



# Graduate Program Director Assembly Meeting Summary

February 11, 2021

2:00 – 3:30 pm

[Zoom](#)

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## **I. Discussion Items**

### **1. Help Desk Form**

The Help Desk Form was created so that The Graduate School (TGS) can manage graduate program requests in a systematic way. This system will allow TGS to address your concerns, set priorities, and make it more likely that all necessary steps will be taken when a requested is received. The Help Desk Forms are now on the TGS website and may be accessed using the Faculty Staff Link, and then the TGS Help Desk link.

Members were walked through the process for submitting an inquiry. Users will need to enter their JMU eID and password. Users will also be asked to authenticate through DUO. After doing so, users will then be able to fill out the online form and submit.

Using the TGS Help Desk Form is the preferred method for contacting TGS. It leaves a paper trail and will be an inclusive way for all members of TGS staff members to be looped into the inquiry. After a ticket is submitted, periodic updates will be sent by e-mail, and TGS will let you know when the request has been completed. Members were asked to share about the availability of the TGS Help Desk Form with their academic unit faculty.

### **2. Selection Process for Executive and Curriculum Committees**

Each year, members of the Graduate Council representing each college nominate a Graduate Council member to represent their college on the Executive Committee and on the Curriculum Committee. What has been happening in most years, is that the Graduate Council membership is not finalized until fall, making the selection of the two committees even later into the school year. The Executive Committee should be in place by the fall semester given the nature of their work, and in order to address anything that arises before the start of school.

During the April meeting of the Graduate Council, members will be divided into breakout rooms to select their college's representatives to these two committees. Colleges will be asked to identify a primary representative and an alternate.

### 3. State of Graduate Education

#### a. Graduate Enrollment Numbers

Enrollment numbers for spring are at an all-time high. Applications for 2021-22 are also at an all time high, and this is in contrast to a decline that has been noted in the undergraduate numbers for the university. It is incredible how well graduate education is moving forward even during a pandemic. The President will be going in front of the BOV to highlight TGS's success and marketing efforts.

#### b. JMU Board of Visitors Meeting – February 18

Four graduate students have been invited to form a student panel at the Academics and Student Life Committee, of the JMU Board of Visitors (BOV), meeting on February 18, to present on their programs and student experiences. This will give the graduate programs and graduate education increased visibility to the BOV, as JMU moves towards becoming an R2 institution. The students represent four different degree programs, with two master's and two doctoral students. The theme throughout the panel presentation is that *Graduate Education is the Change*.

#### c. R2 & National Institution Status

The move to being an R2 university should be seen as an opportunity and an exciting one! The funding model for TGS has always been an E&G model, which is one where funding is directly received from the student tuition with supplemental funding from the state legislature.

Because of the university's reliance on the E&G model, graduate education has historically been placed in a subordinate role to undergraduate education. The Graduate School has been advocating for unique models to set individual graduate tuition rates for programs, based on competitive analysis of similar programs nationally. Modeling tuition after programs like Physician Assistant and MBA, which have unique in-state and out-of-state tuition models, should enable graduate programs to function in a more financial advantageous. Giving graduate programs greater potential to produce tuition revenue where applicable will help position graduate education with a more advantageous understanding of their value to JMU.

Moving towards the status as a National Institution, the JMU student to faculty teaching ratios will be critical towards achieving a high ranking by U.S. News and World Reports. TGS has been reviewing peer universities that have a lot of similarities to determine how some of these universities are achieving a 13:1 to a 14:1 student to faculty ratio. TGS reviewed data from these universities and found that some key peer/aspirant institutions are generating optimal student/faculty ratios by using graduate teaching assistants (TA). Strategically using graduate students in teaching opportunities has been a strong contributor to advantageous student to faculty ratio at peer universities.

Graduate Teaching Assistants provides the opportunity to craft a unique synergy between graduate and undergraduate education, while providing graduate students interested in academic careers the opportunity for experiential teaching to enhance their graduate

educations. A graduate TA provides the university another option for faculty of record that could have a more impactful benefit for undergraduate students than an adjunct lecturer. However, JMU will need to change their philosophy to view TAs as a value not a limitation, while providing a unique experience for an undergraduate student with someone that they might want to emulate. That undergraduate student might be more inclined to continue their education and pursue a graduate degree after their interaction with a graduate teaching assistant serving as a faculty of record.

The Graduate School is also advocating for a greater understanding of Graduate Assistants (GA), and their role in supporting institutional research aspirations. Currently GAs are not counted as RAs when there is a strong research component, which is a glaring omission when looking at other R2 institutions. And the university should seek to shift assistantships away from office support roles towards experiential positions that relate directly to the student's field of study. These recommended shifts are consistent with aspirant R2 institutions, and would better position JMU to be competitive in graduate education as a National Institution.

Through control of the narrative, TGS can handle the perception held by parents that undergrads taught by graduate students are not as meaningful as full-time faculty. Several JMU programs have long-standing models for training graduate students to be good teachers during their first experience as instructors for undergraduate classes. We can expand these models, across campus, to the benefit of both the graduate student instructors and undergraduates enrolled in their classes. It also depends how those graduate students are being mentored and trained. If they are actively engaged in improving their teaching, they will be successful. For example, Biology has a very robust model for training that includes coordination with faculty who mentor students prior to assuming their roles as faculty of record.

#### d. HERD Reporting

The primary source of information on U.S. colleges and university research and development expenditures is the Higher Education Research and Development Survey (HERD). The annual report collects information by field of research and source of funds. The report reflects institutions that expend at least \$150,000 in a fiscal year and gathers information on types of research, expenses and headcounts of R&D personnel.

JMU will need to provide at least five million dollars per year for research activities, however Dr. Anthony Tongen's and Interim Dean Burgess' goal is to establish a consistent ten million dollars per year for research.

#### e. Pilot Programs for Out-of-State Tuition Model

Dean Burgess has had several meetings with Academic Resources and the Budget Office on offering differential tuition models. The discussions include restructuring out-of-state tuition models to allow graduate programs to be competitive nationally, reducing the funding needed for assistantships, and optimizing TGS's ability to effectively offer online course and degree offerings.

A review was conducted to identify programs that receive a high number of out-of-state applications, but have only a few out-of-state students who actually enroll after being

accepted. It is felt the current tuition rates deter out-of-state students from enrolling. If the out-of-state tuition rate was lowered, more out-of-state students would enroll in these programs, improving the ability to generate increased tuition revenue for the university.

Occupational Therapy was the first program proposed as part of the pilot program. At least 40% of the applications received by Occupational Therapy are out-of-state, but only a very small number of students actually come to JMU. The exact numbers for establishing out-of-state tuition rates are still under review. This is one of the biggest initiatives for TGS this year, and it is exciting to see it moving forward.

It is also hoped that decreasing the cost of supported out-of-state tuition for assistantships should allow for increased numbers of assistantships with the surplus tuition funding. Or, at the very least, drastically decreasing the university expense of assistantships for out-of-state students.

f. Graduate Marketing Video

Many of the marketing videos currently used by the university focuses on the facilities (i.e., UREC, the ropes course, dining, dorms, etc.), but fail to market the education portion of a student's experience. TGS is continuing to develop marketing videos that focus on the value of graduate education, and are developing two encompassing videos focused on a graduate education identity through innovation and leadership.

g. Graduate Assistantships Stipends Audit

Academic Resources has asked TGS to perform an audit on stipend funding for assistantships to ensure that stipend funding is being allocated fully to students serving in assistantships. Surplus funding needs to be returned to the Graduate School when not used for stipend funding.

h. Open Discussion

Online fees for summer programs are again a concern of graduate students this summer. At the graduate level, courses taken during the summer are required courses for degree progress. Last year a list was created that distinguishes courses that would have been traditionally taught face-to-face, but moved to an online format. Students enrolled in those courses will again not be burdened with the online course fees this summer.

The hope is come fall that the university will be able to open up for more face-to-face instruction and interaction. TGS has more flexibility for the motility of instruction. If you are planning to offer hybrid courses this summer, you will need the approval of your Academic Unit Head and Dean.

## II. Conclusion

Dean Burgess thanked members for their participation in the meeting. With no further business, the Graduate Program Director's Assembly Meeting ended at 3:30 p.m.



Graduate Program Director Assembly Meeting  
**Graduate Council Voting Members**

Sign-in Sheet  
 February 11, 2021  
 2:00 - 3:30 pm  
 WebEx

Last Name	First Name	Academic Unit	Joined Zoom Meeting
Almjeld	Jennifer	Writing, Rhetoric, & Technical Communication ( <b>WRTC</b> )	Yes
Bandalos	Deborah	Psychology - Graduate	Yes
Carr	Ben and Julie	Hart School	Yes
Coates	Tabitha	Learning, Technology, & Leadership Education	Yes
Dabback	William	Music	Yes
Dorne	Rachelle	Occupational Therapy	Yes
Dyche	Jeff	Psychology - Undergraduate	Yes
Hefner	Brooks	English	Yes
Heydari	Hossain	Computer Science	No
Hickerson	Corey	Communication & Advocacy	Yes
Knopp	Andrea	Nursing	Yes
Mayhew	Fred	Political Science	Yes
McCartney	Holly	Early, Elementary & Reading Education	Yes
Nichols	Nancy	Accounting	Yes
Nye	Susan	Kinesiology	No
Rout	Ayasakanta	Communication Sciences & Disorders ( <b>CSD</b> )	Yes
Rutherford	Matthew	Business Administration	Yes
Sloan	Margaret	School of Leadership	Yes



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Stevens	Alexis	Mathematics	No
Van Norman	William (Bill)	History	Yes
Wasta	Stephanie	Educational Foundations & Exceptionalities	Yes
Webb	Angela	Middle, Secondary and Mathematics Education	Yes
Wightman	Bill	School of Art & Design History	Yes
Wunderlich	Roshna	Biology	Yes



**Graduate Program Director Assembly Meeting**  
**Graduate Council Guests**

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The Graduate School Representatives Non-Voting Members		
Full Name	Title	Joined Zoom Meeting
John Burgess	Interim Dean	Yes
Michael Stoloff	Associate Dean, Admissions and Recruitment	Yes
Laura Ryman	Interim Assistant Dean and Director of Graduate Student Services	Yes

Guests			
Last Name	First Name	Academic Unit	Joined Zoom Meeting
Anderson	Robin	Graduate Psychology	Yes
Apple	Kevin	Associate Dean, College of Sciences & Mathematics	Yes
Arndt	Chris	Dean's Office, College of Arts and Letters	Yes
Bell	Pamela	Dean's Office, The Graduate School	No
Bourne	Mary Lou	Research and Scholarship	No
Davis	Marcus	Dean's Office, College of Science & Mathematics	No
Doss	Cheryl	Dean's Office, The Graduate School	Yes
Escalona Berbetty	Boris	Dean's Office, The Graduate School	No
Gaines	Briana	Coordinator, THRIVE, Dean's Office, The Graduate School	No
Gallagher	Scott	Associate Dean, College of Business	No
Gully	Sarah	Graduate Student Association, Vice President	No



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Last Name	First Name	Academic Unit	Joined Zoom Meeting
Holloway	Steven	Libraries & Educational Technologies	Yes
Kielty	Michelle	School Counseling Program	No
Klein	Michael	Associate Professor, WRTC	No
MacDonald	Sarah	Dean's Office, Professional & Continuing Education	Yes
Maxwell	Paula	Dean's Office, College of Health & Behavioral Studies	Yes
Michael	Lynette	Dean's Office, The Graduate School	Yes
Miller	Yvonne	Dean's Office, The Graduate School	Yes
Shackelford	Kristi	Office of Vice Provost for Academic Development	No
Stevens	Wren	Interim Associate Dean, College of Visual & Performing Arts	Yes
Tang	Jeff	Dean's Office, College of Integrated Science and Engineering	No
Wang	Felix	Center for Global Engagement, International Programs	Yes
Way	Henry	Interim Associate Dean, CISE, ISAT	No
Zugelder	Bryan	Associate Dean, College of Education	Yes



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<b>Program Directors</b>			
Last Name	First Name	Academic Unit	Joined Zoom Meeting
Blake	Charles	Program Director, Political Science-European Union Policy Studies	Yes
Brown	Kathryn	Dean's Office, The Graduate School	No
Collins	Roger	Program Director, Educational Leadership	No
Diop	Corinne	Program Director, Art History, Studio Art (MA and MFA)	Yes
Dredger	Katie	Program Director, Middle Education & 5 <sup>th</sup> year Middle Education MAT	Yes
DePaolis	Rory	Program Director, Communication Sciences & Disorders	Yes
Evans	Amanda	Program Director, Clinical Mental Health Counseling	Yes
Frye	Jamie	Program Director, Athletic Training	Yes
Gilligan	Tammy	Program Director, School Psychology	Yes
Weniger	Gerald	Physician's Assistant Studies	Yes



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Name of Guest Not Included on List Above			
Last Name	First Name	Academic Unit	Joined Zoom Meeting
Argenbright	Christine	Nursing Department, Associate Professor	Yes