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4 **PRESENT:** Andreopoulos, Becker, Bliss, Bhat, Cho, Chung, B. Davis (SGA), W. Davis, Diamond, Duffy,
5 Ekmekjian, Ferris, Finnegan, Falk-Romaine, Gardner, Godar, Healy, Kim, Knaus, Lawrence, Levitan, Liu, Lorenz,
6 Mbogoni, Martinez, Martus, McCallum, Mongillo, Mulrine, Natrajan, Owusu (for Thiuri), Pavese, Pinkston, Potacco,
7 Rosar, Scala, Schmidt (for Gazillo-Diaz), Speert, Stroppel, Suess, Tardi, Verdicchio, Wagner, Walsh, Weil

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9 **ABSENT:** Kaufman, Steinhart, Van Boerum

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11 **GUESTS:** Basu, Bolyai, Ciliberti, Daniel-Robinson, De Young, Feola, Fornarotto, Goldstein, Grier, Hahn, Kaplan,
12 Liautaud, Louie, Lum, Makarec, Overdorf, Sabatino, Schaeffer, Tirado, Torres-Santos, Williams

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14 **PRELIMINARIES:** Chairperson Godar called the meeting to order at 12:39 PM. The proposed agenda,
15 moved and seconded by Duffy and Pavese, was approved unanimously. The minutes of the November 25,
16 2008 meeting, moved and seconded by Duffy and Martus, was likewise approved unanimously.

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18 **CHAIR'S REPORT:** Godar congratulated Pavese on his reelection as Adjunct Faculty Representative to
19 the Senate. Godar said that she discussed comments made in the Senate about the Academic Plan with the
20 Provost and that a summary will come from the Executive Committee specifying which suggestions are to
21 be adopted. Godar said to Speert and Schaeffer that she hopes the Board of Trustees will consider gender as
22 they select replacement members. Schaeffer responded that the Board of Trustees Nominating Committee's
23 top two candidates are female.

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25 **VICE-CHAIR'S REPORT:** Finnegan reported that Trudy Vandyke, a member of the Adjunct Faculty, has
26 been nominated to serve on the Graduate Council. He asked that this be approved and it was unanimously
27 accepted. VP for Administration and Finance Steve Bolyai said that the current budget crisis necessitates a
28 curtailment in spending. He said that most purchasing activity is frozen and that items needed for instruction
29 will be reviewed by the Provost's Office. Bolyai said that travel is being curtailed as well. He added that
30 purchasing from grants or other funding sources is not restricted. He said that everything possible is being
31 done to minimize the impact on the University.

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33 **DISCUSSION OF THE ACADEMIC PLAN – GRADUATE PROGRAMS:** The Senate moved to the
34 Committee of the Whole for discussion. Provost Weil distributed a modified version of the section on New
35 Academic Program Planning Proposals and Recommendations – Graduate Studies. He said that more
36 specificity has been written into the recommendations along with a discussion on program assessment. Weil
37 said that it includes a characterization of the culture of graduate education and a recommendation to
38 establish a School of Graduate Studies. Kim asked how we can improve our enrollment in graduate
39 programs over the next five or ten years. Weil said that the recommendations in the Academic Plan are a
40 good start and seek to make the graduate programs more attractive. He said that we need to improve the
41 university's reputation for and culture of graduate education. He said that this will feed into our marketing
42 efforts. Jemmott said that the 2008 graduate enrollment of 526 new graduate students was down 83 from last
43 year. She said that the total graduate enrollment, 1515 includes the new ones. Jemmott said that last year
44 482 students completed their graduate studies. Godar said that the overall trend is a slow decline in
45 enrollment. Jemmott said that overall trends of graduate students are difficult to characterize as they are here
46 about two years and have a variety of personal situations. She said that we need to do a better job to ensure
47 that they can complete their studies in a timely fashion. She said we need to focus on converting accepted
48 students to enrolled status. Jemmott said that one difficulty is that teachers are sometimes not informed in a
49 timely manner about when they can take graduate courses and this impacts our enrollment. Verdicchio
50 questioned how we can move forward on doctoral programs in the face of the 4-5 year downward trend in
51 enrollment. Jemmott said that we will conduct a SWOT analysis of current programs to determine which are
52 competitive and that we will closely analyze the capacity and viability of our programs. She said that the
53 Doctor of Nursing Practice program is mandated in order to maintain an accredited graduate program in

54 Nursing. Jemmott said that it seems clear that graduate admissions needs more resources in order to attract
55 and enroll more students. Better recruiting and advertising is required. Godar mentioned that at a recent
56 demonstration of the new university marketing web pages there was no mention of our graduate programs.
57 Weil said that there is a link. Jemmott said that we need to establish a culture of graduate education here
58 where it is more than an extension of the undergraduate programs. Tardi recommended a realignment of
59 graduate faculty teaching loads and expressed hope that there will be more interdisciplinary cooperation and
60 better marketing of programs. Gardner said that our reputation is determined largely through our marketing
61 and that we should market directly to the potential graduate student. Goldstein said that Lipman Hearne is
62 working on targeted marketing for graduate students. Tardi asked how we encourage our undergraduates to
63 progress to graduate studies. Jemmott said that students with qualifying GPAs are invited. Weil said that the
64 Academic Plan contains proposals in which combined undergraduate/graduate programs move students
65 directly into graduate studies. Finnegan asked whether we know how much money we spend on graduate
66 studies. Jemmott said that it's about 20% of our undergraduate expenditure. Bliss recommended letting
67 some qualifying seniors take graduate classes with special permission. Jemmott said that this already is
68 possible if the student has a qualifying GPA. Diamond asked if there are any articulated bachelors/graduate
69 programs. Godar said that the MBA program is designed for students that do not have a business
70 undergraduate degree and that it contains some undergraduate-level coursework. Jemmott said that we need
71 to be more competitive by offering more online, weekend, and evening courses. In response to a question by
72 Ferris, Jemmott said that the question of graduate assistantships needs attention, and that it is a matter of
73 institutional infrastructure that has the potential to make our programs more attractive to students. Kim said
74 that we must implement the doctoral programs in order to remain competitive. Weil said that the NJ
75 President's Council will have to approve an extension of WPUNJ's mission to allow for doctoral programs.
76 Godar asked about the Senate's role in this and Jemmott said that the Graduate Council could examine
77 programs more closely. Kaplan said that she is trying to bring the graduate program directors together with
78 the Graduate Council. Weil said that the establishment of a School of Graduate Studies would help promote
79 a unique identity for WPUNJ's graduate programs. Finnegan insisted that we must know what this will cost.
80 Kaplan said that the Graduate Council led forums made it clear that there is a large component of faculty
81 commitment required for graduate studies to flourish. Jemmott said that we have good graduate programs
82 but that our support of these is sometimes lacking. She said that the exact set of tactics to increase our
83 competitiveness is at times unclear. Godar said that some of the content of the Academic Plan reads as
84 aspirations that are not practical or achievable within the described timeframe. Bliss repeated that the DNP
85 program is required by the State if the Nursing graduate program is to continue to exist. Pavese urged us to
86 be more proactive in our approach to developing graduate programs. Verdicchio asked if there has been any
87 discussion of partnering with other institutions to offer nationally competitive programs of study. Jemmott
88 said that graduate admissions will have a high profile presence in the Center for Student Services in
89 Morrision Hall. Ferris said that we must factor cost into all of these discussions.

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91 **ADJOURNMENT:** The Faculty Senate adjourned at 1:45 PM. Godar wished everyone happy holidays.
92 The next meeting will be at 12:30 PM on Tuesday, January 27th, in Ballroom A.

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94 Respectfully submitted: K. Wagner, Secretary

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96 THIS AND OTHER SENATE DOCUMENTS CAN BE FOUND ONLINE AT <http://www.wpunj.edu/senate>