

GRADUATE COUNCIL
November 7, 2013

Present: Bruce Schumm, *Chair*, John Bowin, Christy Caldwell (Library), Ken Kletzer, Tyrus Miller, *ex officio*, Juan Poblete, Pascale Garaud, Deborah Gould, Seth Rubin, Wang-Chiew Tan, Micha Rahder (GSA)

Absent: Leta Miller

Guest: Assistant Dean Jim Moore (Graduate Division)

Consent Agenda

Approved by consent:

Meeting Minutes of October 10, 2013

Environmental Studies External Review Response

Science Communication External Review Response

Routine Announcements

Chair

Chair Schumm announced that a presentation on graduate growth was given by Dean Miller at the combined Chancellor's Advisory Board/SEC meeting. The presentation was mostly data-based, providing information on what we have seen in the past year, and what we can expect in the future.

Dean of Graduate Studies

Jim Moore: There are a number of new staff members in the Graduate Division.

Assistant Dean Moore announced that the call is going out for the third class of the Graduate Leadership Certificate Program.

The Grad Division is using social media, including Facebook and Twitter. Dean Miller posts on a blog once a month, geared toward professional advice. There will be an archive of resources on relevant topics to graduate students.

Assistant Dean Moore provided updates on graduate enrollment and fellowships. The third week numbers indicate growth in Ph.D. and Master's students over last year. Chancellor's fellowship acceptance increased over last year.

Proposal from Digital Arts & New Media to Extend the MFA Program from Two to Three Years

The Council continued discussion on the proposal from Digital Arts & New Media to extend the MFA program from two to three years, and reviewed the draft Council response to the proposal. The draft correspondence, based on last meeting's discussion, was approved.

Consultation with Dean Miller: Proposal for a Masters Incentive Program

The Council continued to discuss the proposal for a Masters Incentive program, and agreed that the incentives will likely be most attractive to those contemplating starting or expanding

professionally-oriented Masters, for which students tend to pay their own tuition and find their own sources of support. This, in turn, will likely weight the program's incentives towards the disciplines most directly involved with professional education. Incentive-induced growth, should it occur, is likely to involve the School of Engineering, with more limited opportunities also in the Arts and the Social and Physical and Biological Sciences. There was some concern that, should Masters enrollments not grow substantially as a consequence of the incentive program, the new incentive structure would result in a redistribution of funds away from disciplinary areas without a natural connection to professionally-oriented programs, thereby resulting in a relative disadvantage to those disciplinary areas, many of which already struggle under the weight of recent budget cuts. However, there was also a general recognition that, should the incentive program generate new Masters enrollments, especially with fee-paying students, the campus as a whole would benefit, including disciplinary areas not naturally geared towards professional preparation.

Overall, the Council was positively disposed towards the proposal, and appreciative of those who have taken the initiative to develop it. Given the possible downsides, though, the Council reached a consensus that the effect of the program should be carefully monitored. The Council recommended that, within 2-3 years of its implementation, an analysis be done evaluating the incentive's effect on realized and potential Masters enrollment growth, and on the effect of the program on the funding of graduate studies for disciplines both with and without a natural connection to professional preparation.

External Reviews

Stage 1: Commenting on the External Review Charge

The Graduate Council discussed the upcoming review of the Electrical Engineering department. The Council noted that this department is one of several in the School of Engineering that is moving away from traditional Masters capstone requirements ("Plan-I" Masters theses or "Plan-II" comprehensive written examinations) towards a new, more hybrid, and often collaborative format felt by the department to be more relevant to the training of contemporary professionals. In this light, the Council is interested in the Review Committee's assessment of the Electrical Engineering Masters capstone requirement.

The Graduate Council discussed the upcoming external review of the Latin American and Latino Studies department. The Council noted that the department is in the process of launching its Ph.D. program and agrees that the review offers an ideal opportunity to receive expert feedback on the department's nascent program. The Council was interested in the committee's thoughts about the curriculum, level of available resources (faculty, student support, space, staff), vision, and overall potential of the LALS Ph.D. program.

The Graduate Council discussed the upcoming review of the Literature Department. One theme from the prior review that resurfaced for this review caught the Council's eye: that of the apparently uneven distribution of graduate-level instructional effort among the department's faculty. The prior Review Committee recommended that the department develop an internal accounting mechanism that would acknowledge and credit the tacit workload endured by those faculty more deeply engaged in graduate mentoring, and reflect this accounting in the assignment

of curricular and departmental service responsibilities. The Council supports this notion, and asks of the current Review Committee whether they would underscore the value of such a system. Furthermore, this uneven participation raises the question of whether the department is, as a whole, “pulling its weight” with respect to graduate, and particularly doctoral-level, education; the Council would be interested in the committee’s assessment of this concern. The Council would also be grateful to the committee if it were able to assess the nature of the limitations to the department’s Ph.D. enrollments (faculty mentoring resources, student support resources, applicant quality, need and demand, etc.) in order to help guide the campus’s use of resources and other leveraging tools in boosting enrollments in the Literature Department’s graduate programs.

The Graduate Council discussed the upcoming review of the Theater Arts department. The Council noted that the department has recently transformed its one-year certificate program into a full Master of Arts program. In this light, the Council would be interested in the Review Committee’s thoughts about the curriculum, level of available resources (faculty, student support, space, staff), vision, and overall potential of the new M.A. program.

Stage 2: Commenting on the External Review Report

The Council commented on the History of Art and Visual Culture external review report. The external reviewers praised both the department’s faculty for carrying out the program’s intellectual mission under the duress of tightening budgets, and the department’s progress in implementing many of the recommendations from the last external review. The Council agreed with many of the reviewer’s recommendations and found several areas that warrant further comment at the closure meeting: enrollment falling below projections and the program’s ability to only able to offer funding for the first three years of study (and potential effects on ability to recruit top-notch students). The Council also noted that additional faculty FTE are needed to ensure that Ph.D. students have access to tenured faculty.

Silicon Valley Academic Plan

The Council reviewed the new Silicon Valley Academic Plan. The last version of the plan was presented to the Senate in spring 2012.

The Council appreciated the new draft’s identification of specific programs, along with a timeline providing a suggestion of administrative priorities that are anticipated for the Silicon Valley Center. The SVC initiative is focused primarily on graduate programs, and as such is seen by the Council as a potentially exciting opportunity for the campus. The Council was cautiously optimistic that the SVC initiative will allow our campus to take a significant stride forward in its participation in graduate education and in its impact in associated fields of study, particularly those that might increase our academic and intellectual connections, in the broadest sense, to the dynamic engine of the Silicon Valley. Nonetheless, the Council agreed that some elements were missing after reading the document.

The attendant cover letter (Lee to Konopelski, October 21, 2013) began with a pre-emptive statement that the revised SVAP should not be read as a document that could be implemented, and that the Senate should await the individual program proposals for details on costs and resources. Yet, to a large extent, this is what the Council was hoping for in the revised SVAP. Our progression

down the rebenching path has highlighted an issue whose urgency has been growing within the Council, and perhaps the Senate as a whole: the degree of rational and strategic thought that is being brought to the deployment of the significant new permanent funding that is coming to our campus as a result of the rebenching process.

Tied to this was an uncertainty on the part of the Council as to who the primary author or authors were of the SVAP. The Council wondered if the SVAP was primarily a collaboration between the VPAA's office and that of the Engineering Dean, or whether it was developed with a broader participation by campus administrators. The Council recalls that, in an earlier conception, the SVC initiative was imagined to be more broadly interdisciplinary, involving applied and academic programming in a broad range of disciplinary areas, including the Social Sciences. While there are elements of this within the current plan, they seem to be either somewhat peripheral (the SVC Education program) or speculative (the two MBA programs).

Thus, the Council wondered if the SVAP represented a broad engagement of the campus administration in a consideration of the opportunities and advantages offered by our foothold in Silicon Valley, particularly against the enabling backdrop of the awarding of significant new resources to the campus through the rebenching process. The Council also raised the concern about how the expected trajectory of the SVC fit into a comprehensive strategic consideration of the opportunities offered by the arrival these new resources. In the absence of an overarching, resource-oriented analysis of the projected development of the SVC and its programs, the Council found it difficult to comment on the appropriateness of launching down the path outlined by the SVAP.

In summary, the Graduate Council appreciated the effort that put into the further clarification of plans for the SVC, and shared with the administration an enthusiasm for the development of concrete graduate programming at the SVC. However, the Council would like to have seen a more comprehensive resource-oriented analysis of the implications of this growth, some overall estimate of the contribution of the effort to our growth in Masters and Ph.D. enrollments, as well as a presentation of how this growth will contribute to the satisfaction of campus ambitions associated with the rebenching process.

Technology Information Management Transfer: Curricular Plan, MA Capstone

Beginning in 2012-13, the Graduate Council has been in regular consultation with the TIM program regarding the transfer of their graduate degrees to the newly established Technology Management Department. The Council most recently requested a curricular staffing plan and a clear explanation of the TIM capstone requirement. TIM provided these documents, which the Council reviewed. The Council had further questions regarding the capstone requirement and the curricular staffing plan, and will draft a letter outlining these questions to the TIM program.