

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO  
DOCUMENTS AND PROCEEDINGS OF THE GRADUATE COUNCIL  
ACTION MINUTES  
ORDER OF BUSINESS**

**October 4, 2005**

**John Peace Library 4.03.08**

**3:30 p.m.**

**Present:** Diana Allan, Mark Allen, Bruce Barnett, Stuart Birnbaum, Lorenzo Brancaleon, Chou Youon-Min, Blanche Desjean-Perrotta, Alan Dutton, Jim Dykes, Lila Flory-Truett, Richard French, Michael Frye, Matthew Grunstra, Han Hyunsoo, Jack Himelblau, Daniel Hogenauer, Mary Houston-Vega, Eugene John, Michael Kelly, Ken Little, Tina Lowrey, Josephine Mendez-Negrete, Grant Merrill, Wing Chung Ng, Jeanne Reesman, David Romero, L'Nea Stewart, Thankam Sunil, Raydel Tullous, John Warren, MaryLou Zeeman, Dorothy Flannagan, Ted Skekel, Juan Gillermo Urbina, Vicky Jones, Parimal Patel, Fred Husdon, Cynthia McCluskey

**Absent:** Thelma Duffey, Liudmila Dunaeva, Matthew Gdovin, Neal Guentzel, Alan Harmon, Rick Hatfield, Michael Karcher, Laura Levi, John McCarrey, Francine Romero, William Shaw, Armando Trujillo, Weining Zhang

**Excused:** Sos Agaian, Thomas Bylander, Liao Chen, Daren Daugarrd, Larry Golden, Hai-Chao Han, Don Lien, Debbie Lopez, Lalatendu Misra, Ben Olguin, Earle Reybold, Judith Sobré, Ram Tripathi, Kenton Wilkinson, Charles Wilson, Linda Winterbottom, Rosalind Horowitz, Jon Thompson

**Visitors:**

Chris Reddick (Graduate Advisor of Record for Department of Public Administration)  
Randall Manteufel (Member of Committee on Graduate Program Evaluations for one-year follow-up for MS in Biology)  
Daniel Engster (Graduate Advisor of Record and Program Chair MA in Political Science)  
Paul Westmeyer (Associate Dean, College of Education and Human Development)  
David Thompson (Interim Chair of the Educational Leadership and Policy Studies Department)  
Alan Shoho (Ed.D. in Educational Leadership Program)

**I. Call to order and taking of attendance**

The October 4, 2005 meeting of the Graduate Council was called to order at 3:35 pm.

**II. Approval of Minutes (Ted Skekel)**

The minutes of the September 6, 2005 meeting of the Graduate Council were approved.

**III. Reports**

**A. Council Chair (Ted Skekel)**

Dr. Ted Skekel discussed two items. First, he reminded the Graduate Council that we are transitioning toward one representative per Department. Since the September meeting,

he has had some discussions with people with regard to the appropriate representation of programs that span two or more Departments. People with issues of program representation due to the transition were asked to contact Dr. Ben Olguin (the new Chair of the Committee on Academic Policy and Requirements). His second item was also a charge to Dr. Olguin and his Committee on Academic Policy and Requirements. Dr. Skekel asked them to consider recommending a modification to the Bylaws in order to establish a mechanism on alternates to members of the Graduate Council. As the size of the Council has grown, there are more conflicts with class schedules for a semester and one-meeting time conflicts. A standardized procedure for alternates would allow greater continuity.

#### **B. Dean of Graduate School (Dorothy Flannagan)**

Dean Dorothy Flannagan first discussed two personnel changes. Dr. Joe Stafford was appointed as Vice President for Administration on September 30<sup>th</sup>. He will continue as Vice President for Research and Graduate Studies until a replacement is appointed. She also noted that Josie Zamora is returning to New Mexico to be with her family in two weeks. Josie has provided outstanding support to the Graduate School and the Graduate Council.

Dean Flannagan also shared information about an item discussed at the Administrative and Agenda Committee meeting. The Graduate School has a new optical scanning system and has just received funding for programming assistance. The immediate goal is to scan all Fall PhD application and admission files and to make them available for viewing within Microsoft Office. If the pilot test is successful, then the approach will be expanded to include Fall applications for Master's programs.

#### **C. Secretary (Jim Dykes)**

Dr. Jim Dykes reviewed updates to the list of Members of the Graduate Council: Dr. Parimel Patel has replaced Dr. Philip Chen as the representative for the MS in Computer Engineering program, Juan Guillermo Urbina has replaced Linda Winterbottom as the student representative for the College of Liberal and Fine Arts, and, due to a class conflict, Dr. Vicky Jones will substitute for Dr. Don Lien this Fall as the representative for the MBA: International Business program. Dr. Dykes also noted that Chairs of two committees were elected: Dr. Debbie Lopez will chair the Committee on Graduate Program Evaluation and, as previously noted, Dr. Ben Olguin will chair the Committee on Academic Policy and Requirements. Both the membership list of the Graduate Council and the list of committee members are available at the Graduate Council website posted by the Graduate School:  
<http://www.utsa.edu/graduate/GradCoun/gradCouncil.htm>.

#### **D. Committee on Graduate Program Evaluation (Debbie Lopez)**

Dr. Skekel asked the Graduate Council to approve the visitors (listed above) who were invited to provide information about program and one-year follow-up reviews. The visitor list was approved.

Dr. Chris Reddick (Graduate Advisor of Record for the Department of Public Administration) presented the results of the one-year follow-up meeting for the Master in Public Administration program. The external evaluation had been conducted in March 2004 and the one-year follow-up was conducted on June 22, 2005. Dr. Reddick noted the progress that the program had made in response to the comments of the external reviewers: a comprehensive self-study of mission, curriculum, and outcome assessment; capping enrollments and improving the exit paper process while increasing graduation rate; hiring new faculty and better distributing students across faculty; establishing an external advisory board; establishing a chapter of the Pi Alpha Alpha national honorary society; hiring a part-time staff person for networking (newsletter, listserv, and website); and hiring a part-time administrative assistant for the MPA program (although only for 13.5 hours per week). There were no questions. Attachment A

Dr. Cynthia McCluskey (Program Chair and representative on the Graduate Council for the MS in Justice Policy) reviewed the program's one-year follow-up results. Consistent with the suggestions of the outside reviewers, enrollments have increased due to strategic recruitment; bridges to the community and local agencies have been strengthened, especially some that employ their students (e.g., SAPD and Child Protective Services); the Center for Policy Sciences was established; there are more Research Assistantships; and the comprehensive examination is being replaced by a comprehensive thesis proposal or a policy project proposal. Two other recommended initiatives are in progress. The Justice Management Training Initiative is an attempt to establish certification programs with local agencies, but they are not yet in place. Recommendations from successful programs would be appreciated. Secondly there is active recruitment this year for three senior tenure-track faculty. The outside evaluators recommended 16 full-time faculty and there are currently eight. The shortage of faculty has produced an increase in class size (average of 28 and maximum of 34). Attachment B

Dr. Randall Manteufel moderated the one-year follow-up meeting for the MS in Biology program. Of the nine major recommendations, he indicated that five are already implemented: improved advising; the non-thesis option has been changed from a research course to a comprehensive exam; improved tracking of students' progress; a new seminar series in Cell and Molecular Biology is designed to build a sense of community; and recruiting has increased (including faculty visiting other institutions) in order to increase student quality. The issue of research lab space is a continuing issue. The other three recommendations were discussed, but a decision was made to not implement them. It was decided to use stipends to support the PhD students rather than to increase MS stipends. It was decided that the tracking of graduates could be better implemented by a centralized UTSA mechanism rather than being individually done by the program. No core requirement that dovetails with the PhD program in Cell and Molecular Biology has been implemented. Dr. Mark Allan asked whether there is no MS core or whether it is not dovetailed to the PhD core. Dr. Manteufel explained that there is not a required MS core due to the diversity of student interests. Attachment C

Dr. Daniel Engster (Graduate Advisor of Record and Program Chair MA in Political Science) thanked the Graduate Council for its evaluation of his program and discussed

the ways in which the program was implementing those suggestions. In terms of student issues, he discussed two initiatives: 1) adding a student fee to the introductory undergraduate course in order to fund more graduate teaching assistantships and 2) initiating an aggressive recruitment process (currently focusing on local campuses and military bases, but to be expanded to south Texas). With regard to curriculum, he noted that the outside reviewers were using the 2002 Catalog and that a number of recommended changes had already been implemented in subsequent Catalogs. He described three additional changes: modifying the required "Political Inquiry" course to be a research design course, revising the core requirements to provide a broad overview of the main areas of political science, and improving the rotation of core and elective courses based on a multi-year plan. In terms of the long-term plan to hire 15 new faculty across the next six years, the Department is seeking three new assistant or associate professors this year. Visiting professors are also sought, including ex-senators and mayors. The expense of buying new computers this year limited funds for other computer resources. For instance there were no funds available to purchase the ICPSR database. Drs. Cynthia McCluskey and David Romero noted that the database would benefit a number of programs and that a discussion of a joint purchase was on-going. Dr. Mark Allan asked about the mechanism and circumstances of the request for an undergraduate course fee to pay for graduate Teaching Assistants. Dr. Engster explained that the Coordinating Board is considering the request. Dean Flannagan noted that another College assesses a fee in introductory courses to pay TAs to lead break-out sections for more individualized instruction. The program review was unanimously approved. Attachment D

#### **E. Committee on Graduate Programs and Courses (Fred Hudson)**

Dr. Fred Hudson presented his committee's recommendation of the non-substantive proposed change for a M.Ed. in Educational Leadership and Policy Studies. Dr. Hudson explained that there has been a MA in Education program since 1973 and that one concentration is Educational Leadership. While originally a concentration in the MA in Education program, the MA in Adult and Higher Education program was implemented in 2001. The main concentration within the MA in Adult and Higher Education program has been Higher Education Administration and the faculty member with that specialization has recently moved to the Department of Educational Leadership and Policy Studies. Hence the proposal for a stand-alone M. Ed. in Educational Leadership and Policy Studies with two concentrations: Educational Leadership and Higher Education Administration. Dr. Hudson described the curricular changes: a common core of nine hours (decreased from 12 hours) and an increase in required hours for each concentration from 24 to 27 hours. Thus each total of required hours for a concentration will remain at 36. He also described the projected admissions into each concentration across the next five years: from 150- 200 students in Educational Leadership and from 25- 40 students in Higher Education. It is expected that faculty will be added as the University grow. Attachment E

Dr. MaryLou Zeeman asked for clarification about the two old and new concentrations relative to the two departments. Dr. Bruce Barnett explained that both concentrations in the proposed M. Ed. Program would be housed in the same Department (Educational

Leadership and Policy Studies) now that the specialist has moved to that Department from the Department of Counseling, Educational Psychology, and Adult and Higher Education. Dean Flannagan noted that the proposed change also allows greater specialization of the core for these two concentrations. In response to a question from Dr. Skekel, Associate Dean Paul Westmeyer explained that the proposed concentration in Higher Education Administration would replace the MA in Adult and Higher Education program. Dr. David Thompson (Interim Chair of the Educational Leadership and Policy Studies Department) suggested that actual enrollments may exceed expectations due to an untapped need and the new alignment. Dr. Zeeman asked if we could request a statement of support from the second Department (Counseling, Educational Psychology, and Adult and Higher Education). Associate Dean Westmeyer and Dr. Barnett did not see a problem.

Dr. Skekel called for a vote on the proposed program contingent on receiving the statement of support. The proposed program was unanimously approved and the statement of support (received on October 11<sup>th</sup>) is Attachment F.

**F. Committee on Graduate Program Evaluation (Ben Olguin)**

No report.

**G. Membership Committee (Jon Thompson)**

Dr. McCluskey presented the list of 10 people recommended by the committee for Special Graduate Faculty Membership. The list was unanimously approved. Attachment G.

**IV. Unfinished Business**

None.

**V. New Business**

None.

**VI. Adjournment**

The meeting was adjourned at 4:40 pm.

## Attachment A

**MPA Presentation for Graduate Council Meeting October 4, 2005**  
**Christopher Reddick, Graduate Advisor of Record,**  
**Department of Public Administration**

On June 22, 2005, an administrative follow-up meeting for the Master in Public Administration program was held.

The purpose of the meeting was to conduct a follow-up on the major recommendations from the external evaluation conducted on March 2004. A summary of some of the important recommendations and progress towards reaching them are below.

- **External Reviewers Comment**
  - **National Association of Schools of Public Affairs and Administration (NASPAA)**
    - **Accreditation:** The program will need to be able to demonstrate that its budget is adequate. In its curriculum, it needs to pay attention to issues such as ethics, diversity, and information technology/management. The program will need to show that these issues are covered in the syllabi. It will also be helpful for the students to know more explicitly how the issues are part of the curriculum and how the activities of the program link to the mission. Outcomes and measures should be used in the continual review of the mission and program activities.
    - **Progress:** In the 2004-2005 academic year, the MPA program undertook a comprehensive self-study (i.e., our "self-study year"). The process included a strategic planning retreat, reformulation of departmental mission and goals, and a comprehensive review of the program's curriculum. In one exercise, the entire core curriculum was analyzed and specific matrices were developed. These matrices show the specific content (as specified in the recommendation and in NASPAA's curriculum standards) of each core class. Finally, the MPA program has developed an initial set of measures for mission accomplishment and will be reviewing/updating these as appropriate. All of these activities occurred through the program's Graduate Program Committee.
- **External Reviewers Comment**
  - **Class Size:** Large class sizes bring the level of engagement and discourse to an undergraduate level. As enrollments are increasing, the issue is likely to continue and become more acute. The incentive system for departments encourages large classes and discourages departments from offering summer classes, as they will only decrease the size in the regular semester.
  - **Progress:** The MPA program faces institutional pressure, in the form of the Break Even Analysis Report (BEAR), to maximize the number of students in classes. The program recognizes the difficulty of maintaining appropriate graduate instruction in large sections and, in response to this recommendation, has instituted enrollment caps (22 in core classes and 20 in electives). The program continues to offer a limited number of courses in the summer (typically one core class and one elective). In addition, we have improved the exit paper process which constitutes a written paper and oral examination. We graduated 33 students last year, the most MPA's graduated in one academic year in the history of the program.
- **External Reviewers Comment**
  - **MPA Advisory Board/Pi Alpha Alpha Chapter (NASPAA Accreditation):** The development of an MPA Advisory Board and an alumni association is a good idea.

- **Progress:** The MPA program established an external advisory board in 2004. The board, comprised of local public and nonprofit officials, meets at least once a year with the administration and faculty of the MPA program. To incorporate external stakeholder perspectives into the program's curriculum design and program administration, the board was surveyed in May of 2004 regarding the importance of specific subject areas to the MPA graduates. The board also provided feedback concerning review of the accreditation document in the summer of 2005.
- **Progress:** The MPA program was successful in its effort to establish a UTSA's chapter of Pi Alpha Alpha, the national honorary society for public administration. The chapter was chartered on March 17, 2004. Since then, the chapter has inducted 34 student (or alumni) members, five faculty members, and one honorary member. The chapter held its inaugural induction ceremony in August 2004 in conjunction with a meeting of the South Texas Chapter of ASPA. We are also creating networking opportunities by hosting the Pi Alpha Alpha induction ceremony along with the South Texas Chapter of the American Society for Public Administration (ASPA) meeting.
- **External Reviewers Comment**
  - **Communication/Networking:** It is essential that the MPA program hire a professional staff person to take responsibility for such things as newsletters and/or listservs and to maintain communication. Networking is also enhanced by development of presentations by visitors to campus, seminars, and workshops that enhance educational opportunities while bringing together students, alumni, practitioners and faculty.
  - **Progress:** We hired a part-time staff person who will eventually handle these important tasks. This person will serve as the liaison with the South Texas Chapter of the ASPA, draft departmental newsletters, and work with COPP's information technology specialists to develop a listserv and web-based content for the program's website. Prior to this hire, the department did—in Spring 2004—published a MPA newsletter and took other steps (e.g., posting announcements on the program website, conducted an alumni survey, etc.) to improve communications.
  - **Progress:** Utilizing the MPA program's graduate services fee (\$50 per MPA student in long semesters, \$25 per MPA student in summer semesters), the program and the COPP's Center for Policy Studies recently and jointly hired an administrative assistant who services the MPA program on a part-time basis. The fee income generated for the MPA program pays for 1/3 of the position's salary and benefits and, in return, the program receives 1/3 of Teresa's time per week (13.5 hours per week). The remaining costs and time are dedicated to the Center for Policy Studies. While working in the department, this individual is dedicated to MPA student-related work. For example, establishing a more formal internship database and monitoring system, coordinating with the university's Career Services office to devise programs' activities beneficial to MPA students, assisting with Pi Alpha Alpha, etc.

## Attachment A, continued

**MEMORANDUM**

**TO:** Graduate Council

**FROM:** Roger Enriquez (Member, Graduate Program Council Committee on Graduate Program Evaluations and moderator for administrative follow-up)

**DATE** June 22, 2005

**SUBJECT:** Administrative Follow-up for Master of Public Administration

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On June 22, 2005, an administrative follow-up meeting for the Master in Public Administration program was held. Those in attendance: Dorothy Flannagan (Dean, Graduate School), Roger Enriquez (Member, Graduate Council Committee on Graduate Program Evaluations and moderator for administrative follow-up), Josie S. Zamora (Graduate School), Jerrell Cogburn (Associate Professor and Chair of the Master of Public Administration), and Chris Reddick (Graduate Advisor of Record).

The purpose of the meeting was to conduct a follow-up on the major recommendations from the external evaluation conducted March 2004.

**MPA Program's Progress on Challenges/Issues/Recommendations**

- **Program Funding/Resources:** In the future, flexible resources may not be available from the Dean's office or a change in leadership or priorities may leave the program without the necessary resources. Without a stable, adequate base, the program will be in jeopardy.
  - **Progress:** Securing a budget sufficient to meet the mission of the MPA program was a primary concern in 2003-2004. On the maintenance and operation (M&O) front, the concern has been addressed through a permanent increase of nearly 50 percent. Specifically, the department's M&O funds for FY2004-2005 totaled \$11,165 (in FY2003-2004 the M&O budget was \$7,113). A larger, more stable stream of funds for faculty travel is a larger institutional issue and one that has not been addressed specifically by the department in 2004-2005. Currently, travel budget for each faculty member is set at \$416.00. This amount appears inadequate.



- **PhD Program:** This is a positive move, however, the launching of the doctoral program will have depleting implications on the current functioning of the MPA program unless adequate resources are provided to the doctoral program. Faculty from the Department of Public Administration would be involved, but with the problem of inadequate financial resources, the faculty resources could be stretched further than they are.

- **Progress:** As spelled-out in the Ph.D. proposal, the Ph.D. program will require two additional faculty for the department. In anticipation of the degree, these faculty members (Dr. Kyle Farmbry and Dr. Moon-Gi Jeong) were hired in time for the 2004-2005 academic year. This summer, however, Dr. Farmbry accepted a position at Rutgers University at Newark, so we will be launching a faculty search with hopes of hiring a new faculty member for the 2006-2007 academic year.

The recently adopted College of Public Policy (COPP) Compact also addresses the issue of additional faculty support for the Ph.D. program. Specifically, the compact calls for a senior-level replacement hire to compensate for the loss of Dr. Dianne Rahm who will serve as the Ph.D.'s program director. (Note: Dr. Rahm will continue to be affiliated with the Department of Public Administration and will remain a member of the MPA program's core nucleus). The replacement hire will serve both the MPA program (as a member of the core nucleus) and the Ph.D. program.

- **Administrative Staff:** The recommendation is that the department hire a professional staff person to help in coordinating student activities, paperwork, advising, counseling, internship development and supervision, and placement that would unburden and ease the heavy load on the faculty.
- **Progress:** Utilizing the MPA program's graduate services fee (\$50 per MPA student in long semesters, \$25 per MPA student in summer semesters), the program and the COPP's Center for Policy Studies recently and jointly hired an administrative assistant (Teresa Pena) who services the MPA program on a part-time basis. The fee income generated for the MPA program pays for 1/3 of the position's salary and benefits and, in return, the program receives 1/3 of Teresa's time per week (13.5 hours per week). The remaining costs and time are dedicated to the Center for Policy Studies.

While working in the department, Teresa's position is dedicated to MPA student-related work. For example, establishing a more formal internship database and monitoring system, coordinating with the university's Career Services office to devise programs' activities beneficial to MPA students, assisting with Pi Alpha Alpha, etc.

- **Communication/Networking:** It is essential that the MPA program hire a professional staff person to take responsibility for such things as newsletters and/or listservs and to maintain communication. Networking is also enhanced by development of presentations by visitors to campus, seminars, and workshops that enhance educational opportunities while bringing together students, alumni, practitioners and faculty.
  - **Progress:** As mentioned in the previous item, the recently hired part-time staff person (Teresa Pena) will eventually (i.e., after she is fully oriented to the department and program) handle these important tasks. Among other things, Teresa will serve as the liaison with the South Texas Chapter of the American Society for Public Administration (ASPA), draft departmental newsletters (to be printed and distributed in both hard copy and electronic formats), and work with COPP's information technology specialists (Harold Kiolbassa) to develop a listserv and web-based content for the program's website. Prior to this hire, the department did—in Spring 2004—published a MPA newsletter and took other steps (e.g., posting announcements on the program website, conducted an alumni survey, etc.) to improve communications.
  
- **ASPA (American Society for Public Administration):** ASPA would be another important vehicle for the program to make a connection with the public administration community and to increase student networking with public administrators.
  - **Progress:** This item was in error in the site reviewers' report. There is an established South Texas Chapter of ASPA. A small nucleus of public officials—almost all of whom are recent UTSA MPA alumni—are working to reestablish chapter activities. The chapter officers have met with a potential sister organization—Urban Management Assistants of South Texas (UMAST)—about cosponsoring events. The officers are also planning regular chapter events, including a luncheon in early July that will include the induction of newly initiated members of UTSA's chapter of Pi Alpha Alpha, the national public administration honorary society.
  
- **Class Size:** Large class sizes bring the level of engagement and discourse to an undergraduate level. As enrollments are increasing, the issue is likely to continue and become more acute. The incentive system for departments encourages large classes and discourages departments from offering summer classes, as they will only decrease the size in the regular semester.
  - **Progress:** The MPA program faces institutional pressure, in the form of the Break Even Analysis Report (BEAR), to maximize the number of students in classes. The program recognizes the difficulty of maintaining appropriate graduate instruction in large sections and, in response to this recommendation, has instituted enrollment caps (22 in core classes and 20 in electives). The program

continues to offer a limited number of courses in the summer (typically one core class and one elective). The table below illustrates classes sizes in recent years:

**NUMBER OF COURSE SECTIONS\***

Class Size	2001-2002	%	2002-2003	%	2003-2004	%	2004-2005	%	total	%
0-9	11	47.8	1	4.8	1	4.8	16	42.1	29	28.2
10-19	8	34.8	10	47.6	12	57.1	9	23.7	39	37.9
20-29	4	17.4	10	47.6	3	14.3	9	23.7	26	25.2
30-39	0	0.0	0	0.0	4	19.0	4	10.5	8	7.8
40-49	0	0.0	0	0.0	1	4.8	0	0.0	1	1.0
Over 50	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	23	100	21	100	21	100	38	100.0	103	100.0

\*Includes summer courses (except for 2003-2004). Does not include internships, independent studies, or comprehensive exam sections.

- **Library Resources:** As the campus develops, it would seem that development of a library at the Downtown Campus could be an important feature.
  - **Progress:** This recommendation is also in error: the Downtown Campus has always had library facilities. The spirit of the recommendation, however, suggests that we work to develop the library's public administration holdings. A member of the MPA faculty, Dr. Christopher Reddick, serves as the MPA program's library liaison. The liaison solicits specific requests from for books, journals, etc., and communicates those requests to the library's public administration bibliographer.

The stacks of the Downtown Library are slowly filling with more and more public administration resources (library holdings including journals and books). Some of these items simply have been shifted from the 1604 campus' John Peace Library while others represent new additions.

During the last three years, the library has spent nearly \$38,000 on public administration materials, with approximately \$13,350 of that spent in FY02. For that fiscal year, forty-one percent of funds were spent on journal subscriptions and other serial publications and the remaining percent on books. For FY04, the Library budgeted almost \$15,000 for public administration materials.

- **PhD Program:** Strong financial and administrative support from the University is needed. Faculty is the key resource of all successful PhD programs as they have much to

contribute to the doctoral education for the MPA program to continue to develop as a prominent program.

- **Progress:** The Provost has given assurances to COPP that the Ph.D. in Public Administration will receive adequate support. This includes an initial pool of money to fund doctoral fellowships for at least the first three years of the program (after which sponsored research activities through the Center for Policy Studies will fund fellowships) and additional faculty (two faculty lines have been created and filled). The COPP Compact likewise highlights the resource needs of the Ph.D. program. These additional resources should be sufficient to ensure that the MPA program's stature remains strong.
- **National Association of Schools of Public Affairs and Administration (NASPAA) Accreditation:** The program will need to be able to demonstrate that its budget is adequate. In its curriculum, it needs to pay attention to issues such as ethics, diversity, and information technology/management. The program will need to show that these issues are covered in the syllabi. It will also be helpful for the students to know more explicitly how the issues are part of the curriculum and how the activities of the program link to the mission. Outcomes and measures should be used in the continual review of the mission and program activities.
  - **Progress:** In the 2004-2005 academic year, the MPA program undertook a comprehensive self-study (i.e., our "self-study year"). The process included a strategic planning retreat, reformulation of departmental mission and goals, and a comprehensive review of the program's curriculum. In one exercise, the entire core curriculum was analyzed and specific matrices were developed. These matrices show the specific content (as specified in the recommendation and in NASPAA's curriculum standards) of each core class. Finally, the MPA program has developed an initial set of measures for mission accomplishment and will be reviewing/updating these as appropriate. All of these activities occurred through the program's Graduate Program Committee.
- **Practitioner Involvement (NASPAA Accreditation):** The San Antonio area should have many highly qualified practitioners who could teach an occasional course for the program.
  - **Progress:** The MPA program makes occasional use of practitioners as adjunct instructors. The following chart provides details:

**Table 5-4: INSTRUCTION BY PRACTITIONERS**

Name	Year	Job Title/Agency	Course Title	Degree & Field
Suzette Ashworth	Fall 2003	Assistant Commissioner, Director of Quality Assurance, Texas Department of Human Services (retired)	PAD 5343: Personnel Mgt. In the Public Sector	Ph.D., Higher Education
Don Gomes	Summer 2004	Consultant, Past Executive Director, Habitat for Humanity Summit and Wasatch Counties, UT	PAD 5343: Personnel Mgt. In the Public Sector	Ph.D., Sociology
Don Gomes	Summer 2004	Consultant, Past Executive Director, Habitat for Humanity Summit and Wasatch Counties, UT	PAD 5933: Fiscal Resource Development & Mgt. in Nonprofit Organizations; PAD 5363: Public Sector Fin. Mgt.	Ph.D., Sociology
Don Gomes	Summer 2005	Consultant, Past Executive Director, Habitat for Humanity Summit and Wasatch Counties, UT	PAD 5013: Communication Skills for Public Managers	Ph.D., Sociology
Suzette Ashworth	Summer 2005	Assistant Commissioner, Director of Quality Assurance, Texas Department of Human Services (retired)	PAD 5343: Personnel Mgt. In the Public Sector	Ph.D., Higher Education

In addition to instruction, practitioners are involved in the MPA program as guest speakers, internship supervisors, and (as of Spring 2004) as members of the MPA Advisory Board. Program faculty often invite practitioners into their classes as guest speakers. For example, the City of San Antonio's director of finance, Milo Nitschke, has been an invited guest in PAD 5363: Public Sector Financial Management for several semesters. The City of San Antonio's Municipal Integrity Officer, Virginia Quinn, was a guest speaker in Dr. Cogburn's PAD 5503: Ethics in Government Administration course (Spring 2004). In addition, the South Texas ASPA meeting was sponsored by the department in Spring 2004 at the Downtown Campus in the Durango Building in conjunction with the Pi Alpha Alpha initiation ceremony. Collectively these activities assist in exposing students to practitioners.

- **MPA Advisory Board/Pi Alpha Alpha Chapter (NASPAA Accreditation):** The development of an MPA Advisory Board and an alumni association is a good idea.
  - **Progress:** The MPA program established an external advisory board in 2004 (see below). The board, comprised of local public and nonprofit officials, meets at least one time a year with the administration and faculty of the MPA program. To incorporate external stakeholder perspectives into the program's curriculum design and program administration, the board was surveyed in May of 2004 regarding the importance of specific subject areas to the MPA graduates. The board also provided feedback concerning review of the accreditation document. Members of the board include:

Bonnie J. Conner	President, Friends of the Parks, San Antonio Parks Foundation	<a href="mailto:bconner@saparksfoundation.org">bconner@saparksfoundation.org</a>
Walter N. Ague	Friends of the Parks, San Antonio Parks Foundation	<a href="mailto:wnague@saparksfoundation.org">wnague@saparksfoundation.org</a>
Scott R. Ericksen	Transportation Planner/Public Involvement Coordinator, Metropolitan Planning Organization	<a href="mailto:ericksen@sametroplan.org">ericksen@sametroplan.org</a>
Joanne Walsh	Administrator, Metropolitan Planning Organization	<a href="mailto:walsh@sametroplan.org">walsh@sametroplan.org</a>
Emil R. Moncivais	Director, Department of Planning	<a href="mailto:emoncivais@sanantonio.gov">emoncivais@sanantonio.gov</a>
Lanny S. Lambert	City Manager, City of Balcones Heights	<a href="mailto:llambert@balconesheights.org">llambert@balconesheights.org</a>
Dr. Srabanti Sarkar	Technical Advisor, City of Balcones Heights	<a href="mailto:Sarah29@lycos.com">Sarah29@lycos.com</a>
Lauren Walthour	Development Officer, College of Public Policy	<a href="mailto:lwalthour@utsa.edu">lwalthour@utsa.edu</a>
Miryam Bujanda	Policy Analyst, Methodist Healthcare	<a href="mailto:mbujanda@mhm.org">mbujanda@mhm.org</a>
Virginia M. Quinn	Municipal Integrity Manager	<a href="mailto:vquirnn@sanantonio.gov">vquirnn@sanantonio.gov</a>
Arturo Cuellar	Program Coordinator, Hispanic Association of Colleges and Universities	<a href="mailto:acuellar@hacu.net">acuellar@hacu.net</a>
Anna Kehde	Section 8 & Housing Specialist, Alamo Area Council of Governments	<a href="mailto:kehdea@aacog.com">kehdea@aacog.com</a>

The MPA program was successful in its effort to establish a UTSA's chapter of Pi Alpha Alpha, the national honorary society for public administration. The chapter was chartered on March 17, 2004. Since then, the chapter has inducted 27 student (or alumni) members, five faculty members, and one honorary member. The chapter held its inaugural induction ceremony in August 2004 in conjunction with a meeting of the South Texas Chapter of ASPA. A similar event is planned for July 8, 2005.

- **Faculty search committees and promotion and tenure committees and how they are selected should be explained (NASPAA Accreditation):**

- **Progress:** In our self-study document, which will be submitted August 15, 2005, to NASPAA as a part of our effort to secure external accreditation for our MPA program, we included a thorough discussions of the promotion and tenure process at UTSA, as governed by the rules of the Board of Regents for the University of Texas System and UTSA's *HOP*.

- **The use of student evaluations, how often the classes are scheduled and evaluated should be explained (NASPAA Accreditation):**

- **Progress:** As described in our self-study document, every MPA course taught is evaluated using the (Individual Development and Educational Assessment (IDEA) survey instrument. Individual faculty members and the department chairperson receive detailed reports of students' assessments of course quality and instructor performance, especially as it relates to attainment of essential and important class objectives (as defined by faculty for each course). Also, faculty receive the original student survey forms, complete with students' written comments. The department Chair also receives an overall assessment for the department as a whole. This report includes a listing of all courses taught in the semester and a summary assessment of four overall outcome measures. Three of these measures are of use. One is of improved student attitude, which shows student responses to the survey item "As a result of taking this course, I have more positive feelings toward this field of study." The other two items are excellence of teacher and excellence of course. Each of these is useful in providing summary information regarding MPA program performance in achieving mission and mission objectives.

## Attachment B

**MEMORANDUM**

**DATE:** July 13, 2005

**TO:** Graduate Council

**FROM:** Roger Enriquez, (Member of the Graduate Council Committee and moderator for administrative follow-up)

**SUBJECT:** Administrative Follow-up of Master of Science in Justice Policy.

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On July 13, 2005 an administrative follow-up for the Master of Science in Justice Policy was held. Those in attendance: Josie S. Zamora (Graduate School), Roger Enriquez (Member, Graduate Council Committee and moderator for administrative follow-up), Michael Gilbert (Chair, MS in Justice Policy), John Byrd (Graduate Advisor of Record), and Cynthia McCluskey (MS in Justice Policy).

The purpose of this meeting was to conduct a follow-up on the major recommendations from the external evaluators conducted on March 29, 2004. Based on the recommendation of the Committee on Graduate Program Evaluations, the Graduate Council approved the external reviewer recommendations on April 6, 2004.

The major recommendations consist of 17 bullet items which are listed below. The status of the recommendations is summarized below.

**Recommendations**

- Consider eliminating either the comprehensive examination or the thesis/policy project, or keep the comprehensive examination and make the thesis/policy project optional.

*Response: The Department of Criminal Justice decided to eliminate the written comprehensive examination and replace it with a comprehensive thesis proposal presentation or policy project proposal presentation. This change is reflected in our current policies and procedures. It requires that students present a detailed review of the relevant theoretical and research literature on the research questions or policy issues they are investigating. They must also present appropriate methodology for investigating their research question or policy project. The process of writing a well developed and credible academic proposal for either the thesis or policy project requires that students demonstrate that they have mastered the research, analytical and critical thinking abilities developed by the program.*

**Comment:** Implemented.

- Consider using available funds for RA or GA support rather than small scholarships. This will reduce workload pressures on faculty and provide better mentoring of GAs/RAs though work with faculty.



Response: *The Department of Criminal Justice has doubled its use of Graduate Research Assistants by reducing our use of Graduate Incremental Tuition funds for scholarships. During AY 2004-2005 we employed four RA's each long semester for 13 weeks each semester.*

**Comment:** GIT funds don't match needs; UTSA should try to maximize funds so that it would be possible for the department to recruit one research assistant per each faculty member; would help to draw new students to the program.

Note to Roger: Don't know if it is GIT (maybe wrong spelling) – maybe it should not go on this bullet, but the one for “Expand the number of faculty... GIT is correct....”

- Seek tuition waivers for at least some graduate students.

Response: *We have discussed this issue with the Graduate School and the Office of the Registrar. Both have informed us that this recommendation cannot be done under existing UT System policies.*

- Seek outside funding (e.g., from business, foundations) to support graduate initiatives.

Response: *The College of Public Policy now has a full-time Development Officer and an Advisory Board. The sole focus of these innovations is the development of private funds to support these and other types of activities within graduate programs housed in the College of Public Policy. During the recent Compact process, each department in the college pledged to form Department Advisory Committees to ensure the relevance of our academic programs and build external support that may aid in funds development (College of Public Policy Compact, Goal C7, p. 41).*

**Comment:** Cost to charter, none. The cost of membership will be around \$35 per student; graduate and undergraduate. Will bring in agency speakers – if an interest is generated. The job fair has been very successful. This will help recruit students and is done on a once a year basis. Cost to the department is almost none.

- Consider developing synergy with other graduate programs to maximize resources. For example, the program could utilize relevant classes already taught in other disciplines such as statistics.

Response: *The Department of Criminal Justice has considered this approach but, at this point, has decided not to go in that direction for the provision of core courses. Other disciplines approach topics in very different ways than we do – for example: we approach statistics as an applied technology that may be used in policy decision making while the statistics department approaches statistics from an applied mathematics perspective. The two approaches have very different goals. We want our students to understand the role of statistical applications in answering justice policy questions, develop skills in the appropriate use of SPSS to investigate policy questions when valid and reliable data exist, and to understand the published research literature on programmatic and policy issues regardless of whether they go on to a doctoral program or continue their careers in a justice related field.*

**Comment:** Social Work has designed their program in which they allow their students to take electives with other programs within the college. They use Justice Policy classes within their curriculum. Of course, if the students want to take additional courses, they are open to that.

- Expand the number of faculty, especially middle and senior-level faculty. The department is currently "bottom heavy," with responsibility for research, teaching, and service assigned to untenured assistant professors. We recommend hiring one, and ideally two full professors, and additional associate professors. The department needs at least 16 full-time, tenure track faculty to meet the demand of the current workload and achieve its goals, e.g., to offer great number and variety of classes at times that students need them and to move toward Carnegie One status.

*Response:* The Department of Criminal Justice has followed through on this recommendation with the hiring of one senior faculty member since the completion of the program assessment and the submission of the consultants recommendations. Additionally, the Department will recruit up to three additional senior faculty members (Associate or Full) during the 2005-2006 academic year. This effort will compensate for an unsuccessful search in 2004-2005 and the loss of a junior faculty member as of the fall 2005 semester. Two more senior hires are planned during AY 2006-2007 and three Assistant Professor hires are planned for AY 2007-2008. The current College recruitment plan calls for a total of 17 tenure-track faculty members in the Department of Criminal Justice by the start of AY 2008-2009 (College of Public Policy Compact, p. 21).

- Make a great effort to recruit the departments own, best undergraduate students into the MSJP program. The department could develop and draw upon an honors program. As a recruitment tool, the department could also allow and encourage its best undergraduate students to take a few graduate courses (perhaps up to 9 hours) that would count towards their MS in Justice Policy.

*Response:* With the recent Compact process, the Department of Criminal Justice agreed to design a 5 year BA/MSJP program degree plan to encourage increased recruitment of current undergraduate students into the Master of Science in Justice Policy program. This will be accomplished during the next two years for implementation if the Fall 2007 semester (College of Public Policy Compact Goal D8 on Page 43).

**Comment:** Recruitment effort could be geared to reach out to military. But by the time the student graduates, they are tapped out economically and there is pressure on them to go to work. The program is not getting as many students in the undergraduate and graduate programs. The MSJP wants to structure a curriculum where hotshots wants to go for BA/MA and then apply to the grad program in the 4<sup>th</sup> year; 5<sup>th</sup> year. Could start within Junior/Senior year – start grad level courses; then apply for the program with a structured degree plan/roadmap. This would entail the student to enroll for 15-18 credit hours plus summers.

- Work with the San Antonio Police Department and other local criminal justice agencies to develop educational incentives for personnel. The department should consider developing an "Executive Leadership" program for police as a means of attracting senior and middle managers into the program and similar programs for corrections, courts, etc., that provide agency personnel with a taste of the program and graduate-level credit counted once the professional is enrolled in the program.

*Response:* There are two variations of certificate programs. The first consists of the standard academic certificate program in which justice agency personnel enroll in a specific array of graduate courses and earn a certificate upon successful completion of these graduate level courses.

*The second variation is the type of program that the Department has worked toward, with a number of local justice agencies, over the last two years. The effort was called the Justice Management Training Initiative. This type of program would provide management level training to offset that being eliminated by budget federal, state and local budget pressures. Working with these agencies we conceptualized four training modules – Employee Recruitment and Retention, Correctional Counseling, Results Driven Management, and Staff Development of Managers. As envisioned each of these training modules would be three days (24 contact hours) in length. Agencies would pay an enrollment fee or a subscription fee for participation in the training. The fees would be used to support faculty research projects. The program would be under the Center for Policy Studies. Although, there is considerable enthusiasm among agency leaders they report that they cannot afford even the modest cost of this type of program and UTSA cannot deliver such a program at a loss. At the moment, program development has stalled over funding issues.*

*It may be possible to develop a traditional academic certificate program designed around existing courses, across all departments in the College of Public Policy, and based on the training modules identified under the Justice Management Training Initiative.*

*A feasibility study to assess the potential of these ideas is tentatively planned for the next academic year.*

**Comment:** The Justice Management Training Leadership has hit a roadblock via UTSA bureaucracy. It is not and cannot get receptivity that it is looking for nor does it have a structure for that so that ideal has stalled. Currently, the University is not equipped to handle the Management Training program modules the Department envisioned. There has been discussion of a certificate program of enrolling students in specific classes. This would be a very different model more like specialized training for recruitment and retention. The MSJP would appeal to correctional practitioners and would be a training model. The agencies would pay for their own travel and research. They could adopt a more traditional approach where the agencies involved would get reimbursed.

Another approach would be a Traditional Certification Model where the agencies could bring in the resources needed. This would be a three hour training session to attract enrollees and would appeal to those students with BA degrees. But there is resistance to these innovative ideas and no mechanism or receptivity. They would also like to set up a structure to attract the non-degree seeking student that would last one semester.

- The department should consider offering flexible class options and alternative program entry strategies for working professionals. Saturday classes or a weekend-degree program should be considered, as well as certificate programs that allow working professionals to take specialized courses to earn both a certification of competence in emerging areas of interest (e.g., computer security, restorative justice) and credit hours toward the masters.

*Response: The Department of Criminal Justice initiated a Saturday class during the Fall 2004 semester. We intend to continue with a Saturday class as long as it appears there is demand. All Saturday classes to date have been part of the MSJP curriculum.*

*A graduate level certificate program in Justice Policy does not yet exist. However, a feasibility study is tentatively planned for the next academic year.*

**Comment:** There was a suggestion of polling the students and see how they feel and if the majority likes more Saturday classes, then they would offer more.

- Develop and enhance level of community support. The department should establish a graduate program advisory board consisting of agency heads and other prominent citizens interested in criminal justice (e.g., Iceman Gervin). Board members should be utilized as an additional source for identifying outside special program funding and for soliciting contributions or endowments from prominent donors that could support additional graduate research assistants or special graduate student workrooms, for example.

*Response:* As part of the College of Public Policy Compact, the Department agreed to establish an Advisory Committee over the next two years. Additionally, the Department has and continues to work closely with most justice agencies in our region.

**Comment:** Not implemented.

- Strategically select adjuncts to help advertise the MSJP program and recruit within their agencies.

*Response:* The Department of Criminal Justice has increased its recruitment efforts by visiting agencies, making recruitment presentations, and participating in professional events (Community Corrections Agency Networking Conference, May 2004; Texas Corrections Association; Bexar County Juvenile Probation Department; U.S. District Court, Western District of Texas; and two career fairs). In addition, we continue to use the Internet to announce approaching deadlines for application within agency electronic distribution systems.

**Comment:** Recruitment – push in the Fall and Spring. The City of SA offers tuition reimbursement to their employees, e.g., Juvenile Officers and the Bexar County Sheriffs Department. Municipal Court presiding Judge John W. Bull will teach a course this Spring. MSJP is exploring the possibility of building a website that would include student testimonials and the graduate students highlighting their work and a community corner to appeal to local agencies and communities.

- Target the recruitment of military personnel for the MSJP program. Military personnel are usually provided monetary incentives to enhance their academic credentials. Considering offering classes on military bases.

*Response:* The Department of Criminal Justice has not yet addressed this recommendation but recognizes its validity and will begin to address it during the 2005-2006 AY.

- Create a graduate culture or advanced learning environment to support students. Although such a culture is already emerging among the most active students, the department should consider sponsoring more social events and providing more bonding opportunities with faculty, a listserv for current and past graduate students, and dedicated space for graduate student work and interaction equipped with computers and separate carrels.

*Response:* The Department of Criminal Justice has conducted orientations for new graduate students during each long semester. Current students have been invited to these events to socialize with new students. We worked with the Graduate School to offer a Thesis Workshop at the Downtown Campus in the spring 2005 semester. We will begin the process of establishing a Lambda Alpha Epsilon Chapter of the American Criminal Justice Association at UTSA. The Graduate Advisor of Record will lead the effort to start a chapter of Lambda Alpha Epsilon.

- Graduate students need greater access to faculty. Students recommended that faculty members keep their office doors open during office hours, be more inviting to students, engage students in research and publication opportunities, and make them feel more welcome.

*Response: We have encouraged faculty to maintain open doors and some do but this is not something we can require of our faculty members. All faculty members maintain regular office hours, as required, for easy student access. Additionally, many faculty members attend thesis/policy project proposal and oral defense presentations to encourage and support graduate student research efforts.*

- Consider alternative means of organizing and tracking research assistant work with faculty to avoid overload and best serve both students and faculty needs. Itemize GA hours of work so that faculty members know how much work is being done to avoid students feeling exploited and overworked in a way that interferes with their own studies. Possibly develop formal guidelines for GA use.

*Response: This recommendation has been implemented. We have reduced the number of faculty members an RA works for from three or four to two. Assigned faculty members split the 19 hours/week authorized for the RA. This provides each faculty member 9.5 hours/week per of research assistance. It is up to the faculty member to ensure that their RA time is efficiently used.*

- Actualize plans for college research center. The proposed center should be staffed with clerical support and perhaps directed by a senior scholar (e.g., one of the full professors hired could be assigned part-time to this center with a portion of his/her salary funded by the center and sponsored research grants). The center might also consider hiring new PhDs or ABD doctoral students interested in one or two years of research experience and grant writing prior to applying for full-time teaching positions.

*Response: The Center for Policy Studies was activated in the Fall 2004 semester. It is under the supervision of Dr. Dianne Rahm and is staffed with sufficient clerical source to assist faculty in applying for grants and administering grants.*

- Enhance and create incentives for faculty research grant development. The university through its sponsored research division should provide Deans with funds for competitive small grants (e.g., \$1,000 to \$5,000), or provide semester course release time, to faculty willing to develop and submit research proposals to external public and private funding sources.

*Response: The College of Public Policy provides faculty small grants for research and the Dean has initiated a program to allow the targeted use of course releases for selected faculty with an approve plan of research or the intention to develop a research grant.*

## Attachment C

**MEMORANDUM**

**To:** Graduate Council

**From:** Randall Manteufel  
Member, Committee on Graduate Program Evaluations

**CC:** Dorothy Flannagan, Josie S. Zamora, Garry Sunter, and  
Aaron Cassill

**Date:** June 24, 2005

**Subject:** Administrative Follow-up of MS in Biology

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On May 27, 2005 an administrative follow-up meeting for the Master of Science in Biology program was held. Those in attendance: Dorothy Flannagan (Dean, Graduate School), Josie S. Zamora (Graduate School), Garry Sunter, (Chair of MS in Biology Committee and Graduate Advisor of Record for MS in Biology program), and Aaron Cassill (Chair, Biology Department). Randall Manteufel acted as moderator for the follow-up meeting.

The purpose of the meeting was to conduct a follow-up on the major recommendations from the external evaluation conducted April 10, 2003. Based on the recommendation of the Committee on Graduate Program Evaluations, the Graduate Council approved the external reviewer recommendations on May 4, 2004.

The major recommendations consist of nine bullet items which are listed below. The status of each recommendation is summarized.

**Recommendation:**

- **“Comprehensively rework your advising program.** Consider a mandatory general advising session followed by individual advising sessions with academic advisers (block registration until students meet with their advisers)”.

**Status:**

Implementation complete.

**Comments:**

Significant improvements have been achieved in advising.

Two general advising sessions have been held, but student attendance can be improved. Many students and faculty feel that massive advising does not work logistically. Advising needs to be done prior to the start of the semester where it would be the most fruitful.

A recent change has been that new students are informed that they need to meet with their advisor prior to enrolling. This is written in their letter of acceptance into the program; however, such a meeting is not mandatory.

There is a PowerPoint presentation that will be put on the website and included in packets which applies to both the MS Biology and MS Biotechnology Programs.

**Recommendation:**

- **“Consider adopting a core requirement.** This might dovetail with courses proposed for the new PhD focus in cell and molecular biology”.

**Status:**

Not to be implemented.

**Comments:**

This recommendation was debated and considered by the faculty, but not adopted

There are a variety of students, and a core would force some to take classes they are not interested in. The diversity of students makes it impractical to have a core.

**Recommendation:**

- **“Consider replacing the non-thesis independent research requirement with a research course that provides a more focused experience that is less faculty time intensive.”**

**Status:**

Implementation complete.

**Comments:**

The research requirements have been removed so some students do colloquia instead of research. The reasoning behind this is that the students are a diverse population and not all are interested in research. It was felt that the research part was a drain on faculty and resources.

A Masters research option is being considered to encourage students to do a thesis. There is also a non-thesis option where the students complete a comprehensive exam.

**Recommendation:**

- **“Enforce rules!** This goes for both faculty (class cancellation policies) and students (comprehensive exam deadlines, etc., etc., etc.)”

**Status:**

Implementation complete.

**Comments:**

Tracking was a problem, but it is improving. The secretary is tracking people and sending notices that at this point they need to do the following things ..., etc.

Word-of-mouth is a good source of getting information to other students and the program is receiving very few incomplete applications.

A proactive secretary contacts the students using letters that are needed, initially at the first semester, but the files are not reviewed unless they haven't provided information.

Warning letters are going out that if the information is not provided, action will be taken, but not actually blocking registration. Positive changes are in place.

**Recommendation:**

- **"Build a strategic plan for research and space needs of both future and current faculty."**

**Status:**

Being implemented, however challenges exist.

**Comments:**

Space needs continue to be an issue where it is uncertain how much research laboratory space will be available to new Biology faculty in the immediate future.

The hiring plan for new Biology faculty was under funded for 2005-2006. The year started with 10 new faculty openings, yet it appears only 2 may be finalized. Proposals for hires have been forwarded to the Provost's office.

**Recommendation:**

- **"Work with the administration to increase the number of graduate student stipends in the Program."**

**Status:**

Not to be implemented.

**Comments:**

Insufficient funds exist to fund MS stipends. Stipends are being used to support the PhD program. Overall, there is a need for more TA slots, some can be used to support MS students.

**Recommendation:**

- **"Improve the tracking of your students. Assessment is ever more important – you will need good data to build and grow."**

**Status:**

Not to be implemented.

**Comments:** There is no good mechanism to track graduates from the MS in Biology program. Tracking should be for all undergraduate and graduate programs, and centralized within UTSA.



**Recommendation:**

- **“Make a concerted effort to build a sense of community.** This is both for the between students and faculty. As the Program grows this is ever more important.”

**Status:**

Implementation complete.

**Comments:**

New seminar series: Cell and Molecular Biology complements existing seminar series in Neurobiology and MBRS. Retreats have been considered, but there are no funds for retreats.

- **Recommendation:**  
“Continue efforts to network with institutions in South Texas to increase student quality. Consider both academic institutions and industry.”

**Status:**

Implementation complete.

**Comments:**

Faculty have visited other institutions. There have been student/speakers lunches, recruitment committee meetings, and improved networking.

## Attachment D

**Comments to the Graduate Council on the Evaluation of Master of Arts Program in  
Political Science**

Daniel Engster  
Associate Professor  
Graduate Advisor of Record and Chair  
Political Science Graduate Program  
October 4, 2005

- As noted in the Council's report, the Political Science graduate program has undergone a great deal of growth and change over the past several years.

The Graduate Program Evaluation Committee issued recommendations in four areas.

- **Student issues:** The external evaluators call for more university support for graduate student assistantships. We are in the process of addressing this issue through student fees. Starting in the spring 2005, we will be charging an extra student fee for undergraduate courses. We expect to devote most of the revenue generated from these fees to funding graduate teaching assistantships. We are hopeful that the revenues generated from these fees will be returned to the department in a timely manner.

The Graduate Evaluation Committee recommends that the Department initiate an aggressive student recruitment plan. This semester Political Science professors and graduate students will give brief presentations about our graduate program in most undergraduate political science classes. We will advertise the program with flyers around campus, and send information to local colleges and military bases. In the spring, we will recruit more broadly throughout south Texas.

- **Curriculum:** The external evaluators suggest a number of ways for improving the core curriculum. We are in the process of addressing most of these concerns. For example, we have reformed our required "Political Inquiry" class so that it is now a research design course. We have revised our core requirements so that they focus on the main areas of political science (American Politics, International Relations, Political Philosophy). We have implemented a multi-year sequence of courses to ensure that the core courses (and a diversity of electives) are regularly offered.
- **Faculty:** The external evaluators note that hiring more faculty is an "imminent requirement." This is especially true if our department hopes to develop a successful PhD proposal and program. This year we hope to hire three assistant or associate professors in the areas of public law, African-American politics and Medical Geography. Our long-term plan (6 years) aims at hiring 15 new faculty

(2-3 per year). We would also like to see the lapsed salary money returned to the department in a timely manner so that we can hire more visiting professors.

- **Facilities/Equipment:** The external reviewers note that the department could benefit greatly from several computer resources that are standard at other universities (ICPSR, Hotline, etc.). We agree that we need more technical support from the administration. This year, for example, the department has been forced to buy new computers for faculty using departmental funds. We need more top-down administrative support and resources so that we can direct more of our own resources to support our graduate students and program.

## Attachment E

## Master of Education (M.Ed.) in Educational Leadership and Policy Studies

## Executive Summary

Paul Westmeyer

September 30, 2005

The College of Education and Human Development has offered a Master of Arts in Education since 1973 and one concentration in this degree is Educational Leadership. The college has also offered a Master of Arts in Adult and Higher Education since 2001 (but AHE was a concentration in the MA in EDU program also from 1973). One specialization in the MA in AHE has been Higher Education Administration. Recent faculty shifts in the college have resulted in the location in the Department of Educational Leadership and Policy Studies of the faculty position most closely associated with this specialization.

This proposal is for a stand-alone master's degree that will incorporate both of these programs as concentrations. The degree will be a Master of Education in Educational Leadership and Policy Studies with concentrations (a) Educational Leadership and (b) Higher Education. The first concentration will continue the program for preparation of leaders, principals and superintendents and other building or central office leaders, at the elementary and secondary school levels. The second concentration will continue the program for preparation of practitioners in higher education and student affairs administration at the post-secondary level.

Only relatively minor changes have been made in the original concentration requirements. For both concentrations, the core has been reduced from 12 to 9 hours, deleting two of the former core courses and replacing them with two that place more emphasis on human relations and diversity. The one new core course is Education in a Culturally and Linguistically Diverse Society. One former core course, C&I 5003, is now a required course in the Educational Leadership concentration. Thus, that concentration has increased in size from 24 to 27 hours. Another change is replacing the applied research course (EDL 5603) with a course related to supervision (EDL 6023).

The present Higher Education specialization in the MA in AHE consists of 8 courses, including the core. The proposed concentration in the MEd will require 27 hours; 7 courses will consist of cross-listed existing courses with the AHE prefix and the remaining two courses will be new in this program. The new courses are Program Planning and Evaluation in Higher Education and Student Affairs and Administration of Student Services in Higher Education.

**Attachment F**

MEMORANDUM  
October 5, 2005

To: Graduate Council

From: Marcheta Evans, Ph.D.  
Chair, CEPAHE

Subject: Proposal for an MEd in Educational Leadership and Policy Studies

The portion of this proposed degree that deals with Higher Education Administration has been a part of the Master of Arts in Adult and Higher Education program in the Department of Counseling, Educational Psychology, and Adult and Higher Education. However, in the fall of 2004 the faculty member who offered the courses for this specialization moved to the Department of Educational Leadership and Policy Studies, primarily because it is that department that prepares school administrators and it was felt that college administration was a good fit there.

Moving the specialization in higher education administration from the MA in AHE to the proposed M.Ed. is primarily recognition of "best fit" patterns and I support this move.

Cc:

Dr. Paul Westmeyer  
Dr. Dorothy Flannagan  
Dr. Bruce Barnett  
Dr. Fred Hudson  
Dr. James Dykes

## Attachment G

**RECOMMENDATION FOR  
GRADUATE FACULTY MEMBERSHIP****COLLEGE OF SCIENCES (COS)****Special Member:****Biology**

Randy Strong

Robert Klebe

David Sanchez

**COLLEGE OF LIBERAL AND FINE ARTS (COLFA)****Special Member:****Art and Art History**

Susan Kaufman

Jacinto Quirarte

**Psychology**

Barry Goetl

**English, Classics and Philosophy**

Analouise Keating

**Bicultural Bilingual Studies**

Otto Santa Ana

Teun A. Van Dijk

Carlos Martin Velez