UNIVERSITY GRADUATE CURRICULUM COMMITTEE
& GRADUATE COUNCIL MEETING
September 28, 2018
1:00 pm, OM 106 Conference Room
MINUTES

APPROVED 10/26/2018

Attendees: John Allred, Robin Boneck, Elizabeth Cox (for Cynthia Kimball-Davis), Kim Craft, Mark DeBeliso, Ken Hall, Thomas Herb, Katya Konkle, Roger LaMarca, Selwyn Layton, India Mack, Steve Meredith, Rachel Parker, Tony Pellegrini, Angela Pool-Funai, James Sage, Nathan Slaughter, Kevin Stein (for Matt Barton)

Guests: Jennifer Hunter, Lisa Swanson

Not Present: CSIA representative

I. Call to Order
   A. Introductions
   B. Approval of April 13, 2018 UGCC and Graduate Council minutes (accepted by general consent)
   C. Announcements
      • We need a bigger room!
      • Meeting times have been moved back to Fridays at 3 PM. We will try to keep it to an hour since the UGCC and Graduate Council is meeting more frequently this year.
      • UGCC/Grad Council will move from Canvas to a Google Team Drive for sharing of documents. We will not move the old files from Canvas to Google. There will be a shared Google doc for discussion/comments.
      • There are some data challenges in implementing Curriculog. New PDF forms are based on what Curriculog system will look like; they are intended to be a soft transition/partial implementation to get faculty used to the types of fields that will show in the new system. The new approach is going to be based on a course (new, modify, delete), program (new, modify, delete), new prefix, and new administrative unit. The hope is to switch over for the next academic year to the completely online environment.
      • Bonny is loving her retirement! James Sage gave her the old curriculum file folders and she ceremonially burned them over a campfire last weekend.
II. Course Modifications

A. See table below for items.

B. Voting:
   • Motion to bundle all course modifications and new prefix and approve as whole: Mark DeBeliso
   • Second: Steve Meredith
   • Discussion:
     o Tony Pellegrini: We need to take Fall off of EDUC 6560’s sequencing, so it’s just offered Spring and Summer.
     o Question: Is LM still going to be a separate prefix? (Answer: They’ll migrate toward the INFO but they’re mostly interested in a 3000-level course right now. But they do have a graduate program where they offer a program in Library Media, which is an outdated term. They might eventually shift that program over.)
   • Approved unanimously

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
<th>Change(s) Requested</th>
<th>Implementation</th>
<th>Notes/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUC 6560 Leadership of Student Services and Programs</td>
<td>3</td>
<td>• Title: “Diversity and Social Justice in Education”</td>
<td>2019-2020</td>
<td>Approved, remove Fall from sequencing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Semesters Offered: Fall, Spring, Summer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Course Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Enrollment Considerations: Admission to M.Ed./LEAD required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPED 6110 Parental Involvement and the Law</td>
<td>3</td>
<td>• Clone to SPED 5110</td>
<td>2019-2020</td>
<td>Keep 6110 in Banner/Catalog Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Transcript Title: “Special Education Law”</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Semesters Offered: Fall, Summer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPED 6120 Applied Behavior Analysis and Management</td>
<td>3</td>
<td>• Clone to SPED 5120</td>
<td>2019-2020</td>
<td>Keep 6120 in Banner/Catalog Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Transcript Title: “Appl Behavior Analysis &amp; Mgmt”</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Semesters Offered: Fall, Summer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPED 6130 Curriculum Strategies and Development</td>
<td>3</td>
<td>• Clone to SPED 5130</td>
<td>2019-2020</td>
<td>Keep 6130 in Banner/Catalog Approved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Transcript Title: “Curriclm Strtgies &amp; Development”</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Semesters Offered: Fall, Summer</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### III. New Prefix Proposals

A. See section II above for discussion & voting.

<table>
<thead>
<tr>
<th>College/School Requesting</th>
<th>Prefix</th>
<th>Descriptive Name</th>
<th>Current Courses to Switch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>INFO</td>
<td>Information and Society</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Approved**

### IV. R401s / New Program Proposals

- None this round

### V. Graduate Council Discussion Items

- Tuition waivers for 2019-2020
  - Lisa Swanson is the liaison between Malinda Rhodes in Financial Aid and the Graduate Council and helps distribute graduate tuition waivers.
  - In April, Mark Atkinson informed the Grad Council that we were now able to distribute waivers for online-only students and GC debated on how to allocate it. Two models were proposed: 1) Base funding entirely on enrollment/headcount of degree-seeking students at a particular snapshot in time; 2) Take the whole pot, split it in half and give everyone the same initial share across the board and distribute the other half based on enrollment. GC voted virtually to go with second model.
    - **Comment:** MAcc & MBA programs saw tuition waivers cut in half, while others got new money for the first time.
    - **Comment:** MEd now has a lot of money but also has 150 graduating students this year to replace.
    - **Comment:** The new MS in Business Analytics will need money to recruit students.
    - **Comment:** We also looped in International Affairs and saw some outstanding students enter our programs; it’s also an important part of our recruitment strategy.
    - **Comment:** MIS was self-support and will now be budget-related, and wants waivers as well.
    - **Comment:** We have a lot more programs and students involved now, so we should increase the amount available so it...
doesn’t hurt existing programs as much. It’s justified based on the number of new students and programs we have.

- **Comment:** For MPA, the new funding model was a give and take; funding went down overall but we could now use it toward online students. But now we’re completely out of money for the rest of the year.

- **Comment:** MAcc held a little money back to use some in Spring 2019 for new incoming students.

- **Comment:** When the Associate Provost met with the grad directors over the summer, we had conversations on how to use the money strategically, but program needs differ (e.g., the MMMT is a one-year program while most others are two years).

- **Question:** How is waiver money calculated? Could we request more money? *(Answer: By taking a certain amount of revenue from graduate studies and taking a percentage of that. However, based on USHE policy, there is a cap to how much revenue can be given back in waivers. It’s called our “discount rate.”)*

- **Question:** What is going on with the revenue sharing model? Could that be another source of funding? *(Answer: Once we iron that system out, that would be revenue that directors could use instead of just waivers.)*

- **Question:** For a new program, what should be our strategy in utilizing waivers? Need-based, sustaining, recruitment, etc.? *(Answer: Right. The pie isn’t growing proportionally with programs and students. When new programs advocate, others must give up some funding unless the overall pie increases as well.)*

- **Comment:** Pricing is a very common business issue – we’re talking about charging different people different prices. In business we know how to maximize revenue through pricing and our discussion should be on how to maximize revenue. We can show that cutting the price for certain types of customers, our revenue will go up. This idea that we have to cap our tuition rates is not helpful – what if lowering the price for students makes revenue for the university go up? It’s called elasticity of demand (taught in ECON 2010). It’s silly to have this group [Graduate Council] making this decision; it should be a business decision. *(Discussion: We could revisit the price of tuition too. Are we charging the right tuition? If these programs are in demand, would students still come if we charge more? Or if we charge more and still did a tuition waiver? However, USHE rate on discount is one of our governors. Right now we’re well in excess of our allowed USHE discounting and we really need to scale back. It can disadvantage us as an institution in terms of what funding comes to us through the Legislature.)*

- **Questions:** Would tuition price/waiver utilization impact approval of any new programs? Do we know the actual amount we’re discounting? *(Answer: Graduate studies is not the problem, it’s undergrad with 75% of students receiving scholarships. The SUU overall discount rate is right at 49%, one of the highest in the state. However, we shouldn’t be above 30%. For graduate, we give away $395,000 for 841 students, but programs charge different rates so calculating percentage is difficult.)*

- **Question:** Instead of increasing amount of tuition waivers, can we reduce tuition? *(Answer/discussion: From a business POV, we want to raise tuition and raise waivers. We’re underpriced in the market, with lots of other programs having hidden fees that SUU doesn’t. SUU has the cheapest MBA in the state – half the cost of USU and one-quarter the cost of
U of Utah. According to the USHE rate statute, waivers should be at 10%. Ken Hall calculated that we’re likely at 4-5%. However, members of President’s Cabinet are worried about tuition waivers in general, so it will be difficult to ask for an increase to graduate tuition waivers. Basically we’re using graduate programs to subsidize undergraduates.)

**Question:** Does the online-only out of state rate (discounted to in-state) count toward the waiver rate? *(Answer: No, because that tuition is a published price.)* Might it be worthwhile to bump up online-only out of state tuition to over in-state, such as resident rate plus X amount of dollars per credit? *(Answer/discussion: There should be some sort of analysis from a business perspective. There are also rules regarding how much discount we can give out of state students, such as we can’t let out of state students pay less than in-state students. Some programs may have inadvertently given waivers to online-only out of state students, thus using Utah tax dollars to subsidize the educational costs for other states’ citizens. However, SUU’s out of state rate is still cheaper than other states’ in-state rates.)*

- **Comment:** USHE statute says SUU can give up to 35% of non-resident students in-state rates. Even though some individual programs may “violate” this, we’re not at that rate university-wide.
- **Question:** Are we allowed to give international students waivers since they’re technically out of state? If yes, up to how much?
- **Comment:** Never cut the rates if price is not an objection to the customer, which it isn’t in the MSSCP or MBA. We should see how high we can take it.

**Question:** Are your students complaining that the tuition is too much money? Roger LaMarca’s shop gets a complaint about the cost for about 1 out of every 35 students. *(Answers: It’s the people who we aren’t getting that are complaining about the price. WGU is a much better deal than SUU in education, although it depends on the program for the ROI. SUU is cheaper than WGU’s MBA. Some students will adjust their credit hours if they can’t pay for a full load that semester, but there haven’t been any who have left the program completely. Some students say, “If I don’t pass the class, my employer won’t pay for it.” There are a lot of employers who pay and they don’t care what the cost is. However, not many school districts will pay.)*

- **Comment:** We can’t just charge the students whose employer is paying a different rate, but we do need a needs analysis.
- **Question:** How do you identify those people [whose employer pays]? *(Answer: We identify them before they start by asking how they will pay for their program.)*

It was the Provost’s understanding that online-only students were eligible for waivers on a trial basis, and this will be disruptive for any students in a two-year program and are expecting waivers for the entire time.

- **Comment:** We also need to consider the people our own students recruit by word of mouth by telling others they received a waiver/discount.
- **Question:** Bruce Tebbs has suggested giving all new programs a certain amount of money for waivers in the first X number of years for recruiting and getting established. The larger programs should also be a factor to help with replenishment.
- **Comment:** We’re not sure how many more years we’ll do the online-only waivers, but we will finish through this year. For the most
part, summer is the tail end of the fiscal year but it also has to do with when it posts to the student’s account.

- **Question**: If our program is going to have a large decrease in waivers, can we know as soon as possible? (Answer: We want to get you the total number ASAP and then for Grad Council to deliberate on the best model.)

- **Question**: For tuition waivers, what preferences does the Grad Council as a group want to maximize and/or care about?
  1. Helping new programs
  2. Helping growth potential
  3. Sustaining levels in large programs
  4. Keeping students and graduating them
  5. Having information in a timely manner to use strategically

- **Question**: Can we use waivers as a motivator, like increasing the scholarship/waiver amount after they reach certain GPAs? (Comment: That should be a decision made on a more individual program basis. We’ve used a similar tactic to increase the quality of the undergraduate class along with increasing scholarships.)

- **Question**: Our program is now looking at how to budget waiver amounts. Can we just say if we get more enrollments, we get more waivers? (Answer: One possible option could be modeled on the Admissions Index SUU uses at the undergraduate level. We would have to ask Marvin Dodge if he would allow a similar model. We would need to make sure we’re not allocating more money than we’re generating. We could mock something up for the graduate level and present it. See Utah Resident Scholarship Index, Non-Resident Scholarship Index, and Non-Resident/Non-WUE States Scholarship Index.)

- **Questions**: This model is merit-based, but what about students who are need-based? Would every program be able to pick and choose if they participate? (Answer: If we did, there would still need to be an allocation cap, so when the money’s gone it’s gone.)

- **Comment**: Students would need to take a graduate test. (Discussion: We would have to have something to measure, and undergraduate GPA is a good indicator. The other could be a test score, years of experience, etc.)

- **Comment**: This system encourages us to seek out the best students and gives the best students incentive to come here, but we will still need to reserve some funds for need-based and unique situations. (Discussion: In combination with getting tuition right, this could be a good argument for Marvin to have a graduate index and tuition raise. The index model would be adjusted year after year, like the undergraduate version.)

- **Question**: Can we do a historical report to see how much we would have given away under such a model? We would need to come up with a “black” area for the initial index.

- **Question**: What kind of model for waivers do we want? Expect about $400,000 for AY19-20. (Answer/discussion: We’re monitoring this money from an overall graduate programs budget, but does it have to be at the Grad Council level? Why don’t we draw the circle around the individual programs? That would make it a whole lot easier to manage our own programs. It depends on which factors you’re looking for – the revenue is looked at as a big pool of money, the waivers are looked at as an entire institution, the programs are looked at individually for costing out. It depends on what avenue you’re trying to look at,
who is involved, and which way they’re taking the numbers. It can be difficult to understand indirect costs, like the cost of instruction when some faculty teach both undergraduate and graduate courses. We’re trying to get better at understanding finances and budgeting, and we need to get directors up to speed to be able to understand basic budgeting.)

- **Comment:** It’s worthwhile to talk to the Budget Office about your programs. Every two weeks SUU has a budget meeting; we could bring Daniel Bishoff in to show us the numbers and send 1-2 Grad Council members to attend those meetings. We could also do one-on-one meetings outside of a large group setting.

- **Official counting of students**
  - Roger LaMarca provided Graduate Council with latest Fall 2018 numbers:

  - Amy Chrisman in Admissions can provide information on new graduate students, as well as accepted vs enrolled, not accepted, etc. Information on the Dashboard is all enrolled students at the end of the term or at the 3rd week census.
- Tuition waivers are based on the numbers from the 3rd week of each Fall semester.

- Tuition Revenue Sharing
  - In Fall 2017, Mark Atkinson and the Grad Council deliberated on a tuition revenue sharing model. During the Associate Provost’s summer meetings with the graduate program directors, they discussed the proposed model. However, it turns out that the tuition revenue sharing model was never funded. Approximately $125,000 is needed for all the programs. The model is now a line item request for the FY20 budget to the legislature. The Provost’s Office is going to look into the budget to see if there is any funding to allocate now. Tuition sharing is still an aspiration and SUU will try to make it happen, but programs should be aware that a growth model may not help small programs (e.g., MFA in Arts Admin).
    - **Comment:** AACSB restricts (limits) how many adjunct instructors business programs can use.
  - James Sage would like to know what funding amounts the directors were expecting and what they wanted to fund to try to get a more compelling case for the budget allocation.

- Other
  - Nathan Slaughter and Angela Pool-Funai recruited at graduate fairs at USU and U of Utah and created a list of the most requested graduate programs:
    - Library science
    - Psychology, forensic psych
    - Healthcare admin
    - Public health
    - Social work
    - Human resource management
    - School counseling (high interest)
    - Speech language pathology
    - Geophysics
    - English
    - Law
    - Math/statistics
    - Physical/occupational therapy
    - Environmental studies
    - Linguistics, foreign languages
    - Engineering
    - Computer science

- Roger LaMarca has some scholarship funds (hard money that can be used for anything) for graduate students. He also has tuition waivers for graduate ambassadors to either work for Roger to recruit or for program directors to do whatever the program director wants/needs. The waivers are $1,500 per semester. Graduate ambassadors don’t have to physically be on campus and there is no limit to the amount of ambassadorships Roger can award at this time.
  - There is a new graduate travel application online at [https://www.suu.edu/graduatestudies/conference.html](https://www.suu.edu/graduatestudies/conference.html). Program directors will receive a copy of the application and will need to respond only if they do not support the graduate student’s application request. No response at all is needed if the graduate director approves/supports the request (James will interpret no response as support.)

**VI. Adjourn** – Meeting adjourned at 2:49 PM.