HIST) asked what the cost to the program to use research active faculty or not. It seems research active faculty are a higher cost, which would penalize a program. Caveny (AA) responded that some unit has to bear the cost of research-active faculty whether it is the graduate program or the undergraduate academic department – there could be a disincentive to use research-active faculty and there needs to be assurance that the principles align with SACS and institutional credentialing requirements for graduate programs. The methodology presents some options for cost-sharing. Emily Rosko (CREW) asked what the next steps are after data are collected. Caveny (AA) responded that there is not a definitive answer, but the President wants incentives and accountability for running programs – which would determine whether an RCM financial model is adopted or not. The first step is ensuring there is agreement on the principles and methodology for the cost analysis study.

Nancy Muller (LGC) asked if it was possible to recoup more of the tuition instead of losing so much to fees that primarily serve undergraduates. Gibbison (SPS/GSO) responded that fees are distinct from tuition. Caveny (AA) noted that most the discussion is about cost, but the idea of revenue will also need to be studied and better understood; interdisciplinary and joint programs and undergraduates who enroll in graduate courses present a challenge here. Gibbison (SPS/GSO) continued that he devised a tiered tuition scheme after doing some research around the southeast. Graduate programs are broken into three categories with different tuition costs. He added that these prices could change to include a premium add-on fee once the cost analysis study is complete. Roger Daniels (ACCY) asked if the institution will not consider removing the non-resident tuition altogether and put a flat rate in place. Gibbison (SPS/GSO) responded that we do not know until we experiment with some other tuition models, but any information or data that can be provided to help make the case to upper administrators and the Board of Trustees is helpful. Susan Simonian (MSCL) asked about programs whose enrollments are capped and will never have growth. Gibbison (SPS/GSO) responded that programs will likely fall into two categories: those that will grow with competitive tuition structure, and those that will increase their competitiveness. The institution should experiment with these tuition tiers for three years and then reassess.
VI. Admissions Deadlines – Godfrey Gibbison, Graduate School

Gibbison (SPS/GSO) briefly addressed this topic by simply noting that the Graduate School hopes to have this discussion with program directors. After some research, our admissions deadlines are much later than peers and competitors – most are in December and January. In hopes of providing applicants with admissions and funding decisions earlier, the Graduate School would like to consider a January deadline. Further discussion will take place.

VII. Graduate Education Week 2020

Laura Everett (GSO) provided an overview of Graduate Education Week that will take place in early March. This year’s event will include more advertising efforts including physical and digital signage around campus and email campaigns to current juniors and seniors. Feedback from last year suggested having the day on Cougar Mall on a MWF to catch more frequent class changes, so this year’s day will happen on a Wednesday. The date for the annual poster session has also been set and current students will soon receive a call for posters and event information. There is a new event to be hosted on Friday that will cover career development and career skills; the Career Center will also participate. Seaton Brown (MBA) suggested the Graduate School could also hold an open house geared towards the community during Graduate Education Week. This could allow for the establishment of a recruitment schedule/routine if there was a large recruitment event each semester. Gibbison (SPS/GSO) responded that a community-facing open house should likely happen sooner than March to capture strong applicants. Graduate Education Week primarily targets an on-campus audience. Everett (GSO) added that the Graduate School plans to produce more YouTube content highlighting faculty, students, and alumni. There is a company being contracted to facilitate the entire process with the intent of pushing through this full admissions cycle.

VIII. 2020-2021 Graduate School Fellowships

Gibbison (SPS/GSO) wanted to provide program directors with these important dates as soon as they were set by the Graduate School to aid in their recruitment and planning efforts for the fall 2020 admissions cycle. He noted that, as mentioned above, the Graduate School wants to discuss shifting the priority admissions deadline earlier so fellowships can be awarded sooner. He also asked program directors to keep in mind that the College of Charleston of a signatory of the April 15 Resolution, which dictates that we cannot require an applicant to make a funding decision before April 15. He added that program directors should let him know if they learn of applicants being pressured to do so by other schools so he can alert CGS. Emily Rosko (CREW) asked if there is a nomination template that will be circulated. Robyn Olejniczak (GSO) answered yes.

IX. Graduate Student Association – Mikey Zinn, President

Mikey Zinn was not present at the meeting.

X. Announcements, Updates and Reminders – no announcements from GSO staff

Olejniczak (GSO) added some more information to the fellowship discussion. She noted that a student’s GPA is not final when fellowship nomination packets are being reviewed. If the Graduate School finds that a fellowship recipient’s final GPA falls below the requirement, the award may be rescinded.

XI. For the Good of the Order

Gibbison (SPS/GSO) asked the group on behalf of Jon Hakkila (GSO) to be cognizant of the institutional and SACS requirements regarding graduate rigor. This semester, the Graduate School
has seen multiple requests for individual enrollments that raise the question of a program’s ability to adequately distinguish between undergraduate and graduate rigor. The College has a course numbering policy in place, which states that only 400-500 level courses can be cross-listed. Students should not be attending undergraduate courses and earning graduate credit via an independent study. This issue raises a fundamental issues of compliance with our own policy and accrediting body.

XII. **Adjournment** – the meeting adjourned at 4:47pm