

**Appalachian State University**  
**Graduate Council**  
**February 20, 2012**  
**(Approved March 19, 2012)**

**Present:** Becky Battista, Doris Bazzini, Joseph Cazier, Keith Davis, Mary Englebert, Pollyanne Frantz, Dru Henson, Holly Hirst, Marie Hoepfl, Edelma Huntley, Jim Killacky, Aaron Lancaster, Katherine Ledford, Mike Mayfield, Katrina Palmer, William Pelto, Martin Root, Glenda Treadaway, Mary Valante, Andrea Wawrzusin

**Excused:** John Abbott, Jennifer Snodgrass, Peter Villanova

**Absent:** Susan Davies, Charles Duke, Peg Werts, Fred Whitt

1. Dr. Huntley called the meeting to order.
2. It was moved (Killacky) and seconded (Hoepfl) that the minutes of the January 23, 2012 meeting be approved. Motion unanimously approved.
3. Reports/Announcements from Dean Edelma Huntley
  - The Graduate Council will need to tackle some major issues in the coming year:
    - Responsibilities of thesis/dissertation mentors and committees.
    - Graduate student awards *in addition to thesis and GTA* awards which privilege only a handful of programs and departments..
    - Dual-listed courses.
4. Reports/Announcements from Graduate Studies – Holly Hirst
  - Budgets for summer and fall assistantships and North Carolina tuition scholarships will be distributed to departments by week’s end.
  - Faculty data requests are being analyzed and will be sent to chairpersons by Friday, February 24.
  - There were 34 proposals for Cratis Williams Graduate Student Research Awards. \$5000 will be awarded. The Graduate School thanks departments and programs for getting the word out to students.
5. New Business – Curriculum Proposal from the Graduate School: *GRAD\_2012\_01. Update the policies related to seniors enrolling in graduate courses.*

**MOTION:** It was moved (Killacky) and seconded (Lancaster) that the proposal be approved.

Discussion: The current extra requirement for seniors to earn graduate credit for a 5000-level course is to have a submitted, paid admission application. Credits are not applied to the students' undergraduate transcript and cannot be used to meet undergraduate requirements. If the student applies to a graduate program, the Graduate School requests confirmation that the credits were not used to meet undergraduate requirements, after which the credits are moved

to the graduate transcript. To streamline the process the proposal suggests elimination of the graduate application. In addition, the proposal would allow Appalachian seniors to take 12 hours (an increase over the current 9 hours) during their final year, thus allowing for 3-4 courses (some senior lab courses are 4 hours).

**VOTE:** Motion unanimously approved.

6. New Business

- A. The Curriculum Committee will discuss increasing the current allowable transfer hours from 9 to 12 semester hours.
- B. After discussion, the Graduate Council will make a recommendation to the Provost on prioritizing graduate programs for enhancement or elimination. The Graduate Council needs to be proactive about graduate program review, and to identify indicators that identify quality programs. Distributed were 1) examples of quality indicators and criteria for review, and 2) a summary of a presentation about prioritizing graduate programs from the Miami University of Ohio. (See attachments.)
  - a. There are currently 17 master's programs awaiting approval at the state level.
  - b. When submitting proposals for new programs, UNC campuses must identify fit with the mission or strategic plan, source of resources to run the proposed program, and whether there is duplication in the state.
  - c. We should discuss "right-sizing" graduate programs.
  - d. The Graduate Council needs to identify a list of indicators that can be used for program review.
  - e. To avoid the low-enrollment program review, some departments may choose to merge graduate programs or discuss alternative methods of delivery (such as a blend of online and face-to-face) that might attract additional distance education students.
  - f. Dr. Hirst will solicit feedback from graduate program directors. Council members are encouraged to solicit feedback from chairpersons and college councils.

7. Dr. Clay Jackson of Faculty Senate will attend the March Graduate Council meeting to discuss Faculty Senate's efforts to prioritize academic programs.

8. Motion to adjourn (Killacky).

## Discussion of Graduate Program Quality Indicators

Question: In response to the Provost's request, what should we put forward as criteria to apply when determining elimination/enhancement of graduate programs?

### Starting List to Generate Discussion:

(1?) Fit with the Mission and Strategic Plan of the University / UNC Tomorrow

(2?) Size of the program

- compared to UNC requirements
- compared to similar programs in NC
- academic year headcount
- full versus part time
- enrollment at each site

(3?) Quality indicators

#### Admissions:

- admitted and/or entering student credentials
- size of *qualified* pool of applicants
- admissions selectivity (% of pool admitted)
- admissions yield (% of admits who attend)
- % of admits on probation
- recruitment activity

#### Role in the department:

- relationship of GA duties to program goals
- centrality of GA work to the department mission
- Availability of course offerings to enable students to complete on time without substitutions

#### Progression the program and beyond:

- time to degree
- attrition rate
- number of suspensions/probations
- cumulative GPA of graduates
- accomplishment of student learning goals/objectives
- student satisfaction

#### Student support and mentoring:

- % of students supported
  - by grad school funds
  - by grants
  - by private gifts
- graduate assistant training
- RCR and ethics education
- funding for conference travel
- funding for student research
- assistance with career placement/doctoral applications mentoring programs

#### Infrastructure

- library holdings
- research facilities
- faculty and graduate student space
- staff support
- clearly defined policies and procedures

#### Characteristics of students

- Honors/awards received by students
- number of student pubs/presentations/exhibitions
- Diversity

#### Outcomes

- % employed at time of degree
- % of positions directly related to degree
- types of positions, employment sectors
- % passing licensure/certification/professional exams, and comparison to national metrics
- national rankings
- job/further grad study placement of graduates
- employer satisfaction
- alumni satisfaction

#### Curriculum quality:

- number of dual-listed courses
- average % of dual-listed courses in POS
- average graduate course section size
- quality of capstone work (thesis/dissertation/PoL, etc.)
- strong disciplinary accreditation review
- amount of extramural funding to support the program or students
- endowments or gifts to support graduate students
- mentor publications with students
- opportunities for community engagement

#### Faculty

- # of research-active faculty
- faculty record of scholarship/creative activity
- ratio of students to grad faculty
- # of faculty with terminal degree
- number of non-TT faculty teaching in the program
- number of internal faculty awards
- # of nationally competitive awards and honors won by grad faculty
- distribution of graduate activities among graduate faculty members

CGS Summer Workshop for Graduate Deans  
Santa Fe, NM

***Dean Dialogue 4: Benchmarks for Master's Focused Institutions***

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Facilitated by:

Priscilla J. Kimboko, Dean of Graduate Studies & Grants Administration, Grand Valley State University (kimbokop@gvsu.edu) and

Richard S. Podemski, Associate Vice President for Research and Dean of Graduate Studies, University of West Florida (rpodemski@uwf.edu)

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**POTENTIAL BENCHMARKS FOR MASTERS FOCUSED  
INSTITUTIONS/MASTER'S PROGRAMS**

Revised, based on input from participants at session

**INPUTS**

**ORGANIZATION OF GRADUATE OFFICE AND STAFF**

- Scope of graduate office functions, e.g., admission, records, graduation audit, probation, financial awards, comprehensive exams, thesis, graduate councils, appeals, catalog
- Size of staff / FTE
- Budget and revenue sources
- Reporting structure (Titles, responsibilities, grad faculty status)
- Ratio of graduate students to undergraduate students
- Number of graduate degree programs (thesis vs. non-thesis)
- Number of graduate certificate programs
- Software systems/technology
- Other functions (research, professional studies, continuing education, internal research support, compliance oversight, etc.)

**ADMISSIONS INFORMATION (Trends over past 5 years)**

- Number of non-degree, off-campus, online, distance/extended education students
- Number of Applicants, Admits, New Enrollees (to Calculate YIELD) by Degree Program/Major (and by level: certificate, masters) (issue: do concentrations within degree programs count as a different degree or major?)
- Quality of Graduate Applicants, Admits, New Enrollees (Admission GPA, GRE/GMAT scores)
- Quality of Institution awarding undergraduate degree for applicants by institution type, e.g., 4 yr, comprehensive, research)
- Number of Minority applicants, admits, new enrollees by degree program/major, department, college, total university (calculate yield, % of total at each step)

- Number of International applicants, admits, new enrollees by degree program/major, department, college, total university
- Number of Women applicants, admits, new enrollees
- Per cent of applicants, admits, new enrollees that are non-resident
- Per cent of applicants that are resident, non-local
- Number of hours in degree program

#### **ENROLLMENT INFORMATION (Trends over past 5 years)**

- Unduplicated annual headcount and student FTE for each program/major, by level or type of student (degree seeking, certificate seeking, non-degree)
- Sources of undergraduate degree (institution type, e.g., 4 yr, comprehensive, research)
- Minority headcount and student FTE (by program, department, college)
- Women headcount and FTE (by program, department, college)
- International headcount and FTE (by program, department, college)
- Full-time/Part-time ratios (or percentage full-time, by program, department, college)
- Average age of students at entry
- Career experience of students
- #of credits per degree program
- Enrollment Costs, including tuition and fees
- Location of degree delivery
- Definition of full-time/part-time

#### **FINANCIAL AID TO GRADUATE STUDENTS (Trends)**

- By type and amounts, by program, gender, ethnicity
- Percent of total aid to Grad Students
- Graduate Assistantships by College/Department
- Typical Stipends for GA's
- Other benefits for GA's (what is the package)
- Amount of non-GA graduate student funding
- Per student support (compare graduate to undergraduate)
- Partnerships: Business, Government for graduate students
- Internship site partners
- % of graduate students taking out loans

#### **FACULTY**

- % tenured/tenure track
- % t/t faculty with Ph.D.
- % t/t faculty serving as thesis/project chair
- Average teaching load for full time faculty
- Ave. number of juried publications per year
- Ave. number of other publications per year
- Actual number of juried publications per year
- Number of books published
- Number of chapters published
- Number of T/T faculty with a professional/disciplinary leadership role(officer/editor/etc)
- Number of T/T faculty with juried professional presentations
- Number participation in professional meetings/attendance

- % Adjunct Faculty
- % Adjunct Faculty (with Doctorate or quality experience)
- % of graduate faculty
- Definition/criteria for Grad Faculty standing
- Grant reviewer service
- # of courses taught by adjunct faculty as a result of faculty reassignment to research /grant-related duties

#### **GRANTS AND CONTRACTS (Trends)**

- Size and organization of staff (FTE, titles, responsibilities)
- F & A rate
- Type and amount of incentives to encourage faculty to submit proposals
- How are indirect costs distributed? Formula for indirect cost return to PIs
- How are indirect cost funds used within the institution?
- % of faculty who get grants
- # of faculty engaged in external grant-funded activities
- Number of grant applications submitted by t/t faculty in department
- Number of grant awards for faculty in department
- \$ value of grant applications
- \$ value of grant awards
- % grants from local (private and public) sources
- % grants from state (private or public) sources
- % grant from national (private or public) sources
- % grants from international (private or public) source
- Number of Fulbrights
- Number of Post-doctoral fellowships

#### **OUTPUTS**

##### **LEARNING OUTCOMES**

- Student Outcome Assessment

##### **RETENTION RATES**

- Average time to degree by program
- Average rate of admitted students who complete
- Part-time vs. full time student retention (how defined?)
- Percent of 'stopped out' students (needs definition)
- Rate of undergrad who come into grad

##### **DEGREES AWARDED (Trends over past 5 years)**

- Number of Degrees awarded by type (M.Ed., MS, etc.)
- Number of Degrees awarded by major, by department, by division/school
- Number of Degrees awarded by location/campus
- Number of Graduate Certificates awarded

## REPUTATION

- Alumni satisfaction and rating
- Alumni placement/employment and/or advanced degrees (doctoral programs, discipline-related career)
- Accreditation of program(s)
- Pass rates on credential exams
- Reputation of the college
- Career tracks (where people go in their careers)

**How do you identify PEER institutions (comparable or aspirational)? What is your focus for peers, disciplinary or institutional?**

### Notes about peers

National survey instrument insure the comparability of results across the 'profession. Comparison with a small set of peers selected by participating institutions is essential for providing valid benchmarks for performance...Studies must include only schools that see themselves as peers. Each participating school must be allowed to select the schools to be included in their results analysis to assure comparisons are relevant.  
<http://www.brevard.edu/fyc/listserv/remakrs/detrickandpica.htm>

- Comparable peers (those institutions most like yours...on core and critical dimensions)
- Aspirational peers (those which are higher performing on critical factors, but still share some core characteristics with your institution)
- Traditional peers (State higher education system, athletic conference, etc.)
- National Center for Higher Education Management Systems, Comparison Group Selection Service ([www.nchems.org/InfoServices/newpage7.htm](http://www.nchems.org/InfoServices/newpage7.htm)): allows you to identify your own peers
- IPEDS Executive Peer Tool and Peer Analysis System (<http://nces.ed.gov/ipedspas>) - Allows access to 2003-04 data in the NPEC IPEDS Data Feedback Report for your institution and a comparison group of institutions.
- It is important to account for similarities and differences between you and your peers.
- At program level, may be comparing self to set of disciplinary peers rather than to institutional set of peers

**Who are the STAKEHOLDERS of concern to you? Whose perspectives on quality will you consider? How will you frame quality performance?**

- Students
- Administrators
- Faculty

**For what PURPOSES will you use benchmarking?**

- Strategic Planning
- Program assessment
- Budgeting/reallocation of resources
- Reorganization
- Enrollment management
- Marketing [bragging]
- Remind constituencies (internal and external) that we exist

**What DATA SOURCES will you use? How credible are these sources? Are there standard measures agreed upon by professionals in the field that are sound and credible?**

Notes on sources:

(Studies should be designed to gather feedback on those aspects of the program that are directly related to the successful fulfillment of mission. So measures could include stakeholders' perceptions, resource allocations, and other measure critical to success. They should also permit you to identify areas of strength and weakness.

- NCHEMS
- IPEDS
- State department of education
- State higher education system (e.g. SUNY)
- Most data sources and comparisons address undergraduate comparisons (e.g. US News and World Report) or doctoral comparisons (National Research Council - <http://www.nationalacademies.org/nrc/>)
- Collect your own from web pages of other universities [Fact Books]
- Internal to own institution: information management system (e.g., Banner), Alumni Office, Institutional Research office
- Noel Levitz: NSSE and SSS (services?)
- CGS
- State Department of Education
- Survey of Graduate Student Stipends
- Society of College and University Planning – Delaware Study

**YOUR CHALLENGE:** As you discuss the benchmarking questions also consider the following:

- 1) Which of these potential indicators makes sense to you in assessing quality of your graduate programs? Your overall institution?
- 2) Do you currently collect these data at your institution?
- 3) Where do (would) you get the data for your institution? For peers?
- 4) How do (would) you determine which institutions are your peers?
- 5) What use(s) do (would) you make of these benchmarks/data?
- 6) What indicators or factors would you include, that you consider “mission critical” measures?

**ADVICE FROM ONE DEAN**

**KEEP IT SIMPLE! AND GET STARTED!**



# Grants Resources & Services

APPALACHIAN STATE UNIVERSITY

## Graduate Council & URC / February 2012 Report from Dr. Pollyanne Frantz, GRS Director

### Initiatives:

- Faculty profiles for two departments, Health, Leisure and Exercise Science and Physics and Astronomy, went live in [REACH NC](#) on Jan. 9, 2012. Amy Love is compiling an updated personnel file so that profiles for new faculty can be generated.
- The [URC grant application materials](#) have been modified to enhance the application process (guidelines and application instructions have been combined into one file and additional signature lines have been added to cover page).
- Applications are being accepted for the [Grant Proposal Development Fellowship](#) and [Microgrants](#) programs. Next deadline for proposals: 12 p.m. Feb. 17, 2012.
- Doctoral student [Chrissy Tillery](#) is interning in GRS this semester. She is available on most Tuesday and Thursday afternoons to assist faculty, staff and graduate students with experimental design, statistical analysis, and program evaluation and assessment.

### Events:

- “Securing Grants to Support Scholarship” workshop co-hosted by the Hubbard Center with Frantz and Love presenting (Jan. 27 / 8 participants).

### Other Activities:

- Faculty consultations/meetings:
  - Frantz: 3
  - Love: 2
- Limited submission internal competitions conducted:
  - South Arts (formerly Southern Arts Federation)
  - National Endowment for the Arts “Grants for Arts Projects”

## **Upcoming Events:**

*For a complete listing of events, see <http://www.orsp.appstate.edu/events/index.html>.*

- “First Fridays: Music Therapy” featuring Dr. Cathy McKinney, Hayes School of Music (Feb. 3)
- “Open House Meeting for Research Committees” (Feb. 27)
- “First Fridays: Exercise and Cardiovascular Health” featuring Dr. Scott Collier and graduate assistant Chelsea Curry from the Department of Health, Leisure and Exercise Science (Mar. 2)
- “New Faculty and Researcher workshop” (Mar. 9)
- “Making Progress on Your Research Agenda” (Mar. 27)
- “First Fridays: Medical Speech Pathology” featuring Dr. Heather Clark, Department of Communication Sciences and Disorders (April 6)
- “Research Café: Compassion Comes to the Table” featuring Dr. Christopher Osmond, Department of Leadership and Educational Studies (April 3)
- National Endowment for the Humanities Regional Grant Application workshop (April 5)
- North Carolina Biotechnology Center Grant Proposal Writing workshop (May 17)
- Faculty Learning Community: Grant Proposal Writing (summer TBA).

Graduate Council & University Research Council / February 2012  
Report from Julie Taubman, Research Protections

Past Events

- Robin Tyndall visited Dr. Keefe's class on 1/30 and Dr. Yang's class on 2/2 to discuss the IRB review process
- Julie Taubman visited the Biology faculty departmental meeting on 1/24 to discuss the IBC and IACUC processes

Items of Note

- Ongoing IRB projects continue:
  - developing SOPs
  - guidance on topics of interest
  - working with Academic Affairs on a policy for external requests to use Appalachian digital resources (e.g., faculty listserv) for research purposes
- Institutional Animal Care and Use Committee (IACUC) policy is being reviewed by General Counsel

Upcoming Presentations / Events

- Robin Tyndall, Navigating the IRB Process Workshop, 2/14, 2:00-3:30
- Research Committee Open House, 2/28, 3:00 – 5:00 in 421 BLIC
- Julie Taubman, Export Controls, 3/28, 2:00-2:50
- Julie Taubman, Responsible Conduct of Research for CHE 3000, 4/6

Office of Sponsored Programs Report  
February 1, 2011

Items of Note

- Office closings:
  - Sponsored Programs and Special Funds Accounting will close February 20<sup>th</sup> and 29<sup>th</sup> for a joint retreat.
  - Sponsored Programs will close March 6 – 7 for the NC Society of Research Administrators' Annual Meeting.
- Year-to-date submission and award information through the end of January is available on the Web at <http://www.orsp.appstate.edu/awards>. A summary follows:
  - 144 proposals requesting \$50,242,502 compared to FY2011's year-end total of 334 requests for \$58,412,052.
    - Proposal submissions are down in number by 18%.
    - Dollars requested are up 20%, which includes one large request of \$17 million that was not funded.
  - 140 awards totaling \$5,949,906 reflect an 8% decrease in the number awards, slowly rising from the report as we continue to move away from the influence of American Reinvestment and Recovery Act (ARRA) awards and awards to Appalachian Family Innovations which left the University.
    - Dollars received are now 53.3% less than that received during the same period in FY2011.
- Sponsored Programs Workshop Offerings for February
  - Externally Sponsored Projects at Appalachian State
  - Conversations at Noon resumes on Feb 16<sup>th</sup>
  - Building a Budget for Grant Applications
  - AGrants Administrative and PI training for the spring
  - See [www.orsp.appstate.edu/events](http://www.orsp.appstate.edu/events) for the full list of remaining FY2012 offerings.
    - Registrations for February events hosted by Sponsored Programs are dismal
- Federal sponsors are sending notices that extensions for ARRA funding will not be allowed beyond the fall of 2012
- ORSP Web presence evaluation and redesign is moving forward. Card sort exercises are underway at present, while the usability sort (study) is being designed.
- Society for Research Administrators, International
  - North Carolina Chapter

- The Director of Sponsored Programs is heavily engaged in final arrangements for the 2012 North Carolina Chapter meeting.
- The Director of Sponsored Programs has been named to the SRA, International President's Committee as Chapter Representative. In this capacity, she will also serve as a nonvoting member of the SRA, International Board.
- Other Activity:
  - Charna Howson and Charlotte Smith met with representatives from the College of Arts and Sciences to review AGrants processes and how the information it contains can be mined/further utilized. This discussion also explored the inclusion of core facility charges in budget planning with PIs.
  - Charna Howson met with the director of the microscopy core facility to discuss inclusion of facility charges to grant budgets and the provision of information to PIs via the facility website.

#### NEW Business

- Discussion of the impact of the end of American Recovery and Reinvestment Act funding and reduced federal budgets on Appalachian's external funding portfolio and research growth.