MINUTES OF THE GRADUATE COUNCIL MEETING  
Friday, September 20, 2019 – 3:00 PM  
Robert Scott Small, Room 235

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Mary Bergstrom (RO), Divya Bhati (OIEP), Seaton Brown (MBA), Jason Coy (HIST), Roger Daniels (ACCY), Julia Eichelberger (ENGL), Lynne Ford (UAS), Alex Kasman (MASC), Brian Lanahan (EDEL), Mike Lee (COMM), Ron Magnuson (MBA), Jon Marcoux (HSPV), Renée McCauley (CSIS), Melissa Ochal (CIE), Bob Perkins (TEDU/EHHP), John Peters (SMFT), Craig Plante (MBIO), Emily Rosko (CREW), Susan Simonian (MSCL), Emily Skinner (MTLA), Allan Strand (BIOL/SSM), Laura Turner (EDPA), William Veal (EDMG), Annette Watson (ENSS), Fran Welch (AA), Mikey Zinn (GSA)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Susan Hallatt (Admissions), Jon Hakkila (Associate Dean), Robyn Olejniczak (Student Records)

I. Welcome – the meeting was called to order at 3:02pm.

II. Approval of the Minutes April 24, 2019 Meeting – unanimous approval

III. Graduate School Dean search – Fran Welch, Interim Provost

Provost Welch (AA) announced that she and the president agreed that there would be a national search for a provost and executive vice president for business affairs that would occur this year. They also agreed that there would be a search for deans of the two largest school, Humanities & Social Sciences and Sciences & Mathematics. They are currently soliciting feedback on whether those searches would be internal or national. Welch (AA) added that she and the president decided there would not be a search for a permanent graduate dean this year. This is somewhat based on the current budget shortfall the College is experiencing due to missed undergraduate enrollments goals. We are down about 350 undergraduates, which translates to a $4 million loss in revenue. The search for a graduate dean would launch in fall 2020. Emily Beck (LALE/ESOL) asked what should be expected for graduate leadership in the meantime. Welch (AA) responded that Godfrey Gibbison will remain interim dean until that time. Godfrey Gibbison (GSO/SPS) responded that this is still under discussion. Roger Daniels (ACCY) asked if the provost can lobby the Board of Trustees to take up the issue of graduate tuition. Welch (AA) responded that we need to collect and review more data before moving forward. She added that the institution does not put a lot of thought into graduate enrollment and we need to be better about understanding where we are and where we want to go. The school deans need to take control of enrollment management, and graduate directors may have to, too. Welch (AA) noted that she supports growing the graduate school. John Peters (SMFT) said that President Hsu appears to be leaving the question of where the graduate school goes fairly open -- it is at the undergraduate level where the College is feeling pressure. He added that in-state tuition is a solution for growth. Ron Magnuson (MBA) said that the College needs to consider a fixed cost approach and determine at what point the graduate school is going to generate revenue. Laura Turner (EDPA) thanks Provost Welch for her work chairing the ad hoc committee on graduate education and graduate school organization in 2017. Welch (AA) responded that the president has reviewed the final report submitted by that ad hoc committee.

IV. International Opportunities for Graduate Students – Melissa Ochal, CIE

Gibbison (GSO/SPS) announced that the College has numerous exchange programs that are not solely offered to undergraduates; he asked programs to leverage those opportunities to increase
our international student enrollment and also encourage more study abroad at the graduate level. Melissa Ochal (CIE) added that South Carolina also has sister-state agreements with several countries that allow student to enroll abroad, but only pay their home institution’s tuition. Typically, international graduate students coming to the College enroll at the undergraduate level – though, there are some exceptions for MBA and Math students. When an international student comes to the College, CIE and the department review the enrollment requests and then register the student. Beck (LALE/ESOL) asked how international students are currently being recruited. She also asked what could we offer international students who were here during their undergraduate career that would incentivize them to come back for graduate school. Undergraduate Admissions has an international recruiting team; they sometimes bring graduate program brochures with them during travel. Gibbison (GSO/SPS) added that we are currently developing a general brochure to have for this purpose. Laura Turner (EDPA) suggested we target international businesses with a local footprint – perhaps there are trailing spouses that want to pursue a graduate degree. Jon Hakkila (GSO) suggested that we tap into international students that are currently on campus to gauge their interest and possible recruit them. Ochal (CIE) added as a final note that international students cannot get visa sponsorship if they are enrolled in an online program.

V. Letters of Recommendation – Susan Hallatt, Graduate School

Seaton Brown (MBA) updated the group on the progress of the ad hoc committee currently reviewing the admissions and applications processes. He said they are currently working on updating the online application, which is planned to launch on Monday, September 23. The group is still considering whether programs find a recommendation form or recommendation letter more useful in their review processes. Gibbison (GSO/SPS) senses that programs prefer a letter. Laura Everett (GSO) added that the intent is to add communication campaigns timed to deadlines. Susan Hallatt (GSO) wants to ensure that there is consensus between programs before removing the recommendation form and only asking for a recommendation letter.

VI. Thesis Awards – Jon Hakkila, Graduate School

Hakkila (GSO) announced that the last two years of thesis submissions in the areas of life sciences and social sciences, business, and education can be considered for this year’s round of thesis awards. Annette Watson (ENSS) asked where environmental studies would fall? Hakkila (GSO) responded that if the argument can be made for one the categories, it should be submitted for consideration.

VII. Graduate Student Association – Mikey Zinn, President

Mikey Zinn (GSA) let program directors know that he intends to restore some of the structure and formalities of GSA that may have been lost over the years. He’s currently working with sub-organizations on their org renewals and delegate nominations as required by the by-laws. Zinn (GSA) also plans to use Cougar Connect as the primary interface for GSA – that’s where students go to apply for grants or other forms of funding. Due to GSA’s budget cut this academic year, the executive team is planning on delaying the research symposium one semester or year. The goal of the symposium is to highlight the students, faculty, and alums of the Graduate School to the public. Zinn (GSA) also announced that the Graduate School is considering partnering with the Charleston Chamber of Commerce to sponsor the upcoming mayoral forum on October 9 hosted by the College’s Bully Pulpit. If the Graduate School is going to sponsor, we’d like to ensure there are some education-related questions posed to the mayoral candidates. Laura Turner (EDPA) asked how programs should communicate with GSA – should they join the symposium planning committee? Jason Coy (HIST) asked when the sub-organizations would get their budgets? Zinn (GSA) responded
that sub-orgs would no longer have individual budgets allocated to them, they would make all expenditure requests directly to the GSA and appropriations committee.

VIII. Announcements, Updates and Reminders – GSO Staff

Gibbison (GSO/SPS) announced that he has an upcoming meeting with the president and provost regarding many graduate issues and plans to highlight the tuition issue. He added that the Graduate School will be hosting an open house on November 2 and that programs should work with Laura Everett if specific populations should be targeted for an invitation.

Gibbison (GSO/SPS) announced that the Grad School is starting to consider adjusting the application deadlines to align better with competitors. Our current fall priority deadline of March 1 is relatively late; an earlier deadline would allow programs to make funding and admissions offers sooner. July 1 will still remain the final deadline for fall applications, but the priority deadline could be adjusted to January 15 or February 1.

Gibbison (GSO/SPS) noted that those who have seen President Hsu’s presentation may have been confused by his interpretation of the graduate enrollment data. He wanted to confirm that the data in the presentation includes professional development in education (EDPD) enrollments, which have fluctuated greatly over the last few years. These fluctuations make graduate enrollments look volatile, when the reality is that degree-seeking enrollments have been stable for 20 years – usually between 450-500 students. EDPD courses are offered to teachers needing to fulfill the state’s professional development requirements. These courses are not catalog courses and cannot be applied to a master’s or graduate certificate at the College. He hopes the president updates his slides or the language used when speaking about graduate enrollments.

Gibbison (GSO/SPS) acknowledged the stress related to the current abatement funding issues. The Graduate School has a very limited abatement budget and is trying to maintain some equity amongst programs. The number of non-resident students has increased while the abatement budget has not. The Graduate School had to ask Business Affairs for about $100k to cover an abatement shortfall last year. The Graduate School is going to continue to use priority criteria to make award determinations. He encouraged program directors to appeal to their deans on this issue to increase the support behind either an increased abatement budget or an adoption of a different tuition structure. Hakkila (GSO) added that program directors are doing the right thing by attracting and recruiting students from outside the state. Coy (HIST) noted that a lot of the funding is focused on first-year students; we need ensure we are not leaving second-year students with no funding options. Allan Strand (BIOL/SSM) said we should be aware of the impression we leave on alums. Gibbison (GSO/SPS) reminded the group that if any program directors have students with questions regarding their residency status, they should direct them to the Office of Legal Residency. He also added that the Graduate School is currently reviewing the graduate assistantship policy.

Hallatt (GSO) thanked Jason Coy, Seaton Brown, and Ron Magnuson for their work on the application/admissions review committee.

Robyn Olejniczak (GSO) reminded the group that the next Graduate Council meeting will meet an hour earlier to accommodate the inauguration ceremony happening on the same day.

Hakkila (GSO) thanked the assessment committee who are in the midst of their review work.
Everett (GSO) announced that she is planning on bringing back the Graduate School newsletter and hopes to distribute it quarterly. She asked that program directors please send any news or highlights for her to include.

IX. For the Good of the Order

Strand (BIOL/SSM) brought up his concerns with the name of the Old Glebe Fellowship.

Alex Kasman (MASC) brought up the issue of graduate courses having no expiration — there is no mechanism to review/withhold credit for previously taken graduate courses at the College regardless of their age. He asked that the group consider creating this shelf-life for graduate courses.

Gibbison (GSO/SPS) asked that program directors review the graduate grading scale. Some program directors have asked why there are no minuses — is this something people want to consider adding?

X. Adjournment — the meeting adjourned at 4:34pm
MINUTES OF THE GRADUATE COUNCIL MEETING
Friday, October 25, 2019 – 2:00 PM
Robert Scott Small, Room 235

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Seaton Brown (MBA), Jason Coy (HIST), Roger Daniels (ACCY), Susan Divine (HISP/LCWA), Julia Eichelberger (ENGL), Alex Kasman (MASC), Brian Lanahan (EDEL), Jiexiang Li (MASC), Ron Magnuson (MBA), Jon Marcoux (HSPV), Judy Millesen (MPA), Nancy Muller (LGC), Susan Simonian (MSCL), Emily Skinner (MTLA), Laura Turner (EDPA), Annette Watson (ENSS)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Susan Hallatt (Admissions), Jon Hakkila (Associate Dean), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

I. Welcome – the meeting was called to order at 2:03pm.

II. Approval of the Minutes September 20, 2019 Meeting – approval of the minutes were tabled due to lack of quorum

III. Curriculum Proposals – Sandy Slater, CGE

   A. ESOL Certificate: change in required credit hours from 12 to 15

   Curriculum proposals were tabled due to lack of quorum.

IV. New Graduate School Budget Model – Godfrey Gibbison, Graduate School

Gibbison (GSO/SPS) announced that he recently had a meeting with the President and Provost, and that the President wants to adopt a new budget model for the Graduate School. The President wants to use an RCM (responsibility center management) approach to budgeting at the College of Charleston and wants to start the transition with the Graduate School. This model requires each unit to support their own costs with their own revenue. An ad hoc committee has been formed to conduct research on RCM as well as prepare for this eventuality. The committee is comprised of the Graduate Dean Gibbison, and Associate Graduate Dean Hakkila, Michelle Smith and Brendan Laubner from Institutional Research, Dawn Brandt from Business Affairs, Judy Millesen from the MPA program, and Deanna Caveny from Academic Affairs. This is a difficult task especially when many program are interdisciplinary – there is not an obvious “owner” of the revenue. Gibbison (GSO/SPS) has asked programs to provide the Graduate School with their budgets so we can begin to develop a plan. Alex Kasman (MATH) asked what this model intends to “pay for.” Gibbison (GSO/SPS) responded that it will mainly be tied to instructional costs. Jason Coy (HIST) noted that this will be very challenging for joint programs and some may consider uncoupling as a result. Gibbison (GSO/SPS) responded that conversations around joint programs are already happening and several groups, including the Committee on Graduate Education, are working to determine the academic merit and financial costs of our joint programs.

Roger Daniels (ACCY) requested confirmation of assistantship and abatement allocations. Gibbison (GSO/SPS) responded that those decisions will be made once Institutional Research releases official enrollments for the semester since allocations are based on those data. Enrollment data generally becomes available in early November.
V. Graduate Student Association – Mikey Zinn, President

Mikey was not present at the meeting.

VI. Announcements, Updates and Reminders – GSO Staff

A. Graduate Certificate Issues

Gibbison (GSO/SPS) spoke to the ongoing challenge with degree-seeking students declaring graduate certificates as they often wait until the end of their degree program to do so. These students are impossible to track or assess since they are “invisible” data. There are additional issues if the curriculum of a certificate changes and the student has not formally declared the certificate, yet was completing the requirements of the old program of study. Program directors need to encourage students they know intend to pursue a certificate to apply early on in their careers so stakeholders are able to more effectively track their progress.

B. Upcoming Graduate School events

The Graduate School encouraged everyone to participate and attend.

i. October 28, Thesis Workshop

Kasman (MATH) asked what the open house entails. Gibbison (SPS/GSO) responded that it is an opportunity for the public to stop by and learn more about a specific program. It is also a chance for program directors to interact with prospective students. Coy (HIST) asked if we know which programs attendees have expressed interest in. Seaton Brown (MBA) asked how many RSVPs there were so far and if they are receiving follow-up communication once they RSVP. Laura Everett (GSO) responded that the RSVP form is not asking for program of interest and that there are currently 5 RSVPs, but several “likes” on facebook. She also said that attendees are receiving further event details via email after RSVPing.

iv. November 11, 3MT Competition

VII. For the Good of the Order

Everett (GSO) said there is lots of interest in the open house on facebook even if that is not reflected in the number of RSVPs.

Susan Hallatt (GSO) said that the TargetX interface was recently updated and anyone needing navigation guidance should reach out to her for help.

VIII. Adjournment – the meeting adjourned at 2:34pm
MINUTES OF THE GRADUATE COUNCIL MEETING
Friday, November 22, 2019 – 3:00 PM
Robert Scott Small, Room 235

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Divya Bhati (OIEP), Emily Beck (LALE/ESOL), Seaton Brown (MBA), Jason Coy (HIST), Mark Del Mastro (AA), Susan Divine (HISP/LCWA), Julia Eichelberger (ENGL), Grant Gilmore (CPAD), Brian Lanahan (EDEL), Jiexiang Li (MSC), Ron Magnuson (MBA), Jon Marcoux (HSPV), Nancy Muller (LGC), Bob Perkins (TEDU/EHHP), John Peters (SMFT), Craig Plante (MBIO), Emily Rosko (CREW), Susan Simonian (MSCL), Sandy Slater (CGE), Emily Skinner (MTLA), Allan Strand (BIOL/SSM), Laura Turner (EDPA), William Veal (EDMG), Annette Watson (ENSS), Mikey Zinn (GSA)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Susan Hallatt (Admissions), Jon Hakkila (Associate Dean), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

I. Welcome – the meeting was called to order at 3:05pm.

II. Approval of the Minutes September 20, 2019 & October 25, 2019 Meetings – unanimous approval

III. Curriculum Proposals – Sandy Slater, CGE

   A. ESOL Certificate: change in required credit hours from 12 to 15

      The certificate is being updated to align with the State Department of Education’s requirements for teachers seeking add-on certificate or additional endorsements in ESOL. This update will address this mismatch between the graduate certificate and the state requirements.

      The proposal passed unanimously.

   B. MEd Languages: update to allowable transfer credit hours from 9 to 12

      The program currently limits students to 9 hours of transfer credit. The program wants to match the Graduate School’s allowance of transfer hours, which is 12.

      The proposal passed unanimously.

   C. MEd Languages: LALE 695, pre-req change

      The course previously had unenforceable prerequisite requirements. This change will update those and also better enforce that students are taking this course at the end of their program of study.

      The proposal passed unanimously.

Godfrey Gibbison (GSO/SPS) asked that people please submit any major curriculum proposals soon because the deadlines are early in the spring semester. Slater (CGE) asked that additional deadlines and clarifying language be added to the website so people understand the parallel processes for CHE and SACS approvals/notifications. Divya Bhati (OIEP) added that substantive change for SACS is based on a percentage of change to the program.
IV. **Fall 2019 Enrollments** – Godfrey Gibbison, Graduate School

Gibbison (GSO/SPS) shared the fall 2019 program enrollments and noted that the numbers are fairly steady, though a few programs had drastic increases or decreases. Ron Magnuson (MBA) asked if the data were viewable in terms of credit hours or revenue generation since the enrollments include part-time students. Gibbison (GSO/SPS) requested that data from Institutional Research so the Graduate School can have a full picture of graduate education revenue.

V. **2020-2021 Funding Allocation** – Godfrey Gibbison, Graduate School

Godfrey Gibbison (GSO/SPS) opened the discussion by reminding the group that there are limited resources available to the Graduate School and graduate education. He described the model used in the Graduate School to determine resource allocation; it is built on a three-year average of enrollment data, but there is still a human element to the final allocation. He noted that the Graduate School audits programs on their use of the allocated funds and if there are unspent or unawarded funds, it signals to the GSO that resources were misallocated. He also emphasized the need to use the funds as recruiting tools for their best applicants. Emily Rosko (CREW) pointed out a mistake in the MFA data. Brian Lanahan (EDEL) asked about his program’s lack of allocated assistantships; Gibbison (GSO/SPS) responded that the accelerated format of the program is not conducive to students also holding assistantships, but that there were Old Gleebe funds available to the program.

Gibbison (GSO/SPS) asked program directors to think of these funds in terms of the new proposed budget model for the Graduate School, RCM, and what would the resource landscape be if a portion of revenue was returned to programs. RCM could be difficult for the Graduate School to undertake as programs are interdisciplinary or are heavily dependent on an undergraduate department. Rosko (CREW) asked if there would be more support for programs who are revenue neutral than programs that are revenue generating. Gibbison (GSO/SPS) responded that it depends on the model that is eventually adopted; there will always be consideration for new programs needing resources as they launch. Coy (HIST) asked if programs were being penalized for recruiting non-resident students. Rosko (CREW) asked if program’s with capped enrollments would also be penalized. Hakkila (GSO) responded that the question of abatements is still central to the funding issues facing programs and the GSO, but that directors should still recruit non-residents as it only speaks to the high quality and reputation of the program.

Gibbison (GSO/SPS) said that he has made progress in addressing the out-of-state tuition issue. He has received support from Business Affairs regarding a tiered approach to graduate tuition. The first tier will include service programs like education and child life; in-state and out-of-state tuition would be lowered and abatements would not be available to these students. Grant Gilmore (CPAD) asked how program directors should approach recruiting for 2020-2021; Gibbison (GSO/SPS) responded that until anything new is approved, it is business as usual. Annette Watson (ENSS) wants to do a better job of using non-program assistantships for recruiting purposes. Robyn Olejniczak (GSO) responded that this is difficult as we do not want to place students in assistantships that the office or department did not select themselves, but there is a lot of room for improvement and relationship building between programs and offices with clear connections.

Hakkila (GSO) encouraged people to remain optimistic and pointed out that the new president is interested in graduated education. Gibbison (GSO/SPS) added that there is earnest work going on in programs to determine the value of their program and degree. He also added that the Graduate School wants to increase spending on marketing.
VI. Graduate School Grading Scale – Judy Millesen, MPA

Judy Millesen (MPA) was not present so Magnuson (MBA) introduced a resolution to add minus grades to the graduate grading scale. There is a concern about grade compression and this could be one way to address that issue. Jason Coy (HIST) reminded the group that we need to be cognizant of joint programs. William Veal (EDMG) asked if the grading scale could belong to the faculty’s institution. Bhati (OIEP) responded that per SACS requirements, joint program requirements and academic elements must mirror each other. Julia Eichelberger (ENGL) added that there would be issues with GPA calculations if different programs or school’s used different grading scales; faculty would also need to recalibrate their own personal calculations for grade distribution. Mikey Zinn (GSA) asked that the group consider what the changes may do to the 3.0 GPA requirement for graduation. It was noted that students would still need to achieve the 3.0 GPA for graduation; the minuses would not negatively impact that other than provide increased variation of quality points. Magnuson (MBA) asked that the resolution be approved pending further research on the joint programs and consultation with the Registrar. Hakkila (GSO) emphasized that there must be one grading scale at the graduate level. Gibbison (GSO/SPS) noted that when the grading scale added minuses at the undergraduate level, there was worry that there would be damage to student performance. That has not turned out to be the case.

The resolution passed pending further research on joint programs and consultation with the Registrar.

VII. Graduate Student Association – Mikey Zinn, President

Zinn (GSA) updated the group on the GSA’s progress this semester as well as their plans for the spring. GSA has created a task force to review the governance structure of the student organization; they want to determine if the current structure is working or if a new model would be better suited for growth. For example, should GSA delegates come from the academic schools instead of the academic programs. Currently, delegates are unsure of their roles or are overburdened between servicing their program-specific student groups and GSA. Zinn hopes this task force to complete its review by early next semester and to possibly implement changes by 2020-2021.

VIII. Announcements, Updates and Reminders – GSO Staff

A. Gibbison (GSO/SPS) is working with Erica Shirley to develop a resource manual for prospective students. He intends to survey current students so the manual includes meaningful information for incoming students. Gibbison (GSO/SPS) asked that any programs with their own manuals to please share them with the Graduate School. John Peters (SMFT) added that the manual should include social media information so students can engage with each other before arriving on campus.

B. Hakkila (GSO) announced that the Graduate School selected two winners of the thesis award, one from Marine Biology and one from Environmental Studies. He thanked the selection committee for their work. The winners will have their theses submitted to the Conference of Southern Graduate Schools regional competition in March 2020. He also announced the winners of the 3MT competition, and thanked everyone for their support. This was the Graduate School’s largest group of participants.

C. Nancy Muller (LGC) reminded the group that the Lowcountry Graduate Center has funds available to support program development or redevelopment. There is a $75,000 budget
available between the three member institutions: MUSC, the Citadel, and the College. The deadlines to apply are November 1 and February 1. Gilmore (CPAD) asked what constitutes a new program and Muller (LGC) responded an entirely new program or a new format/structure of an existing program.

D. The Graduate School hosted its first fellowship reception for recipients of Graduate School or program fellowships and scholarships. Gibbison (GSO/SPS) thanked everyone who attended the reception earlier in the month and noted its great success.

IX. For the Good of the Order

There were no comments for the good of the order.

X. Adjournment – the meeting adjourned at 4:27pm
MINUTES OF THE GRADUATE COUNCIL MEETING
Friday, December 13, 2019 – 3:00 PM
Robert Scott Small, Room 235

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Vince Benigni (COMM/HSS), Seaton Brown (MBA), Jason Coy (HIST), Julia Eichelberger (ENGL), Grant Gilmore (CPAD), Alex Kasman (MASC), Gibbs Knotts (HSS), Brian Lanahan (EDEL), Jiexiang Li (MASC), Ron Magnuson (MBA), Renée McCauley (CSIS, DATA), Nancy Muller (LGC), John Peters (SMFT), Craig Plante (MBIO), Ashley Fisher for Susan Simonian (MSCL), Emily Skinner (MTLA), Allan Strand (BIOL/SSM), Rafael Teixeira (SCIM/SOB), Annette Watson (ENSS), Kelley White (EDEC), Mikey Zinn (GSA)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Jon Hakkila (Associate Dean), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

I. Welcome – the meeting was called to order at 3:02pm.

II. Approval of the Minutes November 22, 2019 Meeting – unanimous approval

III. Council of Graduate Schools Annual Meeting – Godfrey Gibbison, Jon Hakkila, Graduate School

Godfrey Gibbison (GSO/SPS) provided a recap of the annual meeting of the Council of Graduate Schools that he and Jon Hakkila (GSO) attended in early December. After attending this meeting for the second time, he notes that the College of Charleston offers a relatively low number of graduate programs for its size; other schools of similar size offer 50-60 programs that do not necessarily include PhDs, though most of the growth is happening online. He acknowledged the longstanding assumption that the College is a primarily undergraduate institution, but he intends to meet with each school dean to discuss the future of their graduate programs. Gibbison (GSO/SPS) added that most new programs are being developed at the intersection of disciplines and are intentionally interdisciplinary. There are different models for implementing online programs, some of which include third-party contractors. These contractors often provide much of the marketing, admissions, and program facilitation, but take 70% of the revenue; Gibbison (GSO/SPS) noted that many schools are doing a cost-benefit analysis to determine the value of this model. Vince Benigni (COMM/HSS) added that it may be beneficial to forego the tuition revenue in these cases, but retain the student fees.

Hakkila (GSO) attended a session on the interaction of the business community and graduate education. The business community finds greater value in demonstrated skills as opposed to credentials such as badges or certificates. Programs should consider this as they develop and market certificates or consider their program audience. He also attended a session dedicated to programs in data science since they are popular in graduate education at the moment. Schools are struggling because the focus of these programs seems to be undefined; there are definitional issues with the level, focus, concentration, etc. Hakkila added that interdisciplinary program development must be more intentional, especially when there are issues of program prerequisites. Offering the program may not be valuable if it is not going to be competitive.

IV. PhD in Computer Science – Jon Hakkila, Graduate School

Hakkila (GSO) updated the group on the status of the PhD in Mathematics with Computation, which is effectively stuck at the state level with the Commission on Higher Education (CHE). The College was granted permission from the Legislature to develop a doctoral program, but the program was required to be in computer science. To ameliorate the situation, the President has asked the School
of Sciences and Mathematics to fast-track a PhD in Computer Science. A committee was formed, of which Hakkila is a member, and a proposal is already in development; the committee was asked that no new courses be created in order to expedite. One obstacle the proposal is facing is the desire for 9 credit hours of interdisciplinary coursework, which the committee is having a hard time defining. Hakkila (GSO) asked those present to consider if any of their program’s regularly scheduled courses could contribute towards these 9 credit hours. Alex Kasman (MASC) asked if the course content should be application or cognate. Renée McCauley (CSIS, DATA), also a committee member, responded that it is not currently defined, but application is likely favorable since it may be useful towards the dissertation. Hakkila (GSO) added that Martin Jones and Norm Levine suggested courses in environmental statistics and GIS respectively. Kasman (MASC) asked for clarification on the status of the PhD in Math; Hakkila (GSO) responded that it has not been eliminated or rejected, just tabled at the state level.

V. Marketing Campaign – Laura Everett, Graduate School

Laura Everett (GSO) provided the group with an update on the Graduate School’s marketing campaign since her presentation at the August program director retreat. The Graduate School has since adopted ParDot, which is the automated marketing component of TargetX. The inquiry forms on the Graduate School website are also synced with ParDot and TargetX. Everett is developing an automated email campaign that will be triggered once a prospective student submits an inquiry form. She hopes to develop program-specific email campaigns in the future. Everett added that she works closely with the Division of Marketing and Communication and there will hopefully be a shift in focus and priority towards the Graduate School. They will attend the next Graduate Council meeting to demo the College’s new website, which may launch by 2021. Gibbison (GSO/SPS) also added that hopefully these smaller meetings will generate some momentum to keep the work moving for the Graduate School.

VI. Graduate Student Association – Mikey Zinn, President

Mikey Zinn (GSA) noted that there is a high level of food and housing insecurity among the student population. GSA is interested in creating a commuter lounge. Several members noted that these spaces already exist on campus and maybe this is something to do in collaboration with SGA. Zinn said GSA is still working on developing a resource manual for prospective students and still intends to distribute a survey to current students to gather useful information. Benigni (COMM/HSS) added that it might be helpful to communicate that parking discounts do exist, just outside of normal business/school hours. Ron Magnuson (MBA) added that there are sometimes issues with students accessing a building after hours, which they may need to do in order to complete a group project. Grant Gilmore (CPAD) said that the program or department is responsible for the cost if it wants to require special building access with a swipe card or key fob; the cost can be considerable.

VII. Approval of the Fall 2019 Master’s and Graduate Certificate Candidates – unanimous approval

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

IX. For the Good of the Order

Craig Plante (MBIO) noted that the process for updating IP (in progress) place-holders and assigning final grades to thesis credits can be confusing to affiliate program faculty.

Allan Strand (BIOL/SSM) asked what medical documentation is required for students seeking exceptions to Graduate School policies such as degree time limits, late course withdrawals, etc.

X. Adjournment – the meeting adjourned at 4:02pm
MINUTES OF THE GRADUATE COUNCIL MEETING
Friday, January 24, 2020 – 3:00 PM
Robert Scott Small, Room 235

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Seaton Brown (MBA), Deanna Caveny (AA), Karen Chandler (ARCM), Jason Coy (HIST), Roger Daniels (ACCY), Mark Del Mastro (AA), Susan Divine (HISP/LCWA), Mike Duvall (ENGL), Grant Gilmore (CPAD), Tim Johnson (LCWA), Alex Kasman (MASC), Ron Magnuson (MBA), Renée McCauley (CSIS, DATA), Judy Millesen (MPA), Nancy Muller (LGC), John Peters (SMFT), Craig Plante (MBIO), Emily Rosko (CREW), Susan Simonian (MSCL), Emily Skinner (MTLA), Sandy Slater (CGE), Larry Stoudenmire (MarComm), Laura Turner (EDPA), William Veal (EDMG), Kelley White (EDEC), Marcia White (MarComm)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Jon Hakkila (Associate Dean), Susan Hallatt (Admissions), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

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
MINUTES OF THE GRADUATE COUNCIL MEETING  
Friday, February 21, 2020 – 3:00 PM  
Robert Scott Small, Room 235

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Vince Benigni (COMM/HSS), Mary Bergstrom (RO), Deanna Caveny (AA), Karen Chandler (ARC), Jason Coy (HIST), Roger Daniels (ACCY), Mark Del Mastro (AA), Susan Divine (HISP/LCWA), Mike Duvall (ENGL), Grant Gilmore (CPAD), Gerald Gordon (URBP), Melissa Hughes (BIOL/SSM), Martin Jones (MATH), Alex Kasman (MASC), Brian Lanahan (EDEL), Brendan Laubner (IR), Ron Magnuson (MBA), Judy Millesen (MPA), John Peters (SMFT), Craig Plante (MBIO), Emily Rosko (CREW), student in place of Susan Simonian (MSCL), Sandy Slater (CGE), Rafael Teixeira (SCIM/SOB), Annette Watson (ENSS), Kelley White (EDEC), Mikey Zinn (GSA)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Jon Hakkila (Associate Dean), Susan Hallatt (Admissions), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

I. Welcome – the meeting was called to order at 3:02pm.

II. Approval of the Minutes January 24, 2020 Meeting – unanimous approval

III. Curriculum Proposals – Sandy Slater, CGE

A. Computer & Information Sciences, MS
   i. CSIS 638: description change

   The course description change is needed to align with the Citadel’s catalog course description.

   The proposal passed unanimously without discussion.

B. Data Science & Analytics, MS
   i. DATA 699: prereq change

   The existing prerequisite was too prohibitive and did not allow students to complete the program in one calendar year. This allows the student to enroll in thesis credits in the second semester.

   The proposal passed unanimously without discussion.

C. Early Childhood Education, MAT
   i. EDEE 525: course title and description change
   ii. EDEE 550: course title, description, number change
   iii. EDEE 567: new course – science methods in early childhood education
   iv. EDEE 588: prereq, course title, and description change
   v. Program change: reduce degree hours from 48 to 45, offer 18-month accelerated program format in addition to existing format, remove 2 required courses, add new course

   These changes enable the program to reduce its degree hours and separate out some content that currently exists in one course. The program would also like to offer an accelerated format similar to the Elementary Education MAT, but it requires approval beyond the College of Charleston.
All proposals passed unanimously without discussion.

D. History, MA
   i. Admissions reqs: decrease letters of recommendation from 3 to 2, decrease required undergraduate coursework in history from 15 to 9 hours
   ii. Public History Concentration: add courses to electives, add clarification re: thesis requirement
   iii. HIST 803: new course – comprehensive exam
   iv. Program change: reduce required 700-level seminars from 2 to 1 for Comp Track students, add new required course for Comp Track students, add additional elective course for Comp Track students

These changes restructure the existing program requirements for regular students and Public History students by removing required courses and adding a course for students on the Compressive Exam track. It also add clarity to the required thesis enrollment for Public History students. The program is also lowering the amount of required undergraduate history for applicants and reducing the number of required letters of recommendation.

All proposals passed unanimously without discussion.

E. Languages, MED
   i. SPAN 698: new course – independent study
   ii. Program change: reduce degree hours from 37 to 31, remove required technology course, reduce emphasis areas (ESOL, SPAN) from 15 to 12 hours, add new course, add clarification re: capstone and elective requirements

These changes reduce the degree hours and the required hours in each emphasis area (Spanish and ESOL). It also adds a new independent study course for students in the Spanish emphasis, and adds clarifying language to the capstone portfolio requirement.

All proposals passed unanimously without discussion.

F. Mathematical Sciences, MS
   i. Statistics Concentration: remove requirement for one additional course after two course sequences
   ii. Math Concentration: remove requirement for one additional course after two course sequences

These changes remove the additional course students were required to take within their concentration. The program felt it was overburdening given students were already demonstrating content mastery through the required sequences.

Both proposals passed unanimously without discussion.

G. Special Education certificate
   i. Post-Masters certificate: program termination

The program has not had any enrolled students for several years so there is no teach-out plan needed. The termination also helps address some confusion in the School of Education, Health, and Human Performance since there were two graduate certificates with the same requirements – one post-bac and one post-masters. Jon Hakkila (GSO)
added that is a welcomed clean-up for something that was also confusing to the Graduate School.

The proposal passed unanimously without discussion.

IV. Update on the Ad Hoc Committee on Graduate School Financial Model – Godfrey Gibbison, Graduate School; Deanna Caveny, Academic Affairs

Deanna Caveny (AA) continued the discussion of the work of the ad hoc committee. The topic of focus was instructional costs and she walked the group through a prepared powerpoint presentation. Using the 1/6 as a the agreed upon distribution of cost, she discussed the distinction between instructional and program cost. Program costs include instructional cost, but also things like program director stipends, cost of course releases, operating budgets, administrative staff support. Gathering program cost data has been a challenge since not all programs have their own budget index. Caveny outlined some definitions and measures including revenue minus expenses, instructional cost per student credit hour, program cost per student per credit hour. She explained the committee’s understanding of graduate “economics” to be does the revenue cover all expenses, what is the intrinsic value of the program, what is the market value of the program, and how does this compare to our peers. Institutional Research (IR) developed a methodology that can be applied to each graduate program and possibly to undergraduate programs in the future. Alex Kasman (MASC) asked about students that are enrolled in courses but are not in the program – accelerated undergraduates or students from other graduate programs for example. Caveny (AA) responded that the methodology considers purely instructional cost regardless of who is in the classroom. Roger Daniels (ACCY) asked how the 1/6 v. 1/8 cost-sharing was decided. Caveny (AA) responded that it was decided at the previous meeting when one member made an argument for 1/6 and no one countered or made an argument for 1/8.

Jason Coy (HIST) asked how to consider faculty that are teaching in a joint programs. Caveny (AA) responded that it is too complicated to include that in the calculation at this point. John Peters (SMFT) asked how instruction delivered through individual enrollment are being considered and how whether or not adjuncts have fringe costs. Caveny (AA) responded that those enrollments are included in the instructional cost even though the faculty are doing it as a part of their teaching load and without compensation, and yes, some adjuncts qualify for retirement and health benefits. Daniels (ACCY) noted that because his program is being used as an example of the instructional cost calculation his costs look high, but that he also teaches a lot of undergraduates. Caveny (AA) responded that graduate instruction tends to be higher on average and that because graduate programs are smaller, the proportional calculations can fluctuate greatly from year to year. She added that the ad hoc committee knows that including joint programs, interdisciplinary programs, and programs that share courses are going to be a challenge for the methodology. Brian Lanahan (EDEL) wondered if programs this is going to incentivize programs to lower their quality because it will be less expensive to use adjuncts. Hakkila (GSO) countered that programs should invest in the quality of their programs, which will enable them to recruit better students and faculty.

Peters (SMFT) asked what purpose the data will serve once calculated and how it will be used for programs with high cost. Caveny (AA) responded that the intent is to not make decisions purely based on these data – the intrinsic value of a program is also very important in the overall study, but the President wants the College to consider different budget models. Godfrey Gibbison (GSO/SPS) added that the President wants programs to grow and wants to incentivize growth so we have to have a method that can project costs associated with that growth. Ron Magnuson (MBA) added that it is important to consider the cost of program competitors. Caveny (AA) responded that peer information is not hard to gather since the College has access to data from IPEDS and the Delaware Study; she noted that some measures will be comparable but not all. Craig Plante (MBIO) said that it is odd this work is being conducted by the Graduate School instead of the academic schools or
departments that actually control the funds. He added that the Marine Biology program is providing a service to the Biology department through teaching assistantships, but the costs will look high. Hakkila (GSO) responded that the President tasked the Graduate School with this study, not schools or departments. Caveny (AA) added that one way to approach the President’s request would be to impose rules and methodology onto programs, but the committee is intentionally keeping stakeholders updated and engaged to have a collaborative decision-making process. Emily Rosko (CREW) asked what the proposed timeline of the committee’s work is. Caveny (AA) responded that we have not been given a deadline so we do not have a direct answer. Melissa Hughes (BIOL/SSM) asked if faculty input has changed the direction of the committee. Caveny (AA) responded yes, faculty decided to adopt a 1/6 instead of 1/8 cost-sharing model. Gibbison (GSO/SPS) closed the discussion by listing three decisions that have been or will need to be made: 1) assistantships are being treated as financial awards which are not costs that are passed on to the program, 2) should a separate methodology be developed for joint programs, 3) the programs in the School of Education, Health, and Human Performance will be treated as one block as it would be too labor-intensive to try to disentangle these programs for our purposes. He is also still gathering information on the administrative support graduate programs receive from their departments or schools since this data is not readily available via IR.

V. Graduate Student Association – Mikey Zinn, President

Mikey Zinn (GSA) provided an update on what they have been working on this semester. They still intend to restructure the GSA and have done some peer research that presents some interesting options. They also intend to restructure the way delegates are managed/required. The intent is to only require one delegate from each program, and students will not be eligible for funding if there is no program delegate. The GSA is working with the 250th party planning committee and will help collect 250 letters to send to veterans, collect food for the Cougar Food Pantry, and donate produce from to student garden beds. They also intend to replenish their regalia inventory to be able to provide more rentals to graduating students. The GSA is also putting together some professional development opportunities for graduate students including free College of Charleston business cards, headshots, and a LinkedIn workshop. He closed by encouraging program directors to remind their students to complete the Youth Count survey that is collecting data on student food and housing insecurity as it will be important to understand the graduate-specific data.

VI. Announcements, Updates and Reminders – GSO Staff

Hakkila (GSO) noted that this semester’s thesis workshop had the highest attendance yet, which is a good sign that students find it valuable. Peters (SMFT) noted that the poster session’s scheduling makes it hard for full-time teachers to participate as they are at work. The Graduate School could consider aligning the poster session with spring break for Charleston County Schools. Susan Hallatt (GSO) added that between her and the programs, there is a good completion rate for applications – rather than applications remaining un-submitted and incomplete.

VII. For the Good of the Order

There were no comments for the good of the order.

VIII. Adjournment – the meeting adjourned at 4:48pm
MINUTES OF THE GRADUATE COUNCIL MEETING  
Friday, March 27, 2020 – 3:00 PM  
Virtual Zoom Meeting

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Vince Benigni (COMM/HSS), Mary Bergstrom (RO), Divya Bhati (OIE), Deanna Caveny (AA), Karen Chandler (ARCM), Jason Coy (HIST), Roger Daniels (ACCY), Lucy Davis (ENSS), Mark Del Mastro (AA), Susan Divine (HISP/LCWA), Mike Duvall (ENGL), Grant Gilmore (CPAD), Gerald Gordon (URBP), Melissa Hughes (BIOL/SSM), Adam Jordan (EDSP), Alex Kasman (MASC), Kate Keeney (ARTM/SOTA), Gibbs Knotts (HSS), Jiexiang Li (MATH), Ron Magnuson (MBA), Renée McCauley (CSIS, DATA), Judy Millesen (MPA), Valerie Morris (SOTA), Nancy Muller (LGC), Bob Perkins (TEDU/EHHP), John Peters (SMFT), Craig Plante (MBIO), Emily Rosko (CREW), Susan Simonian (MSCL), Emily Skinner (MTLA), Sandy Slater (CGE), Michelle Smith (IR), Laura Turner (EDPA), William Veal (EDMG), Annette Watson (ENSS), Kelley White (EDEC)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Jon Hakkila (Associate Dean), Susan Hallatt (Admissions), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

I. Welcome – the meeting was called to order at 3:02 pm.

II. Approval of the Minutes February 21, 2020 Meeting – unanimous approval

III. Curriculum Proposals – Sandy Slater, CGE

A. Community Planning, Policy, and Design, MA

   i. CPAD 700: new course – independent study
   ii. CPAD 710: new course – internship
   iii. Program change: add new courses to electives, add other program courses (MPA, ENSS, COMM) to elective options

   Grant Gilmore (CPAD) described the creation of new courses, as well as the inclusion of other program courses to the elective options to allow more flexibility to students in their program of study.

   The proposals passed unanimously without discussion.

B. Computer and Information Sciences, MS

   i. CSIS 605: new course – applied algorithms
   ii. CSIS 635: new course – fundamentals of agile project management
   iii. Program change: add CSIS 605 to requirements, remove CSIS 603 from requirements, add CSIS 635 to electives, change requirements for Software Engineering emphasis

   Renée McCauley (CSIS, DATA) described the changes to the core requirements to include the new course, as well as the restructuring of an emphasis area to better allow students to capture the content across more courses.

   The proposals passed unanimously without discussion.

C. Data Science and Analytics, MS

   i. DATA 591: new course – independent study
ii. Program change: add new and existing DATA 507 course to electives, remove two MBA courses from electives

McCaulley (CSIS, DATA) described the removal of the MBA courses as a clean-up of courses that were not really available to outside students. Alex Kasman (MATH) asked for clarification regarding the math course options; McCaulley (CSIS, DATA) replied that it is an either/or option, but the program wants to allow both courses to count should a student elect to take both.

The proposals passed unanimously.

D. English, MA
   i. Program change: reduce degree hours from 36 to 30, remove distribution area requirement, remove seminar requirement

Mike Duvall (ENGL) described the changes to the program as an attempt to increase enrollments, as well as remove requirements that are no longer features of current English programs.

The proposal passed unanimously without discussion.

E. Environmental and Sustainability Studies, MS
   i. Admissions reqs: decrease letters of recommendation from 3 to 2
   ii. EVSS 552: new course – managing resilient landscapes
   iii. Program change: add new course and existing EVSS 679 course to electives

Annette Watson (ENSS) described that the program admissions committee has found the third letter to be unnecessary, but it will remain optional. Three letters of recommendation are still required for the concurrent program (MS/MPA). Jon Hakkila (GSO) emphasized that the Graduate School practices holistic admissions, which means that if programs remove admissions requirements, they are removing data points from the overall decision. Programs have to be wary of removing so many requirements that they are not left with enough evidence to make sound admissions decisions.

The proposals passed unanimously.

F. Information Systems Certificate
   i. Program termination

McCaulley (CSIS, DATA) said the program was being terminated because it was too difficult to fulfill the 1/3 requirement. The 1/3 requirement is a SACS stipulation that students in joint programs are required to complete at least 1/3 of their coursework at both institutions. McCaulley (CSIS, DATA) explained that changes in faculty staffing between the College and the Citadel has caused expertise to shift, which means that the original course offerings and staffing are no longer viable. Godfrey Gibbison (GSO/SPS) noted that this is a mutual termination in that both institutions no longer plan to offer the program.

The proposal passed unanimously.
G. Middle Grades Education, MAT
   i. Program termination

   William Veal (EDMG) described the joint program as no longer being sustainable due to very low enrollments, as well as a tough partnership between the institutions. Godfrey Gibbison (GSO/SPS) noted that this is not a mutual termination as the Citadel intends to continue to offer the program.

   The proposal passed unanimously.

H. Public Administration, MPA
   i. PUBA 521: prereq, number change
   ii. PUBA 523: new course – housing policy, cross-list with POLI 423
   iii. PUBA 550: prereq change, cross-list with POLI 450
   iv. PUBA 701: prereq change

   Judy Millesen (MPA) described these new courses and how the MPA program and Political Science department intend to start cross-listing more elective courses with undergraduate courses.

   The proposals passed unanimously without discussion.

I. Science and Math for Teachers, MED
   i. SMFT 635: new course – topics in ecology and conservation biology
   ii. SMFT 637: course deactivation – biotechnology
   iii. SMFT 640: new course – coastal and marine science for teachers
   iv. SMFT 699: new course – capstone project
   v. Program change: reduce degree hours from 36 to 32, reduce capstone requirement from 7 to 3 hours, add new courses to electives, remove deactivated course

   John Peters (SMFT) described these program changes are meant to better reflect the expectations on the student, as well as better define the capstone requirement.

   The proposals passed unanimously without discussion.

J. Software Engineering certificate
   i. Program change: change from 4 prescriptive courses to 4 courses from options: 1 required course, 2 from list of 3, 1 from list of 9

   McCauley (CSIS, DATA) noted that these were the same changes made to the emphasis area earlier in the meeting. This restructuring allows students more flexibility in how they achieve the content instead of only required four classes without exception.

   The proposal passed unanimously without discussion.

K. Special Education certificate
   i. Post-Bachelors certificate: admissions reqs: remove required statement of goals

   Adam Jordan (EDSP) described that the statement of goals is not a valuable measure for admissions purposes since the student population being targeting are already working teachers. Hakkila (GSO) raised is earlier point about removing admissions
requirements also removes useful data points for sound decisions; he asked what other measures the program has to make admissions decisions. Jordan (EDSP) responded that the GPA and an active teaching certificate are the only two important measures. He continued that there is also a critical shortage of special education teachers so the College is not in a position to add barriers to the program. Bob Perkins (TEDU/EHHP) added that teachers with active teaching certificates have already undergone a lot of testing to obtain state licensure. Gibbison (GSO/SPS) and Divya Bhati (OIE) added that we have to ensure there is a distinction between undergraduate and graduate programs and admissions requirements are one way to do that. Robyn Olejnitzak (GSO) noted that the current admissions requirements in the Graduate Catalog do not include a GPA minimum or stipulate that a teaching certificate must be active; it will better communicate the program’s expectations for prospective students if that language is added. Gibbison (GSO/SPS) agreed and said he would add that language to the proposal.

The proposal passed unanimously.

Sandy Slater (CGE) thanked everyone for their work on curriculum this year. She also encouraged programs planning to make significant changes in the coming year to start that work over the summer as CHE and SACS deadlines and requirements are earlier than the College’s deadlines.

IV. Update on the Ad Hoc Committee on Graduate School Financial Model – Godfrey Gibbison, Graduate School; Deanna Caveny, Academic Affairs

Deanna Caveny (AA) and Gibbison (GSO/SPS) continued the discussion of the work of the ad hoc committee. The topic of focus was program costs and Caveny (AA) walked the group through a prepared powerpoint presentation. Using the 1/6 of a faculty salary as a the agreed upon distribution of cost between the graduate and undergraduate program, she described program costs to include instructional cost in addition to program director stipends, cost of course releases, operating budgets, and administrative staff support. Caveny (AA) reiterated that these calculations are not meant to cause anxiety as we recognize that some graduate programs greatly serve undergraduate programs. The data show that all graduate programs except one are spending more per credit than revenue generated per credit. However, the objective is not to close programs because they do not generate revenue, but to better understand the program’s cost relative to revenue and value. Roger Daniels (ACCY) and Watson (ENSS) asked that the excel data be shared with program directors. Caveny (AA) wants to work with IR to ensure the raw data is able to be interpreted so programs can validate. Craig Plante (MBIO) asked how revenue generated by grants and contracts is being incorporated into the calculation or overall picture, and also reiterated that his program’s expenditures are extensive due to the hiring of teaching assistants to teach labs. Caveny (AA) responded that grants do not always only contribute to graduate programs so there may be some shared value with an undergraduate department. Gilmore (CPAD) asked how “meets with” courses are being considered when a graduate and undergraduate student could be in the same class. Gibbison (GSO/SPS) responded that only graduate students are being counted. Duvall (ENGL) asked how a faculty course release was being calculated. Gibbison (GSO/SPS) responded that the 1/6 percentage will apply to course releases just as it would if the faculty was teaching a course. Emily Rosko (CREW) asked why the MFA and MA in English were lumped together in these data. Gibbison (GSO/SPS) responded that for some programs, there is enough course sharing that separating them would not provide much additional information. Caveny (AA) added that this can be done if a department wants to make a particular argument to their Dean or Provost, like why one program is more important than another for example.
Nancy Muller (LGC) stated that it may be useful to add peer institution/peer program data to the spreadsheet to create some context and benchmarking. Gibbison (GSO/SPS) responded that while that is a good idea, it may be difficult to access this kind of data since other institutions are not using similar methodology for cost studies – but it is something that could still be pursued. Daniels (ACCY) asked if program costs include graduate assistantships; he pointed out that assistantships in his program generally support the undergraduate program. Gibbison (GSO/SPS) responded that those costs will still be attributed to the graduate program; Daniels (ACCY) disagreed with this decision and also wanted to ensure that assistantships residing in a departmental operating budget are also not included in the program cost. Caveny (AA) responded that while teaching assistantships were not included in program cost, all graduate assistantships were regardless of the source of funding. Duvall (ENGL) asked if assistantships could be associated with program value instead of program cost. Caveny (AA) responded that someone with cost can still have value; programs will have to make the argument for their value, and the Dean of the Graduate School will have to make the argument for the overall value of graduate education at the College.

V. Graduate Student Association – Mikey Zinn, President

Mikey Zinn was not present at the meeting.

VI. Announcements, Updates and Reminders – GSO Staff

Olejniczak (GSO) reminded everyone that they should request remote/VPN access to prepare for any end of semester issues like grade changes or workflow approvals.

Gibbison (GSO/SPS) announced that the Graduate School still intends to make fellowship decisions and notifications by the self-imposed March 31 deadline.

Hakkila (GSO) announced that assessment data collection is not being enforced for the spring semester due to the major disruption caused by COVID19. Programs can still collect data, but it will not be required for institutional assessment purposes. He added that programs should use this pause as an opportunity to reconsider their assessment tools and start fresh in the fall.

VII. For the Good of the Order

Hakkila (GSO) encouraged everyone to stay positive during this weird time.

VIII. Adjournment – the meeting adjourned at 4:57pm
MINUTES OF THE GRADUATE COUNCIL MEETING
Friday, April 24, 2020 – 3:00 PM
Virtual Zoom Meeting

Chair – Godfrey Gibbison, Interim Dean of the Graduate School

Members and Guests Present: Emily Beck (LALE/ESOL), Vince Benigni (COMM/HSS), Mary Bergstrom (RO), Divya Bhati (OIE), Deanna Caveny (AA), Karen Chandler (ARCM), Jason Coy (HIST), Franklin Czwazka (RO), Roger Daniels (ACCY), Lucy Davis (ENSS), Mark Del Mastro (AA), Susan Divine (HISP/LCWA), Mike Duvall (ENGL), Grant Gilmore (CPAD), Gerald Gordon (URBP), Melissa Hughes (BIOL/SSM), Alex Kasman (MASC), Kate Keeney (ARTM/SOTA), Gibbs Knotts (HSS), Brian Lanahan (EDEL), Mike Lee (MCOM), Jiexiang Li (MATH), Ron Magnuson (MBA), Renée McCauley (CSIS, DATA), Judy Millesen (MPA), Nancy Muller (LGC), Bob Perkins (TEDU/EHHP), John Peters (SMFT), Craig Plante (MBIO), Emily Rosko (CREW), Norma Salcedo (MBIO), Susan Simonian (MSCL), Emily Skinner (MTLA), Michelle Smith (IR), Rafael Teixeira (SCIM/SOB) Laura Turner (EDPA), William Veal (EDMG), Annette Watson (ENSS), Kelley White (EDEC)

GSO Staff Present: Laura Everett (Recruitment & Marketing), Jon Hakkila (Associate Dean), Susan Hallatt (Admissions), Robyn Olejniczak (Student Records), Erica Shirley (Admissions & Support Services)

I. Welcome – the meeting was called to order at 3:00pm.

II. Approval of the Minutes March 27, 2020 Meeting – unanimous approval

III. Approval of the Spring 2020 Master’s and Graduate Certificate Candidates – unanimous approval

IV. Update on the Ad Hoc Committee on Graduate School Financial Model – Godfrey Gibbison, Graduate School

Godfrey Gibbison (GSO/SPS) concluded the discussion by sharing the committee is working on its final report to senior leadership. The methodology has now been applied to all programs, as seen in a shared spreadsheet. The results showed that it takes about $5.1 million to deliver graduate programs. Graduate programs generate about $3.9 million in revenue plus an approximate $1 million in fees; the fees are collected and retained by the institution and are not included for the committee’s purposes. Godfrey Gibbison (GSO/SPS) added that this is just a one-year (FY19) snapshot and it is meant to help programs understand their cost in case they want to make modifications to move towards breaking even. Some programs have raised the issue of how grants would be counted in these calculations, and the committee decided that grants are not under the scope of this study and are a departmental issue since they may also benefit undergraduates. Godfrey Gibbison (GSO/SPS) noted that he previously shared a proposal for a three-category tuition model for graduate programs. This proposal is meant to not only more strategically price graduate tuition, but to also better communicate to prospective students the true cost of their program. Our current out-of-state tuition could deter non-resident students even if they may end up receiving abatement funds. He also shared that he heard positive feedback from the graduate dean at the University of Maryland-Baltimore County who engaged a consultant to rethink their tuition structure. Renée McCauley (CSIS, DATA) asked if the cost study data has been shared with school deans; Godfrey Gibbison (GSO/SPS) responded yes, and that it was a central topic of discussion at the most recent dean’s meeting.

Godfrey Gibbison (GSO/SPS) also shared a funding model from the University of Alabama-Huntsville that automatically awards students a scholarship based on their GPA and test scores. He used it as an example of something the Graduate School could consider. Jason Coy (HIST) raised a concern
about only using these measures given the Graduate School’s commitment to holistic admissions. Roger Daniels (ACCY) and Laura Turner (EDPA) added that some students are waived from the testing requirement or some program do not require it altogether. Melissa Hughes (BIOL/SSM) also added her concern about the possible impact it could have on underrepresented groups and minorities. Godfrey Gibbison (GSO/SPS) responded that this model is only an example for plan B; plan A is still to pursue a categorical approach to graduate tuition with the Board of Trustees. This is a way to automatically communicate that we discount tuition to some degree. William Veal (EDMG) asked if there were other models of the cost study that considered if the College lost revenue and the abatement budget was cut. Godfrey Gibbison (GSO/SPS) responded no. Jon Hakkila (GSO) said that the abatement issue the Graduate School has been facing is related to the high cost of out-of-state tuition. Godfrey Gibbison (GSO/SPS) closed by saying the Graduate School is considering a different abatement model for the coming fall where students do not receive full abatements.

V. Administrative Updates for the 2020-2021 Catalog – Robyn Olejniczak, Graduate School

A. Academic Probation Policy

Robyn Olejniczak (GSO) described the changes being made to these two policies in the Graduate Catalog. In the probation policy, there has sometimes been confusion over what 1.5 academic years means. In order to clarify, it has been changed to state that the probation timeline is three consecutive academic semesters. In the dismissal policy, some new and clarifying language has been added to the appeals section. There is now a deadline for dismissed students to appeal, identifying what is not appealable, and points students to the proper section in the Student Handbook if they want further recourse.

Ron Magnuson (MBA) described a situation several of his students faced last year when they earned a third grade below a “B” but had GPAs over 3.0 after they finished their coursework. They became ineligible for graduation because they were academically dismissed for earning a third “C” grade. He sees a distinction between a student earning an “F” and a “C” and wants to know if this is the appropriate time to discuss. Olejniczak and Hakkila (GSO) responded that it seems to be a question for the policy in its entirety, rather than the appeals section. The Graduate School could do some peer research and review this policy during the coming year.

VI. Graduate Student Association – Mikey Zinn, President

Mikey Zinn was not present at the meeting.

VII. Announcements, Updates and Reminders – GSO Staff

A. Marketing & Website update

Laura Everett (GSO) followed up on the website update provided by Marketing and Communications earlier in the year. The earliest she anticipates a new website being launched in now fall 2021 due to COVID19-related delays. She is still working with their division to manage the current Graduate School website. Everett (GSO) also shared that the Graduate School is running YouTube ads, and program testimonials are still being edited by an outside vendor. She will share the videos on Microsoft Stream.

B. Spring Commencement update
Olejniczak (GSO) updated the group on plans for the postponed spring commencement ceremony. The current plan is for the ceremony to occur on Sunday, October 11. The ceremony will only include spring graduates; summer graduates who received permission to walk from the Graduate School will also be allowed to participate if they are on track to earn their degree. December graduates will not be allowed to participate in the October ceremony. The hope is to also allow graduates to physically cross the Cistern without a stage, which would make this the first time that has happened since the 1980s.

C. **New Program Directors for 2020-2021**
   i. Jason Coy (HIST) will be replaced by Jacob Steere-Williams.
   ii. Mike Duvall (ENGL) will be replaced by Anton Vanderzee.

D. **New School Representatives for 2020-2021**
   i. Bob Perkins will be retiring; EHHP will need a new school representative.

E. **Students and Faculty helping during COVID19**

   Olejniczak (GSO) shared that the Graduate School’s GA, Haley Schanne, is collecting stories of people in the graduate community helping or contributing to the COVID19 virus. We have received some already, but would like to continue to share and promote these kinds of stories to bring some positivity to the end of the semester.

VIII. **Discussion of COVID19 Impact on Graduate Programs and Students** – Godfrey Gibbison, Graduate School

   Gibbison (GSO/SPS) acknowledged that the Graduate School is aware that students are experiencing disruption to their work and ability to conduct research due to the shut-down. The Graduate School has reached out to some programs we knew would be experiencing these disruptions, like the sciences who have a high number of students in labs, with the intent of making some sort of recommendation to the Provost. Programs or students should contact the Graduate School with any questions about this.

IX. **For the Good of the Order**

   Alex Kasman (MATH) shared that he recently added a coding element to the roommate matching list that some other program directors are working on that will allow students to match automatically after answering some questions.

   Susan Simonian (MSCL) shared that students in the Child Life program have put together some PSAs for how to talk to children about COVID19. These are available on the program’s social media for re-sharing.

X. **Adjournment** – the meeting adjourned at 4:07pm