Present:  Dr. Stephen Vives, COST; Dr. Charles Patterson, COGS/ORSSP; Dr. Deborah Thomas, COE; Dr. Donna Hodnicki, CHHS; Dr. John King, COBA; Dr. Kathy Albertson, Provost Office; Dr. Stephen Zerwas, Academic Affairs; Dr. Kari Fitzmorris-Brisolara, JPHCOPH; Dr. Lixin Li, CIT; Dr. Curtis Ricker, CLASS; Dr. Nancy Shumaker, Center for International Studies; Mr. Jonathan Harwell, Library/Graduate Student; Ms. Amy Smith, Graduate Admissions [Alternate for Mrs. Sarah Smith]; Mrs. Audie Graham, COGS

Absent:  Mrs. Sarah Smith, Graduate Admissions; Mr. Chris Kowalczyk, Graduate Student

Dr. Stephen Vives called the meeting to order on Friday, February 11, 2011 at 8:00 AM. He then turned the floor over to the CLASS representatives to discuss the graduate initiatives within their college.

I. Continue Review of Graduate Education Initiatives and Processes by the Colleges:
   Dr. Curtis Ricker distributed a handout with information regarding the College of Liberal Arts and Social Sciences graduate programs. (See attachment)

II. Enrollment Management Model for COGS
   - Dr. Nancy Shumaker stated, from the international perspective, there is a need to make sure the admission barriers are lessened to make the process timely and smoother for international students. She stated there are immigration issues that have to be considered, because if the timing is not correct for students to be admitted, they may have problems getting a Visa. Dr. Shumaker said they have been working with Admissions on these issues and the undergraduate process is much smoother now.
   - Dr. Donna Hodnicki stated they need to reach out beyond the state of Georgia. The pool in Georgia for nursing is not adequate or they are just not reaching the students. Dr. Shumaker said since we have online programs we need to reach out to international students.
   - Dr. Deborah Thomas stated with those international students who want to come here; they do not have the face-to-face courses to offer them. They are looking across programs to allow students to take the face-to-face courses.
   - Dr. Shumaker stated they need to look at what other institutions are doing.
   - Dr. Lixin Li stated they only offer six hours and it is completely online, and this is not adequate for international students.
   - Dr. Thomas stated students are not using resource on campus. If students are in a completely online program they do not have to pay fees, but if they take four hours they do.
   - Dr. Shumaker stated out-of-state waivers are based on 2% of the previous fall enrollment. Admissions are using these waivers as a recruitment tool to get students in programs. Dr. Hodnicki stated she lost a MS Nursing student because she could not get them a waiver. Dr. Patterson said he will look into this policy and see what the process/requirements are.
   - Dr. Patterson, institutionally, the goal is to increase graduate enrollment to 20% He stated the President’s Cabinet looks at these numbers very closely and only three colleges hit their projections in spring 2011.
   - Dr. Patterson projections are used to estimate revenue. Dr. Vives said revenue is based on hours taken, but some graduate students in the summer are only taking one hour. Dr. Patterson said they need to look at the FTE and not just the head count. Dr. Patterson stated doctoral students at other universities
are not paying tuition, they are on assistantships or have waivers and the return is research and external funding.

- Dr. Hodnicki asked if there is data of why students start applications process and then do not come. Dr. Patterson said Hobson’s Connect is a process that is used to follow up with the prospective students. He would like to get this feedback from students centrally through Hobson’s. A question was raised if this should be done for students who are also accepted.
- Information gathered from student’s exist interviews needs to be shared. A Graduate Enrollment Committee may need to be created to look at data to see how we can improve.
- Dr. Brisolara asked if anyone does a commitment letter. Dr. Hodnicki said they do for graduate and doctoral programs, because they want to make sure the spot is filled. Dr. Li said she emails them to see if they want the Program Director to register them for classes. She said twelve students are now in the MS Computer Science program and they all committed.
- Dr. Patterson asked what the level of support is for Program Directors, including support during the summer. He asked if senior staff in the department could be used to work closely with Program Directors and students. If colleges support this structure then they may need to build it into the model. Dr. Briolara said JPHCOPH has Mrs. Sarah Peterson, Student Services Coordinator, and it has been very helpful. Dr. Patterson said COGS has tried to contact Program Directors up front to see who is filling in during the summer, but does not get much response.
- Dr. Stephen Zerwas said colleges need to identify a niche to draw people to GSU. They need to determine who to market, how to market, the demands for their programs, and what programs are maxed out because of resources. How do we balance the cost in the program to benefit the program?
- Dr. Kathy Albertson asked if we have a good finish rate. Dr. Patterson said time to degree is not currently being tracked. Dr. Ricker said their program’s completion is based on assistantships. If a student has an assistantship they will go all the way through, but if they are paying their own way it may be slower. Dr. Brisolara said JPHCOPH has this information because of their accreditation and their stats were very good. Dr. Patterson asked how to track progression and time to degree. Dr. Vives said we need to know national/standard time to degree to compare to GSU.
- Dr. John King suggested looking at three different models of enrollment management and gave the following examples:
  1) Nursing – Need administrative person to help market
  2) Biology – More grant funded positions
  3) School of Accountancy – Need faculty
- Dr. Ricker said CLASS programs are very different and it is hard to make one enrollment management process.
- Dr. Patterson said he is working with Graduate Admissions beyond just pushing paper to provide additional marketing and outreach services with Program Directors.
- Dr. Hodnicki said they had to cut down in MS because of the time needed to work with DNP students; they need more faculty.
- Dr. Patterson said there is large majority of students looking at websites. The new Admissions website is live and the content was pulled from college’s website. He said he would like to have colleges work with COGS to update content and COGS will assist in getting their department websites updated. The contact person for this in COGS is Jeb Barger.
- Dr. Vives briefly reviewed some handouts for the committee to review.
- Dr. Albertson asked what the core principles are for graduate programs. She said this needs to be defined before the model can be built. Dr. Patterson said he did not want to duplicate duties, and Deans are working on this. Dr. Patterson said he would like the Taskforce to look at more centralized processes to support enrollment model (i.e. Admissions, processing applications, assistantship applications).
• Dr. Hodnicki stated they may need to look at building COGS into the model so there are no silos. They need to look at COGS as a centralized place to go for support. She said they may need to push students to COGS website and then COGS site can push them where they need to go.

• Dr. Thomas said marketing will become important in COE, to let students know programs will lead to certifications.

• Christian Flathman will need to be in Graduate Enrollment Committee meetings.

There was a discussion of how the Vision could be used as a starting point to develop the statements of core principles. Mr. Harwell said this document was created to have strong support of graduate programs with resources to make sure their programs will thrive. There are good online/hybrid programs being supported by GSU, with resources, and they wanted to maintain the integrity and quality of the programs. This document also had support from faculty and administration. Dr. Hodnicki, Dr. Shumaker, and Mr. Harwell volunteered to draft the Core Principles for Graduate Education. They will post the results on Google Docs for review and comment by February 25. Dr. Vives said he would find examples of core principles from other institutions.

Dr. Patterson said COGS is trying to put in place a centralized support structure for graduate education, with branches of decentralization within the academic units to accommodate college-specific needs. He said he will provide the Taskforce with a proposed organizational model of support for COGS.

Dr. Shumaker said she would look at what International Studies has done on the undergraduate side and see if they will be able to do the same on the graduate side.

Mr. Harwell asked if anyone is responsible for recruiting graduate programs. Dr. Patterson said Dr. Toby Ziglar does some, but they should also have an international recruiter for graduate programs. Admissions are considering live chats with prospective students.

Dr. Hodnicki asked if there is area on the COGS website to highlight students. Dr. Patterson said to send information to COGS so they can market this information on the site.

III. Adjournment

It was decided that the February 25 meeting would be canceled, and the Taskforce would review the core principles for further discussion at the March 11 meeting.

There being no further business to discuss, the meeting was adjourned on February 11, 2011 at 9:30 AM.
Art (MFA)

Current enrolment: 30 (20 per year is norm)

Full-time program

Emphases in 2D, 3D, Graphic design

4 common seminars

Cross-disciplinary and very contemporary

Problems: faculty

Studio space

Thesis direction (currently 5=1 course release)

Recruitment money

Strengths: facilities (except individual studios)

Climate (outside work for sculpture. Etc.)

Professional opportunities (commissions, conferences, exhibits)

Contemporary curriculum

Study abroad opportunities

Pedagogical component

One of a few accredited in region

Possibilities: Low residency program for established artists
Foreign Languages

MA Spanish

Mission: Non-PhD preparation emphasis, skills-based master’s, focus on using FL in real-life situations

Enrolment: 13 (capacity 25)

Problems: recruiting
- Lack of graduate assistantships
- Out-of-state tuition
- Admissions criteria (inadequacy of GRE)

MAT

Enrolment: 6-8

Foreign language education should be different than tradition teacher prep

Only take 2 Spanish classes—not enough to gain competency

Difficult to pass competency levels without study abroad experience or being native speakers
History (MA)

Enrolment: 20-25 active (could handle 35-40); admit 8-10 per year
6 assistantships

Traditional MA program

Strengths: Southern, military, women's history
Successful alumni

Problems: lack of assistantships
Library resources
MAT-reduced market

Wish list: More GA's to use for study/breakout sessions

English (MA)

Enrolment: 20-25 (could handle 10-15 more easily)

Trends: Moving toward partial online program (seminar this semester)

Strengths: Faculty attention
Teaching opportunities
"Grad student friendly"
International conference/journal
ALA connections
Successful alumni

Problems: Probationary admits are problematic
Lack of assistantships
MAT-reduced market
Space
Load hard on TA's with thesis requirement
Music (MM)

Enrolment: 25-30

Three main concentrations:

Composition—commercial careers, freelancing, doctoral programs

Performance (including conducting)—doctoral programs, professional careers either solo or organizations, attractive to educators

Technology—very popular with large international interest, research oriented

Problems: Lack of assistantships

  Availability of faculty (individual instruction)

  Quality of faculty to attract potential stellar students
Political Science

MASS

Strengths: Interdisciplinary nature of degree

Problems: Limited value of degree from a Political Science perspective
   Lack of assistantships
   Limited faculty resources
   MAT-reduced market

Goal: To restart the MA

MPA

Enrolment: 62 (max = 75 unless additional funding for part-time faculty)

Emphases: non-profit (this is distinctive), criminal justice, human resource management

Problems: Geography
   Economics
   Limited faculty
   Limited assistantships

Trend: Some online courses
   Online certificate
   Some weekend classes
Psychology

MS

Enrolment: 20-25 (8-10/year; max = 10-12/year)

Mission: Prep for doctoral (alternative to master's/doctoral combination)
Prep for employment
Experimental emphasis w/thesis requirement

Problems: Faculty size limits enrolment

PsyD

5-year program (~ of coursework + internship)

Enrolment: cohort = 8 maximum (some shared coursework with MS)
  All hold assistantships (1/2 in psychology, 1/2 elsewhere)

Strengths: Focus on applied clinical, rural mental health
  Increasing quality of students

Problems: Shortage of available internships
  Not yet accredited
  Competition from for-profit programs
  No funding for supervision expenses
Sociology & Anthropology (MASS)

Enrolment: 32 (maxed in Anthropology/Archeology)
   Soc & PoliSci could take 5-6 more
   His & Psych not participating

Strengths: Interdisciplinary
   Good placement in doctoral programs (Soc, ling, Educ, Anthr, JD)

Problems: Lack of assistantships
   MAT-reduced market
   Online delivery not desirable to students