

Minutes of the Graduate Council
Southern Illinois University Carbondale
February 3, 2011

Members and Administrative Officers:

Present: Najjar Abdul-Musawwir, Sara Baer, David Carlson, Rita Cheng, Judith Davie, Susan Ford (Ulrich Reichard), Claudette Henderson (GPSC) (Joshua Potter), Nicholas Hoffman (GPSC), Jody Huggenvik, Holly Hurlburt, Scott Ishman, Kimberly Kempf-Leonard, Mark Kittleson (Sharon Shrock), Leslie Lloyd, John Mead, John A. Koropchak, Shauna MacDonald (GPSC), Matthew McCaroll, Paul McGreal (Cindy Buys), Jay Means, Eileen Meehan (Elyse Pineau), Nancy Mundschenk, Ryan Netzley, Mark Peterson, Elyse Pineau, Prudence Rice, Pamela Smoot, Keith Waugh, Matthew Whiles, David Wilson, Tomasz Wiltowski and Bryan Young.

Absent: Amer AbuGhazaleh, Gary Apgar, John Dobbins, Michelle Hook Dewey (GPSC), Manoj Mohanty, and Joe Moore (GPSC).

In Attendance: Will Devenport, Acting Associate Dean and Ralph Tate, Associate Professor, College of Applied Science and Arts; Steven Esling, Chairperson, Department of Geology; and Tina M. Price, Recording Secretary.

Proceedings:

Meeting called to order at 8:05 am by Chair Mundschenk in the Missouri and Kaskaskia Rooms of the Student Center located at 11255 Lincoln Drive, Carbondale, Illinois.

Announcement of Proxies by Associate Dean David Wilson:

Joshua Potter for Claudette Henderson (GPSC); Sharon Schrock will replace Mark Kittleson for the remainder of the year; Cindy Buys for Paul McGreal; and Elyse Pineau for Eileen Meehan.

1. **Consideration of Minutes**

Motion moved by the Chair to accept the Minutes of the December 9, 2010 Meeting of the Graduate Council. Motion carried.

2. **Remarks—Chancellor Rita Cheng**

There were several meetings in the fall and most recently in the January with the members of the Provost's staff, the Vice Chancellor for Research and legal staff involvement regarding important policies that relate to research and graduate education that had not been pushed through the channels; conflict of interest, ethical conduct research, ethical reporting, internal issues related to research for which we have practices on the campus but policies are not formalized. Dr. Koropchak and his staff will be working through those issues.

One of the other things on which we have been collecting information and have discussed with the Graduate Council and the Research Policy Committee are incentive structures for research and rewards for research. The Chancellor looks forward to those conversations as they go forward.

An Overload Policy will be out to the campus very soon.

A working group will review graduation and bring it back to the various constituency groups. It is time for us to think about different models, or to review the practices we have for graduation. The purpose is to assert an institutional aspect to graduation to increase the bond that people have to the institution. There are plans to open discussions with the Graduate Council about combining some graduations with undergraduates and graduates, so that our undergraduates see the hooding and aspire to more than a Bachelor's degree.

We will revisit the Study on International Education done several years ago, to look at:

- International aspects for the campus.
- Identify things that we are doing well, things we should be working on to improve international education; very broadly speaking from curriculum to study abroad.
- Having positive research partnerships in the international arena, the leveraging of those international student exchanges and study abroad opportunities in both directions.

Kevin Bane has been asked to develop a strategy on renovation; looking at minor and major renovations across the campus in instructional classrooms and research labs. It is hoped that with the facilities maintenance fees and other creative ways we can address, particularly, our research and instructional labs as early as the summer.

Dr. Hurlburt and Dr. Koropchak are part of the group that began to plan for the broad strategic plan across campus, and they hope to have a 36-member steering committee; Peggy Stockdale and Tom Britton will co-chair. The group met a week and a half ago and reviewed research, undergraduate education and financial aspects of the campus, the library, presentations, fundraising and various components of Southern at 150 as a launch to that planning process.

An April edition in the Southern Illinoisan will showcase research on the campus. Dr. Koropchak and his staff are working with University Communications and hopes for a fairly significant insert.

There has been a lot of misunderstanding about the University College model. There are no faculty, no degree programs, no new positions and no change in workload expected because of this administrative change. The Chancellor stated that she was charged with reviewing enrollment and retention initiatives at the undergraduate level, and really taking ownership of the decline in enrollment and the poor results that we have at the freshmen and sophomore levels. It became very clear, in a very short period of time, that the way we are administratively structured on campus was not aligned to those goals. We had very

well-intended people who were duplicating services or not providing services because of the way we were structured. So, the University College will cluster these activities so that we can have a goal for better outcomes. Many of the directors of these services will still be familiar faces, but they will be reporting to a person in the Provost's office who will live, breath and think every day about undergraduate studies and undergraduate education for the University College model.

Mark Amos and Julie Payne-Kirchmeier have been heading the early versions of the University College Saluki First Year and were asked to make presentations throughout the campus to make sure that we have the right information in front of the faculty and staff. The deans endorsed it earlier this week, and the Executive Council had a presentation last week. The materials for review are available through Chair Mundschenk.

The oversight issues relative to the curriculum and undergraduate education focus will go through the Faculty Senate through their University Academic Planning Committee [UAPC].

A Provost search will be launched, and two dean searches are underway. Because of the connection of the Engineering Dean to both Don Rice and Gary Minish when they were Provost, we will also launch an internal search for an Interim Dean of Engineering to bridge the gap between now and the time a permanent person comes on board.

Board of Trustees' Actions:

- The Research Park is envisioning a third building being built by a private contractor; land is being cleared for the access road off of Highway 51. It will be an incubator, similar to the buildings out there, for faculty, staff and also small businesses from the communities. Kyle Harfst will be presenting on the vision for this building.
- Roof and parking lot repairs will be going before the Board.
- The formal approval for the organizational change; that is, the elimination of Student Affairs as a separate entity and the merging of that into the Provost's area.

In response to an inquiry regarding operations of the Provost's office, with respect to significant things waiting for action until the position is filled, the Chancellor stated that the staff is continuing to function normally, and all the delegated authority and signature authority is intact. Dr. Koropchak has been asked to take the lead on finishing tenure and any promotional issues. He, Susan Logue and Gary Minish spent some time over the holidays and reviewed 72 files. Susan Logue has stepped in for all the faculty personnel issues. Because of the hiring freeze, we had multiple layers of review, so that will go on. There was a question about signature on grant proposals coming out of engineering. That is going smoothly and nothing is being held up.

If there is any question at all contact Susan Logue, who will triage anything that does not appear to be working smoothly. The Chancellor also responded that this would include sabbatical leave applications.

3. Announcements

Vice Chancellor for Research John A. Koropchak

The tenth-day of graduate enrollment numbers are at 4,000 in Spring 2011, an increase of 23 students compared to Spring 2010.

Since the last time the Graduate Council met, there have been two reports on grants and contracts. During the fall, we had been significantly ahead of the same time the previous year (a record year). By December, we were only slightly ahead. The total at the end of January was \$47.5 Million, ~\$5 behind the level of the same time last year is largely due to the fact that the federal government student program went away. We hope to be able to catch up on that as the year progresses.

We talked last spring about the Research Climate Survey and discussion about revisions. It took some time, but we did recently get a revised report from ARC and we have posted that on the Graduate Council website. There are no startling new revelations with the new report. The revision separated the responses of unfunded versus funded researchers. There were no statistical differences between the two groups for most responses. There was one example where there was significant difference, and that was where there were questions:

- Does the University place too much sufficient emphasis on research?
- Does the University place too much emphasis on teaching?

In the case of the funded researcher, the response was that they thought the University placed slightly too much emphasis on teaching, and the unfunded researchers thought they placed slightly too much attention on research. Collectively the group felt that there was the right balance.

Regarding planned responses to the report, we plan to establish a committee to look into enhancing proposal awards and administration procedures.

The Research Creativity and Innovation Steering Committee, known as the Lens Group, will be co-chaired by Professor Hurlburt and Dr. Koropchak. The following are overall observations from the progress report that Dr. Koropchak presented during the January 24th Research and Graduate Education Strategic Realignment Retreat:

- Significant progress in areas such as intellectual product licensing which was on track with the targets in the Southern at 150.
- Significant progress in undergraduate research
- Master's and Ph.D. degrees and application growth were consistent and in line with Southern at 150 targets.
- In terms of research measures since 2003, the campus experienced an annual growth of about 4% per year in total Research and Development expenditures. Southern at 150 targeted a growth rate of 11% per year.

- In terms of federal R&D expenditures, the campus experienced growth of 10% per year, nearly at the Southern at 150 target of 13% per year.

Overall, when we look at the data, we are seeing a shift significantly in terms of our portfolio in external grants and contracts from state funding which was virtually flat during this period to a significantly large growth in federal support which is more in line with a national research university. Our total R&D expenditures also grew greater than the national average. However, we did not gain significantly in the overall rankings that were part of the target for Southern at 150.

In some of the areas in federal awards and expenditures, there were large gains of more than double the level of grant activities from the National Institutes of Health, large increases from the National Science Foundation, the Department of Energy and the Department of Defense. Total R&D expenditures and federal expenditures are only part of what goes into the evaluations of research universities. Among the other measures are the number of Ph.D.'s and faculty awards of which we are hovering around the top 75 in those categories. Major weaknesses that we saw are losses in faculty and key colleges that might particularly affect the grant activity and grant success of the University. In part, that seems to be due to the decline in tuition income due to our undergraduate enrollment issues and the lack of our ability to raise tuition to compensate.

It was the consensus of the Graduate Council members to have a copy of the report available for viewing online. Dr. Koropchak also offered to make a full presentation to the Council, if of interest.

In response to an inquiry as to whether anything jumped out as the main reason for that lag or lack of connection between external grants funded and the ranking, Dr. Koropchak stated that ranking depends not just the overall performance compared to the national average, but it depends on how all the other institutions around us in the rankings are performing.

While it is challenging to figure out how all of those institutions are changing at first glance, one of the things of note for some of the institutions is that they have medical schools with associated hospitals. And one of the biggest gains in terms of federal funding that occurred during the 2000's was in the National Institutes of Health, whose budget the federal government chose to double. As the NIH budget already was by far the largest, excluding the Department of Defense and the largest supported R&D of university research, those institutions that could take advantage of that appeared to make the largest gains. Our medical school does not have a hospital; it is one of the community-based medical schools, which do not have the same opportunities to take advantage of that growth in NIH funding. It is the hospital-based medical schools that have been able to best take advantage of that; significantly affecting a number of our peers to allow them to improve greatly.

The Chancellor stated that, among college presidents, there is an acknowledgement that the rich get richer is the kind of environment that we operate in, so that the very large

institutions seemed to get a lot of the federal funding. One reason they do is they have large groups of faculty working on particular projects, so they are more likely to win big grants because of the size of the group and the reputation. So, we need to have some of those discussions as a campus when we do get back to hiring; where we hire and how it is strategically connected to funded research.

Dr. Koropchak continued, stating that one of the groups we follow closely is The Center for Measuring University Research Performance. They acknowledge that it does appear that the rich are getting richer. As an example, in 2003 the University of California-San Francisco was probably number ten overall in terms of grants and contracts nation-wide. Places like Berkeley, Michigan or Washington were in the top five. In 2009, the University of California-San Francisco was number one. Some people describe it as the Medical School of the University of California-Berkeley. So they, as one example, have made dramatic gains during that period of time. On the other hand, NIH is an institution that is probably not going to see major gains in their federal budget in the near term. The Obama administration, in terms of research, are focusing more on the physical sciences; areas like advanced energy activities, advanced energy research, clean energy technology. That may be a better fit, in fact, to the profile we have as a campus. So, it may create a better opportunity for us in terms of rankings gains for the future.

Within the rankings game, there is a certain timing. The award data precedes expenditure data and ranking data follow that. So, we have our expenditure data for last fiscal year where we reached an all time high, but we have to wait and see how that affects our rankings until they are compiled by either NSF or the Group Center.

Dr. Koropchak responded to the question, do you think that the notion that the rich get richer because of capacity might indicate looking at more collaborative research proposals here since we may need to piece together capacity in different colleges or different programs? He stated that is the point and the wave of the future; that is, collaborative and interdisciplinary research is generally more competitive than the old traditional model of single investigators. Among all the accomplishments that the campus has made, since Southern at 150 or in the last decade, is that of establishing a large number interdisciplinary centers.

- The Ecology Center, which helped to build the working relationships among the colleagues who were able to compete for the NSF IGERT grant in Watershed Science and Policy.
- A research group related to energy called the Advanced Energy Institute to stimulate more interaction to build a critical mass to be able to better compete for grants and contracts in the energy and environment arena.
- The Center for Integrated Research in Cognitive and Neural Sciences, which involves faculty from medicine, liberal arts and education.

There were further discussions highlighting conversations within groups formed to address scholarly activity and other activities focusing on how to best evaluate scholarly activity across the disciplines.

- The Research, Creativity and Innovation Lens Group, of which Professor Hurlburt and Dr. Koropchak were appointed as co-Chairs.
- Collection of data on all other research and scholarly measures.
- Subscription to the Academic Analytics data base, which provides faculty scholarly productivity indices that are specific to each discipline; for example, measures most appropriate to historians would include books and book chapters.

Additional highlights reported:

- FTE faculty numbers by college since 2003 indicate that the College of Engineering and College of Agriculture went down 5-10%.
- Colleges that grew most included the College of Applied Sciences and Arts and the Library. All other colleges remained the same except for the School of Medicine, which had significant growth due to the establishment of the Simmons Cancer Institute.

Associate Vice Chancellor Prudence Rice

The process of the Faculty Seed Grant reviews has started. The application numbers are estimated in the low 40's, which is considerably lower because of relatively fewer hires last year.

Associate Dean David L. Wilson

The fellowship season has started with Doctoral applications coming in, and the committee will meet this afternoon to start the process going forward. We have arranged to complete the Doctoral and Morris Fellowship Competition earlier so offers can be made to promising students.

The process of determining the Outstanding Dissertation has begun.

We are bringing together a small group to look at ways to improve the Apply Yourself Letter of Recommendation. There is a better sense now of what is needed and what is not.

Our joint application for a Confucius Institute with the Zhengzhou University in China is stuck in the bureaucracy of Beijing. In the next month or two, we may see where we are heading.

Dr. Wilson responded to the questions, in the Apply Yourself Program, is there a notification to the applying student when they have been accepted? And how does that happen? He responded, yes, that students are notified when admitted and a formal letter of admission is sent. The whole admission process for the Apply Yourself system can be done electronically, greatly expediting admissions.

There was a brief discussion concerning the student applicants encountering difficulty when submitting the online application. The Graduate Council members were advised to email any occurrences to Dr. Wilson so that Hobson's can fix the problem.

Dr. Wilson continued stating that we have been given access to a product called Hobson's Retain, which allows us to filter out and send specific messages to students. For example, all graduate students who have not applied for graduation can be sent an email message prompting them to action.

Associate Dean John S. Mead

The Advanced Energy Institute has established a steering committee composed of the Ecology Center, Environmental Resources and Policy, Ph.D. program, Advanced Energy and Fuels, Professional Science Master's, Materials Technology Center and The Coal Research Center. The new coordinating group held its initial meeting in January.

Although stimulus funding is ending, there will be significant funding in the physical sciences. The National Institute of Standards and Testing has just issued an RFP for facilities funding.

4. **Announcements**

Chair Nancy Mundschenk

Joshua Potter will be serving on the Research Committee. Sharon Schrock, who has replaced Mark Kittleson on the Graduation Council, will be serving on the Education Policies Committee. Kimberly Leonard has assumed the Chair of Program Review Committee.

Activities during the week of April 11 showcasing research and excellence at the University include the Chancellor's Inaugural, Undergraduate Research Symposium and The Research Town Meeting.

There was a brief discussion regarding supporting the students and faculty through attendance at the events. The Director of the Illinois Science and Technology Council will be in attendance. Additionally, the Southern Illinoisan will have a 16-page insert focused on research and scholarly activities highlighting all the colleges. Once the activities are finalized, a full list will be provided.

5. **Report from CPBAC—Professor Ishman**

The Subcommittee on Revenue Generation is in the process of discussing alternative and innovative ways of generating revenue on campus. The Graduate Council members were also asked to submit any ideas, which would then be presented to the subcommittee.

6. **Nominations to Committees—Professor Ishman**

There were no nominations to report.

7. **GPSC Report- Shauna MacDonald**

The GPSC has five events planned and is currently working on applications for funding.

Discussions are beginning on how to help student groups put on events on campus and navigate the different contractual issues, particularly with Chartwells. Investigations have not begun, but some students have expressed issues related to being able to put on the types of events they want to do at the Student Center.

8. **Report of Research Committee—Professor Baer**

The committee has not met since the last meeting, but did review the Operating Papers via emails, and it has been sent back to Susan Ford. A meeting is planned next week, at which time there will be a further report.

9. **Report of New Programs Committee—Professor Hurlburt**

The order of the resolutions under consideration was changed on the agenda to address the RME Geology/Geosciences. The resolution was voted on last year by the Graduate Council and then came back from the State of Illinois with the suggestion of a name change.

Resolution: The Graduate Council Resolution in Support of the Reasonable and Moderate Extension/Program Name Change for the Geology Ph.D. Program was read by Professor Hurlburt.

Reading of Resolution

RATIONALE

Whereas, the Geology department has requested an RME to add five concentrations (Biogeochemistry, Earth Surface Processes, Energy and Mineral Resources, Geophysics and Tectonics, and Paleobiology) to their existing Ph.D. program and to change the name of the program to Geosciences; and

Whereas, these changes will complete the process of program revision previously voted on and approved by this council (Spring, 2010). Once implemented, the revised program will be more interdisciplinary, aid in the recruitment of graduate students and the retention of graduate faculty; and

Whereas, these revisions will result in no immediate expenditures, and will likely generate revenue in terms of tuition and grant dollars.

RESOLUTION

Therefore be it resolved that the Graduate Council approves the proposed RME.

Motion: The Chair entertained a motion to suspend the rules to allow a vote on the Resolution. The motion was carried.

Professor Hurlburt advised the Graduate Council members that multiple representatives from the program were present to address any technical details and why it is being revisited.

Motion: Hearing no objections or comments, the Chair entertained a motion to accept the Resolution. The motion was carried.

Motion: The Chair entertained a motion to restore the rules. The motion was carried.

Resolution: Professor Hurlburt presented the Resolution on the Vote: M.A. in Art History and Visual Culture. The Chair stated that the Resolution had been discussed during the last meeting of the Graduate Council. There being no further discussions, the Chair entertained a motion to accept the Resolution on the Vote: M.A. in Art History and Visual Culture. The motion was carried.

Professor Hurlburt continued, stating that representatives from in-house were present to address any details regarding the Resolution in Support of the Creation of an M.S. in Fire Service and Homeland Security Management

Resolution: Graduate Council Resolution in Support of the Creation of an M.S. in Fire Service and Homeland Security Management was read by Professor Hurlburt.

Reading of Resolution

RATIONALE

Whereas, the College of Applied Sciences and Arts (CASA) has proposed the creation of a MS in Fire Service and Homeland Security Management to meet the needs of fire service and emergency management professionals;
and

Whereas, this program will fill a growing demand for higher degrees by fire service professionals. Currently there are only 7 programs in the US which grant such degrees, and none in our region. The program's off-campus elements are designed to meet the needs of place-bound professionals in the

Chicago and East St. Louis areas where demands for such degrees are highest; and

Whereas, the program is an extension of the long-running and very successful B.S. in Fire Service Management from which it will draw students and the necessary adjunct faculty. Preliminary surveys suggest demand for a higher degree will lead to consistently high enrollment in the proposed M.S; and

Whereas this program is cost-recovery, meaning student tuition revenue will cover all costs associated with the program. It will result in no new university expenditures, and likely generate tuition revenue for the university.

RESOLUTION

Therefore be it resolved that the Graduate Council approves the creation of an M.S in Fire Service and Homeland Security Management.

Will Devenport, Acting Associate Dean, and Ralph Tate, Interim Director of the School of Information Systems & Applied Technology, College of Applied Science and Arts, were introduced as in-house representatives to assist with questions concerning the program.

The Chair opened the floor for discussion of the Resolution. The following are summations of the question and answer discussions:

- i. Is this program a non-thesis option? Yes.
- ii. Is it typical to grant a Master's degree in a non-thesis in this field? Yes.

Dr. Wilson added that there are programs now in the country that are doing it. In a way it's a licensure creed. It is a well designed program and has been in gestation for quite some time.

- iii. What is causing the demand for the higher degree, the trend in the survey results itself? This is a professional degree. It is a national degree. (Inaudible)

Dr. Wilson stated that they did very detailed needs assessment that clearly indicates there is a great need here. Dr. Koropchak stated that this concept has been under discussion for quite some time now and has gone through many iterations and revisions to try to meet national standards.

- iv. In reading it, it largely occurs in the Chicago area, is that correct? Yes.
- v. The one concern is how heavy a role in instruction would be done by adjunct faculty as opposed to faculty that has a direct continuing relationship with the SIU campus. How would they be overseen and the quality assured and maintained when the bulk of the faculty is adjunct? Yes, a majority of the instruction will be performed by adjunct faculty. We have a very good and strong faculty. They go through the same hiring process that our on-campus hires go through. In terms of

Dr. Wilson stated, in addition, all adjunct faculty will be cleared in the same way for graduate adjunct faculty status as they are now for adjunct faculty. They have to show that they have the skills and the background to teach at the graduate level.

- vi. These are faculty for the most part that are already associated with the faculty side and are people already imbedded in the site, so that these are people you already know? Yes.

The Chair stated that we do have campus satellite in the Chicago area and that has been operating in other colleges in other programs. There is already an established connection between off-campus sites and faculty supervision and a connection with the University. So this is not breaking new ground in terms of that kind of relationship.

- vii. Is there a potential to have a non-adjunct faculty up there, or involved? Yes.

Dr. Wilson stated that was one of the original problems and that has since been dealt with. There will be a normal faculty graduate that will do all the advisement. So there is a way that they can deal with faculty, student problems and student progress and over see it. Those issues have been resolved.

This being the first reading, the Chair entertained a motion to suspend the rules to act on the Resolution. The motion was seconded.

Professor Ford commented that this is a great program, but the reason the rules exist is so that the larger campus community can have an opportunity to review this type of resolution for a major new type of program and to comment on it and respond. By suspending the rules and voting now, we deprive the rest of the academic community and graduate faculty of their right to have a statement and an input on a new program.

The motion on the floor to suspend the rules resulted in 4 in favor, 15 opposed and 2 abstentions.

The Chair stated that the motion to suspend the rules is not carried and would be placed on the agenda and voted on at the March 3 meeting of the Graduate Council.

10. **Report of Program Review Committee—Professor Leonard**

Each internal committee was asked to submit a one-page summary, which we would like to put aside. What we would like to have is more feedback from our group to improve the process. There are a few committees that still have external people commenting, and in a few weeks the committee hopes to have an internal meeting about the process.

11. **Report of Education Policies Committee—Professor Ford**

The major thing done in December was the operating papers. We have not received a report back. The research committee is putting all of that together and passing it on for executive review. We have separated the necessary changes into two categories; one set of changes that are cosmetic changes, word changes that ought to be simple to put forward, and another set of changes that are more major in content and will need more sustained discussion by the council as to how to best alter the operating papers. The executive committee hopes to bring forth the cosmetic changes at the March meeting for a quick discussion.

12. **Old Business:**

The Chair indicated that the designation of the location of the April 7 meeting will be in the basement of Morris Library at 8:00 am.

13. **New Business:**

The Chair indicated that the Dr. Koropchak gave the summary report and it would be posted on the website. The council members were asked to review it for discussions at the next meeting.

Dr. Carlson announced that there is a lecture by the Outstanding Teacher today at 3:00 pm. Dr. Koropchak announced that the Outstanding Scholar will be presented at The Research Town Meeting.

Adjournment: There being no further business to bring before the council, the motion to adjourn was moved by the Chair and seconded. March 3, 2011 and the Missouri and Kaskaskia Rooms of the Student Center were fixed as the time and place of the next regular meeting, and the February 3, 2011 meeting was adjourned at 9:10 a.m.

Attachments:

Resolution: MS Degree in Fire Service and Homeland Security

Resolution: RME Geology/Geosciences

Tina M. Price

Recording Secretary