

**Graduate Faculty Assembly Archive Minutes**

## **April 19, 2001**

The meeting was called to order at 3:00 PM by Dr. Gretchen Caughman. Dr. Caughman assumed the role as Chair of the Graduate Faculty Assembly by becoming the non-voting Chair of the newly restructured Graduate Council.

The minutes of the November 16, 2000 Graduate Faculty Assembly meeting were approved as written.

Dr. Caughman then gave a brief report from the new Graduate Council. The first meeting of the Council was held on Friday, March 23, 2001. The Council will meet on the 4th Friday of every month so that business can be discussed and reviewed in a more timely manner. Minutes from these meetings will be posted on the web. Meeting agenda items may be submitted by any member, or by any graduate faculty member by contacting a Council member. The Graduate Council meetings are open meetings and may be attended by any graduate faculty member.

The one committee from the previous organizational structure that remained in tact is the Graduate Research Day Committee, because of its specialized function. Dr. Patricia Cameron was introduced as the new chair of this committee. Dr. Cameron then reported that the GRD committee has met and sub-committees have been appointed. The committee has selected a speaker and a tentative date (October 19, 2001) for Graduate Research Day. The event was a big success last year, so the 2001 GRD is being modeled largely after last year's. Dr. Cameron noted that feedback from the participating students and postdocs indicated the need for better faculty attendance at the poster and oral presentations.

Dr. Caughman then reported that we have 170 total Graduate Faculty, which is down about 18 from the highest number historically. The 170 includes 18 new faculty who have been appointed since June 2000. Also, it was reported that the School of Graduate Studies now has an Adjunct Graduate Faculty category for faculty appointment. To date, one Adjunct Graduate Faculty member has been appointed.

Dr. Caughman thanked Dr. Martha Tingen for all her efforts on behalf of the graduate school and presented her with an Appreciation Award for Service as Chair of the Graduate Faculty Assembly. The 2001 Outstanding Graduate Faculty Awards were then given. There are four annual outstanding Faculty Awards: three presented at the Spring Graduate Faculty Assembly and one presented at the MCG General Faculty Assembly. The Distinguished Service Award was presented to Dr. Terrance A. Stoming by Dr. Frederick Leibach and Dr. Robert Yu. The Distinguished Teaching Award was awarded to Dr. Deborah L. Lewis, who was unable to attend the meeting. Dr. William Caldwell presented and accepted the award for Dr. Lewis. The Distinguished Research Award went to Dr. Simon Conway. Dr. Robert Yu and Dr. Sally Atherton presented this award and it was accepted in his absence by Dr. Atherton.

The meeting was then turned over to Dr. Kluger for the State of the School Address. Dr. Kluger stated that the winners of these awards were very deserving, talented individuals and congratulated all.

Dr. Kluger then presented some of the highlights of the past year.

1. Development of a student recruitment video for the biomedical sciences programs.

2. Production of a research publication (MCG Tomorrow), which hopefully will help in recruitment of graduate students, faculty, companies to Augusta, and development.
  3. Development of the Speakers Bureau.
  4. Successful launching of common admissions program for the Biomedical Sciences Graduate program.
  5. SACS response preparation.
  6. Restructuring of the Graduate Faculty Organization by creating the Graduate Council Task Force.
  7. Began tracking graduate alumni.
  8. Importing faculty information into FLO, which will help recruit graduate students and faculty.
  9. Initiated graduate program in Vascular Biology.
  10. Recruitment of many first-rate SGS faculty around campus.
  11. Review and revision of the Graduate Faculty Appointment Policies and Procedures. Have a new appointment category, adjunct graduate faculty member.
- Dr. Kluger then stated some needs for the coming year.

1. Critical assessments of every graduate program – are we meeting needs of our students?
2. What new graduate programs need to be developed? For example, 3 are in various stages of development.
  - a) Biomedical Technology
  - b) Health Services Research
  - c) Biostatistics & Bioinformatics
3. Recruitment video for Schools of Nursing and Allied Health Sciences
4. Recruitment of deans and faculty who are committed to graduate education.

There being no other business, the meeting was adjourned at 3:45 PM.

**Approved at the Spring 2002 Faculty Assembly Meeting**

## **April 16, 2002**

The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman.

The minutes of the April 19, 2001 Graduate Faculty Assembly meeting were approved as written.

Dr. Caughman stated that a ballot would be sent out shortly to all graduate faculty members to elect the replacements for the individuals whose Graduate Council terms are ending.

Dr. Caughman thanked the members of the Graduate Research Day Committee for all their efforts in making Graduate Research Day such a success this year. Dr. Patricia Cameron was recognized and presented with an Appreciation Award for her outstanding work as chair of the 2001 Graduate Research Day Committee and for being such a gracious host at the GRD Banquet.

The School of Graduate Studies 2002 Distinguished Faculty Awards were presented. Dr. William Dynan presented the Distinguished Research Award to Dr. Nahid Mivechi. Dr. Carol Campbell and Dr. William Caldwell presented the Distinguished Service Award to Dr. Scott Barman. Dr. Richard Cameron received the Distinguished Teacher Award. Dr. Wendy Bollag made remarks on behalf of Dr. Robert Yu and Dr. Dave Hill presented the award.

Dr. Caughman welcomed all new graduate faculty and then turned the meeting over to Dr. Kluger for the State of the School Address.

Dr. Kluger began his address by thanking all the faculty and staff for all their efforts in graduate education. He then summarized the School of Graduate Studies activities as follows:

### **Faculty and Governance:**

The newly created Graduate Council was created on a trial basis and has been in existence for about a year. Membership consists of 13 elected faculty members drawn from across the four other schools and two graduate students. The Council meets on an average of twice every three months. Some highlights of the Council's activity since its implementation include:

- Revision of the graduate faculty appointment policy to include adjunct appointments and primary appointments. Dr. Kluger stated that perhaps in the future, another layer of appointments such as interim may be approved.
- Appointment of 20 individuals to graduate faculty. We now have 162 graduate faculty members and recruitment is ongoing.
- Review and approval of numerous course proposals.

### **Recruitment and Admissions:**

- Converted biomedical sciences recruitment video to interactive CD.
- Used GRE Search to identify prospective biomedical sciences applicants.
- Initiated pre-application process and implemented changes in transcript evaluation for international applicants.
- Created position of Assistant Dean for Recruitment and Admissions. (Hope to have search completed in next 2 months.)

### **Enrolled Students:**

- Implemented policy for documentation of annual advisory committee meetings.
- Revised thesis/dissertation defense proceedings.

- Sponsored the 19th Annual Graduate Research Day (October 19, 2001) (Chaired by Dr. Patricia Cameron).
- Increased stipend level to \$18,500 for FY 02.
- Increased support for student travel to present at scientific meetings to 100% of allowable rates (33 students to date).

**Programmatic Issues and Outcome Assessment:**

- Developed and implemented a formal academic program review process.
- Satisfied SACS comments/concerns.
- Proposed new graduate degree program: Masters of Science in Biotechnology.
- Developed and held in-service workshops for program directors and administrative staff in all graduate programs on policies, procedures, and operational issues (2 dates).

**Goals for FY 03:**

- Develop effective recruitment strategies for graduate nursing and allied health sciences.
- Increase pool of qualified applicants for PhD and MD/PhD programs.
- Continue academic program reviews.
- Develop MS (perhaps MS/PhD) in biostatistics (perhaps biostatistics & bioinformatics).
- Develop new graduate programs related to public health initiative (e.g., epidemiology).

There being no other business, the meeting was adjourned at 3:50 PM.

**Approved at the Spring 2003 Faculty Assembly Meeting**

### **April 3, 2003**

The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman.

The minutes of the April 16, 2002 Graduate Faculty Assembly meeting were considered and approved as written.

Dr. Caughman reviewed the report of Graduate Council activities that was distributed at the meeting. The report consisted of a one-page summary of the activities of the Council from March of 2002 until March 2003. She noted that the senior Council members would soon rotate off and that there would be a call for nominations for the election of new members very soon. She thanked all the Council members for the time and effort they have put into the Council's activities. There have been 8 meetings this year, with an average of 11.7 members present each time. Also, Dr. Caughman stated how much she appreciated the student representation on the Council. One student representing the Ph.D. programs and one representing the masters programs are voting Council members. She also described the fund-raiser the Graduate Student Organization held this year in which T-shirts were sold for \$7.00.

The Council has been active in approving new graduate program proposals – Master of Science in Biostatistics (pending review by the USG Board of Regents) and the Masters in Public Health in Health Informatics (currently pending review by Provost). Also, academic program reviews are ongoing and Dr. Caughman thanked everyone who had participated in the process. Twenty-five new members were appointed to the Graduate Faculty this year, and Dr. Caughman welcomed those in attendance.

It also was reported that the School of Graduate Studies authorized \$22,231 in funding for 37 graduate students to travel to and present research at scientific meetings between March 2002-2003.

Dr. Caughman began the presentation of awards by announcing the first award was not a faculty award, but was instead the Faculty and Spouse Club Scholarship Award. The award is given to a student in the advanced stages of training, and consists of a monetary award of \$1,000. Dr. Wendy Bollag introduced the award winner, Xiangjian Zheng of the Molecular Medicine program, whom she characterized as a very productive member of her laboratory. Mr. Zheng thanked Dr. Bollag for being a great mentor, encourager, and for always being available.

The School of Graduate Studies 2003 Distinguished Faculty Awards were presented. Dr. Joyceen Boyle presented the Distinguished Service Award to Dr. James Borke. Dr. Boyle said that although she was the person that wrote the recommendation letter, the recommendation came from the entire School of Nursing. Dr. Ed Inscho presented the Distinguished Research Award to Dr. Jennifer Pollock. Dr. Inscho said that Dr. Pollock had enthusiasm, was excited about research, was an outstanding example, but more importantly an outstanding ambassador for MCG. The Distinguished Teacher Award was presented by Dr. John Wataha on behalf of Regina Messer and several students to Dr. Jill Lewis. Dr. Wataha said that Dr. Lewis was a great teacher because of her diversity in teaching, ability to integrate research ideas with teaching, and her commitment to students. Dr. Caughman also thanked and congratulated each winner.

Dr. Caughman announced that the General Faculty Assembly meeting would be held on April 17, 2003 and at that time the Outstanding Graduate Faculty Award would be presented. The meeting was then turned over to Dr. Kluger for the State of the School

Address, which he began by noting that all of the award recipients were very well-deserving.

Dr. Kluger's address gave his perspective of the School of Graduate Studies in the past year and an update as to where the school is in research programs on campus and how we can build the right culture.

He summarized by saying:

The Graduate Council has now completed a second year of business, has been very productive, and is working very well.

- Program Reviews for Cell Biology & Anatomy and Pharmacology & Toxicology have been completed.
  - Program Reviews for Graduate Nursing and Molecular Medicine are close to completion.
  - The process of creating new graduate programs in Biostatistics MS, Public Health MPH, Neurosciences PhD, and Cancer Biology PhD is ongoing.
  - Dr. Patricia Cameron has been recruited as Assistant Dean for Recruitment and Admissions.
  - The pool of applicants has increased in the PhD and MD/PhD programs
- He stated that Dr. Cameron's role is critically important because as a result of early retirement we lost a lot of faculty members who were at the stages of their career where they could go out and recruit students. Dr. Cameron's role will be:

- To develop marketing materials.
- Visit undergraduate colleges and universities.
- Enhance web sites.
- Coordinate many MCG events (e.g., Graduate Research Day).
- Run Undergraduate Research Program which Rhea Beth Markowitz started as SMURP and is now the STAR program

.Dr. Kluger said that the key to strong graduate programs is strong research faculty and the key to strong faculty is to provide the right environment. To create the right environment:

- One strategy would be to create a thematically based research campus wide.
- Focus is being placed on recruiting faculty in areas of cardiovascular diseases, cancer, neurological diseases, and infection & inflammation.

Why?

1. Sustainability
2. National Reputation
3. Recruitment and Retention (Faculty, Graduate Students, Postdoctoral Fellows)
4. Some insurance against loss of extramural support.

The goal of the MCG research side, which is endorsed by the President's Cabinet is:

- Increase programmatic funding.
- Increase NIH funding and non-NIH funding to move up in rankings.
- Increase NIH-funded physician principal investigators.
- Creation of General Clinical Research Center.
- Would like more faculty in honorary societies (NAS, IOM, FAAN, FAARC, FCCP, Howard Hughes Investigators).
- Increase in endowment.

## How Can We Create An Environment That Enhances Research?

- Continuous Improvement
  1. Creation of Office of Clinical Investigative Services.
  2. Creation of new reports from Peoplesoft, which provides investigators and administrators with useful information.
  3. Increase numbers of biostatisticians
  4. Yearly goal-setting in units that report to VP for Research and Dean, School of Graduate Studies.
- An Ethical Environment needs to be created for research.
  1. The “Responsible Conduct for Research” course has been created and has been very well received. The course is currently being re-developed as a web-based offering, to be completed hopefully by the fall.
- Streamline Operations.
  1. Created Office of Clinical Investigative Services. Dr. Anthony Mulloy is Medical Director and Ms. Kathy Miles is the Operations Manager.
- Need a strong Technology Transfer Program because the kind of faculty we want to recruit are the kind that is creating knowledge.
  1. Changed name to reflect broadened mission of this office (Office of Technology and Economic Development).
  2. Designed research incubator.
  3. Works closely with Georgia Medical Center Authority (GMCA) a state-wide authority designed to develop a biomedical research industry in Augusta.
  4. Dr. Gabridge and his staff process and evaluate invention disclosures, assess marketability and patentability, file for patents and other IP protection, market MCG technologies create and consummate license agreements, collect IP-related revenues and transmit to MCGRI, assist in creating new business when appropriate, and work with local and state agencies on economic development.
- Create strong core labs.
  1. Jyoti Koushik was recruited as Core Laboratory Coordinator.
  2. A “Core Laboratory Oversight Committee” was developed.
  3. Core labs have developed sound business practices.
  4. Uniform marketing materials have been developed and may be found at [www.mcg.edu/Core/Labs](http://www.mcg.edu/Core/Labs)

## Building the Culture, based on the book, Good to Great by Jim Collins:

### The Good-to-Great Leaders

- Get the right people.
- “When in doubt, don’t hire – keep looking”.
- “When you know you need to make a people change, act”.
- Put the best people on the “biggest opportunities,” not the “biggest problems”.

### The Good-to-Great Transformation

- The “Hedgehog Concept”, which forces organizations to focus resources (personnel and money) says to find those that
  1. Are deeply passionate about something
  2. Can be the best in the world at something, and
  3. Drives your economic engine.

Dr. Kluger said that we have state appropriations, endowment funds, research activities, and clinical service as drivers of MCG's economic engine. Also, the NIH funding has grown very impressively and the fiscal year ended with a little over \$25,000,000, an indicator of growth in research faculty-mentors of graduate students. Hopefully, by the end of this fiscal year, NIH funding will be at \$29-33,000,000.

He said that he felt all the right things were being done on campus during these economically difficult times. Dr. Kluger noted that the President has said, and he agrees, that we need to be optimistic because we have been supported by the state very well, we have great relationships with our local delegates, both federal and state, and with the Board of Regents.

If we can embrace the concept from author Jim Collins, "Good is the Enemy of Great," and identify what we get excited about doing, what we are great at, and keep our eye on the economic engine - we are in the position to become a great organization.

The floor was then opened for questions. A question was asked about the cancer biology program. Dr. Kluger said that the cancer biology group has made it clear that it wants to create its graduate program as part of the biomedical sciences PhD program. Therefore, entering students would take the core curriculum and then in their second year they would take two courses in cancer biology, which involve faculty from or be taught jointly with the University of Georgia.

Dr. Kluger added that the Neuroscience graduate program committee has not come any decision yet regarding the relationship of its proposed doctoral program to the existing biomedical sciences common admissions/core curriculum program. However, Dr. Kluger felt that, at this point, they are leaning more toward creating an independent program. Dr. Caughman said that firming up the details of the process for entering the program had been postponed for the moment by the committee in favor of devoting its efforts to developing the program-specific curriculum and course offerings.

The meeting was adjourned at 5:00 PM.

**Upon Approval at the Spring 2004 Faculty Assembly Meeting**

## **April 15, 2004**

The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman.

The minutes of the April 3, 2003 Graduate Faculty Assembly meeting were considered and approved as written.

Dr. Caughman reviewed the report of the Graduate Council activities that was distributed via e-mail before the Assembly meeting. She stated how well she thinks the format works and how diligent the members have been in attending. She thanked all the Council members and particularly those whose terms will end June 30. The ballot for election of new Graduate Council members to replace these individuals will be sent to all graduate faculty soon via email.

Dr. Caughman noted from the one-page summary of the Council activities that the Board of Regents approved two new programs for initiation. The Masters of Science in Biostatistics and Masters in Public Health in Health Informatics are expected to start in the fall of 2005.

The Graduate Council and the Graduate Student Organization have approved a Graduate Oath, which will be recited for the first time at the Hooding Ceremony in May 2004.

Also, March 2004 marked the end of the third year of the Graduate Council. The current Graduate Faculty Assembly Bylaws stipulate that after three years the Graduate Council structure and operations, as well as the Bylaws, would be reviewed, and any recommendations for revisions then would be brought to the Graduate Faculty Assembly. Dr. Caughman has appointed a task force of three outgoing Council members to undertake this review.

Dr. Caughman began the presentation of awards by announcing the winner of the Faculty and Spouse Club Award. Ms. Jennifer Cannon, the winner of the \$1,000 award, was not able to be present, so the award was accepted on her behalf by her major advisor, Dr. Charles Chaffin. Dr. Chaffin thanked the Club and the Council on her behalf and stated he was very proud of her. He said that Jennifer was a very deserving student who had started in his lab almost two years ago and the first thing she said was "How long before I start having my own ideas?" Dr. Chaffin said that she already has her own ideas, and they are very good ones.

The School of Graduate Studies 2004 Distinguished Faculty Awards were presented. Dr. William Caldwell and PhD student, Shu Zhu, presented the Distinguished Teacher Award to Dr. Richard White. Dr. Sally Atherton introduced and presented Dr. Sylvia Smith with the Distinguished Research Award. Dr. Wendy Bollag introduced and presented Dr. Richard Cameron with the Distinguished Service Award.

Dr. Caughman then turned the meeting over to Dr. Kluger for the State of the School Address. Dr. Kluger began by noting that each winner was very deserving and that each could have won in any of the categories.

Dr. Kluger said that in the Address, he wanted to go over the importance of strategic planning and hopefully implementation on campus, highlights of the year, and goals for next year. He said the assumptions that he has are:

1. A university needs strong faculty to attract strong graduate students.
2. A university needs strong graduate students (and graduate programs) to attract strong faculty.

### Why Strategic Planning?

- Resources are limited (a strategic plan provides leverage when competing for scarce resources).
- Provides a roadmap (which doesn't need to be followed precisely).
- Provides one with measurable milestones or benchmarks.
- Provides for input and guidance from faculty and administrators across campus, which generates both enhanced quality of plan and ownership of plan.
- Provides for sustainability of programs that may continue to prosper despite changes in institutional leadership (e.g., "built to last").
- Provides a blueprint, which helps sell vision to stakeholders.

Assumption:

Thematically-based research has a competitive advantage, since it allows for the creation of a critical mass of scholars (faculty and students), and stimulates interdisciplinary research.

Hypothesis:

One can develop thematically-based research in an academic environment (particularly at a mid-sized university), and align doctoral education with these areas.

Dr. Kluger said that the growth in extramural research dollars by itself is not particularly meaningful. But, the growth in extramural support for research indicates that the faculty at MCG are doing a great deal of research.

### **Highlights of the Year**

- A very successful Graduate Research Day
- Another successful year for the Graduate Council
- New Graduate Student Training Grant "Predoctoral Training in Cardiovascular Biology", David Pollock, PI
- Approval of MPH in Health Informatics
- Approval of MS in Biostatistics
- Approval of "exchange" program between UGA and MCG (now have a signed agreement)

- Major strides towards overhaul of PhD in Nursing (supporting stipends for full-time doctoral students)
- Progress toward creation of PhDs in Neuroscience and in Cancer Biology
- Raised stipend for doctoral students to \$20K plus health insurance
- Working with SOM to develop formula to credit faculty teaching graduate students or engaged in graduate student education (e.g., directing graduate program, course director)

Dr. Kluger then showed a list of faculty that participated in Graduate Research Day. He also showed slides from GRD and the list of award winners with pictures. He showed the number awards that had been won by SGS students.

### **Goals for Next Year**

- Continue to align doctoral programs with areas of research strength (e.g., create PhD in Neurosciences and PhD in Cancer Biology)
- Recruit Chair of Biostatistics Department who may also play leadership role in creation of Institute of Public Health
- Revised/rejuvenated PhD in Nursing focusing on strengths of Nursing faculty, and research strengths across campus in prevention, epidemiology, and health services research
- Future Years:  
PhD in Clinical Research?  
PhD in Rehabilitation Medicine?

### **Graduate Council**

Dr. Kluger said that one of the things the Graduate Council did this year was to develop a mission statement. The Council then turned to the questions: What are the functions of the School of Graduate Studies? What does the School of Graduate Studies do? Dr. Kluger noted that the Graduate Council created the resulting document “Functions of the Graduate School,” which was distributed via e-mail. He reminded the group that the Graduate Council has representation from each of the schools, an at-large member, and two student members. He and Dr. Caughman are non-voting members of the Council.

Dr. Kluger then read the Mission statement of the School of Graduate Studies, each of the functions of the Graduate School, and the conclusion. He then opened the floor for discussion of the Mission and Functions of the Graduate School.

The Functions of the Graduate School, sections numbered 1-3, were considered and accepted.

The Mission Statement was reviewed and a motion was made and approved for two wording changes:

“The mission of the School of Graduate Studies of the Medical College of Georgia is to provide a rich intellectual, academic and research environment for educating **excellent**

students to become leaders in the discovery, dissemination and application of knowledge ~~of to~~-human health and disease.”

(Please see p. 6 for the final wording approved to make the statement grammatically correct.)

Dr. Kluger then read the conclusion statements and opened the floor for discussion. When asked, he stated that criteria in both statements in the conclusion would have to be met. These statements are:

“In conclusion, based on the above, the MCG School of Graduate Studies should serve as:

A. Home to educational programs centered on creating new knowledge and/or development of creative, integrative, higher-level thinking.

B. Home to educational programs offering degrees beyond the baccalaureate or first professional degree.”

Dr. Kluger said that these statements, if approved, would serve as guidelines for discussion of new degree programs proposed, and subsequent decisions as to the placement of new degree programs within the institution’s administrative structure

Dr. Goldstein said that he believed the key is the word “centered.” Because there are a number of programs that will have a research component, but research will not be the “center” of the program. For example, when MPT or the MHS in OT was created, those programs’ curricula have a research component because it is required by accreditation, but research is not the center. Dr. Kluger said that is why the Graduate Council felt comfortable that MPT could be moved out of the Graduate School.

Dr. Atherton said that degree programs in graduate schools do not necessarily have to have a research component, and an argument could be made for housing any of the advanced degree programs in the graduate school.

Dr. Kluger said that Dr. Goldstein was saying that some degree programs may be beyond the first baccalaureate or first professional degree, but may not be centered on creating new knowledge or have a component in creating new knowledge. Dr. Goldstein then said it may be a clinical degree and so then you should ask – should it be in the Graduate School? Like the clinical residency programs, for instance?

Carol Campbell said the wording “**and/or** development....” is an expression that goes beyond being centered on research, creating new knowledge and she believes that is a broad encompassing statement.

Based on this discussion, Dr. Kluger said the conclusions (guidelines) statements probably should go back to the Graduate Council for more consideration. This issue is a very important one because it will impact how the Council views future proposals. He said that criteria should be developed that the graduate faculty feels comfortable with.

Therefore, the guidelines statements will be sent out to the entire graduate faculty for suggestions and comments. The faculty's input would then be brought back to the Graduate Council. After the Graduate Council approves the recommendations, the revised version will be distributed to the graduate faculty for approval.

In concluding the meeting, Dr. Caughman noted that the student awards listed in Dr. Kluger's presentation were new awards, not a complete listing. More than a dozen students currently have extramural funding.

Also, she reminded everyone of the School of Graduate Studies Hooding Ceremony on May 7, 2004 at 8:00 AM at Warren Baptist. Forty-seven graduates are eligible to participate this year.

There being no other business, the meeting was adjourned at 5:15 PM.

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**School of Graduate Studies Mission and Guidelines final revisions approved by majority email vote following the Graduate Faculty Assembly:**

**Mission Statement:**

**In order to make the mission statement grammatically correct while retaining the intent of the approved changes, the following reworded Mission Statement was approved by email ballot:**

The mission of the School of Graduate Studies of the Medical College of Georgia is to provide a rich intellectual, academic and research environment for educating students to become leaders in the discovery and dissemination of knowledge, and in its application to human health and disease.

**Revised guidelines for inclusion of a program in the School of Graduate Studies, approved by email ballot:**

Guidelines for assisting the Graduate Council in determining which educational programs belong in the School of Graduate Studies:

The School of Graduate Studies should serve as the home for programs that are:

1. Centered on creating new knowledge and/or focused on developing creative, integrative higher-level thinking.
2. Offering degrees beyond the baccalaureate or first professional degree.

## **April 21, 2005**

I. The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman. It was noted that there were 18 new graduate faculty members this year.

II. The minutes of the April 15, 2004 Graduate Faculty Assembly meeting were considered and approved as written.

### **III. Consideration of the Bylaws Revision**

Dr. Caughman noted that this was the 1<sup>st</sup> three-year periodic review of the Bylaws after institution of the Graduate Council governance structure. A three-person task force was appointed for this purpose and it subsequently produced a report of recommended revisions to the Graduate Council. After consideration and further revisions, the resulting draft of the revised Bylaws was sent in electronic format to all graduate faculty members. The major revisions included: inclusion of the approved Mission Statement, the amendment of the Graduate Council membership to include one member from the faculty holding primary appointment in the School of Graduate Studies (currently, this group is comprised of the Department of Biostatistics faculty), and provisions for appointment of SGS representatives to the MCG Academic Council, for filling a vacated Graduate Council seat, for holding an executive session of the Graduate Council, and for the absence of a Graduate Council member. After this summary, the revised Bylaws were considered and approved for electronic distribution to the graduate faculty along with a yes/no ballot for approval.

### **IV. Report from Graduate Council**

Dr. Caughman said that it was a very productive year as noted in the Graduate Council Activities Summary for April 2004 – March 2005. It was particularly productive in terms of graduate programs activities, revisions, and new programs that were considered and approved. There were major curriculum revisions approved for the PhD in Nursing and for the MS in Nursing. Also, the PhD in Neuroscience program, Doctor of Nursing Practice Program, and the Clinical Nurse Leader Masters of Science in Nursing program were approved and should be initiated by Fall 2005. She thanked the members for their important role on the Graduate Council.

### **V. Faculty Recognition and Awards**

The first award presented was the Faculty and Spouse Club Award. Dr. David Pollock announced the winner for 2005 – Jennifer Sasser. The School of Graduate Studies 2005 Distinguished Faculty Awards were then presented. Dr. John Wataha introduced and presented the Distinguished Teacher Award to Dr. Carol Lapp. Dr. Dave Hill introduced Dr. Zheng Dong and presented him with the Distinguished Research Award. The Distinguished Service Award was presented to Dr. David Kozlowski and he was introduced by Dr. Robert Yu.

### **VI. State of School Address – Dr. Matthew J. Kluger, Dean**

Dr. Caughman introduced Dr. Kluger, Vice President for Research and Dean, School of Graduate Studies. She noted that Dr. Kluger had accepted another position and would assume the role of Vice President for Research at George Mason University on July

1. George Mason is a university of 29,000 students on three campuses located in Fairfax, Arlington, and Manassas, Virginia. Dr. Caughman said that during Dr. Kluger's six years here at MCG, the institution had enjoyed unprecedented growth in research, extramural funding, and new graduate programs. His vision, determination, and hard work have been a critical catalyst that has allowed MCG to achieve velocity and to continue to accelerate on a very positive, current trajectory. She said that it had been her privilege to serve as his associate dean and she wishes him the very best.

Dr. Kluger said that the decision to leave MCG after six year was a very difficult decision to make and it had been an honor to serve as Dean of the School of Graduate Studies and Vice President for Research. He said that he had been very impressed by the quality of the graduate students, the faculty, and the postdoctoral fellows. He stated that for the State of the School address, he wanted to discuss the mission of the Graduate School, the creation of new degrees and their alignment with areas of research strength, and the role of the Graduate School in a research university.

He said that the defining the mission and functions of the Graduate School at MCG is important and that the Graduate Council devoted a lot of time to crafting the following:

The mission of the School of Graduate Studies of the Medical College of Georgia is to provide a rich intellectual, academic and research environment for educating students to become leaders in the discovery and dissemination of knowledge and in its application to human health and disease.

#### Functions of the Graduate School

- Coordinate graduate training and provide quality assurance
- Stimulate interdisciplinary education and research
- Assure that students are provided an optimal environment

#### Some New Graduate Degrees

- Masters of Health Informatics (Dr. Miguel Zuniga)
- Masters of Biostatistics (Dr. Jim Dias)
- Clinical Nurse Leader Masters of Science in Nursing (Ms. Lori Schumacher)
- Doctor of Nursing Practice (Dr. Sandra Turner)
- Neurosciences PhD (Dr. Deborah Lewis)

#### Graduate Research Day

Dr. Kluger said that there was a broad range of faculty who mentor the graduate students that participate in GRD. He also said that he believes that the SGS "walks-the-walk" when it comes to diversity and that the faculty does a wonderful job of training graduate students. A slide of all of the GRD winners was shown.

## 1999-2005 Highlights

Dr. Kluger then discussed some of the highlights of his six years here at MCG.

- Creation of common core for Biomedical Sciences doctoral program
- Alignment of doctoral programs (and training grants) with areas of research strength – ongoing process
- Creation of Graduate Council, which does the business of running the SGS
- Broad understanding of the critical role of graduate education in the health of MCG
- Creation of position of Assistant Dean for Recruitment
- Creation of STAR program (originally SMURP)
- The wonderful faculty of SGS
- The dedicated staff in the Office of the School of Graduate Studies

## What are Long Term Issues?

- Continue to evolve graduate programs – always look for synergy
- Promote strengths of graduate education and strong SGS
- Look for niches that differentiate MCG from other universities

Dr. Kluger concluded by thanking the faculty for allowing him to serve as the Dean of the School of Graduate Studies.

## VII. Other Business

In other business, Dr. Caughman noted that the General Faculty Assembly meeting would be Thursday, April 28, 2005 at 4:00 PM.

## VIII. Adjournment

The Graduate Assembly meeting was adjourned at 5:00 PM.

SCHOOL OF GRADUATE STUDIES  
FACULTY ASSEMBLY MEETING MINUTES  
April 20, 2006

- I. The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman.
- II. The minutes of the April 21, 2005 Graduate Faculty Assembly meeting were considered and approved as amended by Dr. Wendy Bollag.
- III. Overview and Update – Department of Biostatistics  
Dr. Varghese George, Chair of the Department, provided a brief update on the structure and activities of the Department of Biostatistics. Departmental faculty members include Drs. Jim Dias, Jennifer Waller, and Hongyan Xu and Maribeth Johnson. Dr. Stephen Looney will be joining the department June 1<sup>st</sup>, and Dr. Siuli Mukhopadhyay will start September 1<sup>st</sup>. In addition, there are several faculty in other departments who hold joint appointments in the Department of Biostatistics.

Biostatistics is the field of statistics related to biology, medicine and public health. Its intent is to better understand the factors that affect human health through the use of statistical methods. Dr. George's goal is for biostatistics to become a major, integrated part of MCG. This goal will be achieved by implementing a high caliber teaching program in biostatistics, conducting original research to develop and evaluate biostatistical methodologies, and collaborating with investigators on biomedical research that requires biostatistics support.

The new masters program in biostatistics will begin in fall 2006 with six high-caliber students already admitted to the program, and the possibility of two more. Within the next 2-3 years, plans are to start a masters program in Clinical & Translational Research and a Doctoral program in Biostatistics.

Biostatistics courses are offered for various teaching programs across campus and many of the courses are taken by residents, fellows, and junior faculty. Department faculty members are actively involved in mentoring graduate students.

The faculty supports the research mission of MCG by conducting methodological research and collaborative research in biostatistics. The current focus for methodological research is in two specific areas: Statistical Genetics/Genetic Epidemiology and Clinical Trials. The department provides collaborative research support throughout all phases of internal and external grant proposal preparations and funded research by serving as co-investigators. The faculty has extensive experience with

analysis of observational studies, clinical trials, laboratory experiments, genetic data and NIH, NSF, and private foundation grants.

There is a Biostatistics Consulting Center within the department. It provides statistical advice and analysis to both internal and external researchers on a fee-for-service basis. You may contact the center at [www.mcg.edu/research/biostat/bcc.html](http://www.mcg.edu/research/biostat/bcc.html) or by phoning 706/721-3786. The best time to contact is when you are starting to formulate research questions, hypothesis, and ideas.

The long-term goal for the Department is to become a nationally and internationally recognized department with strengths and competency in graduate training, collaborative research, and methodological research.

- IV. State of School Address – Dr. Gretchen B. Caughman, Dean  
Dr. Caughman began the State of the School address with a summary of the history of the School of Graduate Studies. She stated that it is over 40 years old and that the first graduate degree was a MS degree in Medical Illustration awarded through the School of Medicine. In 1963, the first PhD degree was authorized and the first students were enrolled that fall. Today, the SGS offers PhD, MS, MSN, and MN degrees as well as two new degrees, the Doctor of Nursing Practice (DNP) and the Master of Public Health (MPH) in Informatics. New majors include the Neuroscience PhD, Biostatistics MS, and Clinical Nurse Leader MSN. She noted that the School of Graduate Studies relies on all faculty in all schools and that SGS promotes interaction of all faculty focused on graduate training.

Dr. Caughman stated that today the SGS has 276 students, 117 which are new and 196 faculty members, 14 which are new. We now have the highest number of PhD students (103) ever enrolled at MCG.

Graduate student retention for FY 05 compared favorably to national rates for graduate programs, but low compared to other MCG programs. For masters students the retention rate was 64.7%, and for doctoral students it was 88.5%. There was a 100% pass rate on professional certification exams. For FY 05 there were 59 graduates including 14 PhD, 15 MS, 4 MHE, 2 MSN, 24 MN.

Additional SGS programs are the International Graduate Exchange Trainee Program, which offers a 3-yr dissertation research phase at MCG for PhD students enrolled in one of two Chinese universities with which MCG has a formal agreement. Dr. William Dynan is IGET Program Director. The STAR program is a 10-week summer undergraduate student research program with Dr. Patricia Cameron as Director. This year there were over 150 applicants for 26 places in summer 2006 STAR program.

Dr. Caughman noted that the governing body of the School of Graduate Studies, the Graduate Council, is an elected body with representatives from each of the other school. And, this year, the Dept. of Biostatistics, as the only academic unit housed primarily in the SGS, will have an elected representative. Dr. Caughman also took the opportunity to thank the outgoing Graduate Council representatives. She said that this year the Council reviewed and recommended approval of 3 new degree programs and curricula, 14 new graduate faculty appointments, and 5 new courses in existing programs. Also, partial travel support was authorized for 56 graduate students to present their work at regional and national meetings. The Council sponsored the 22<sup>nd</sup> Graduate Research Day with the help of Drs. Mike Brands, Anne Dorrance, and Wendy Bollag. This year there were 101 presentations and 20 awards in 15 categories.

Some of the programmatic and school-wide goals Dr. Caughman noted were:

- Continue to align graduate programs with institutional strengths and direction
- Obtain accreditation for new programs as appropriate
- Enhance/sustain our ability to attract appropriate numbers of well qualified, diverse applicants
- Enhance communication and collaboration among schools and programs
- Strengthen relations with SGS alumni

Some of the Challenges:

- Appropriate recognition of faculty's efforts toward graduate teaching
- Student retention and graduation
- Research funding climate

Dr. Caughman closed by thanking all the graduate faculty for their efforts in accomplishing the mission of the School of Graduate Studies, which is to provide a rich intellectual, academic and research environment for educating students to become leaders in the discovery and dissemination of knowledge, and in its application to human health and disease.

#### V. Faculty Recognition and Awards

The 2006 School of Graduate Studies Faculty Awards were presented to the following faculty:

Distinguished Teacher Award was presented to Dr. James Borke, who was introduced by Dr. Jill Lewis and Dr. Regina Messer.

Distinguished Service Award was presented to Dr. Lin Mei. This award was introduced and, in Dr. Mei's absence, was accepted by Dr. Xingming Shi.

Distinguished Research Award was presented to Dr. Ruth Caldwell, who was introduced by Dr. Azza El-Remessy.

VI. Other Business

In other business, Dr. Caughman reminded everyone of the General Faculty Assembly meeting scheduled for April 27 at 4:00 PM.

VII. Adjournment

The Graduate Faculty Assembly Meeting was adjourned at 5:15 PM.

SCHOOL OF GRADUATE STUDIES  
FACULTY ASSEMBLY MEETING MINUTES  
April 17, 2007

I. The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman. A moment of silent reflection was observed for the victims of the Virginia Tech shootings.

II. The minutes of the April 20, 2006 Graduate Faculty Assembly meeting were considered and approved as written.

III. Overview and Update – Department of Biostatistics  
Dr. Varghese George, Chair, provided a brief update on the activities of the department. The Department of Biostatistics includes seven primary faculty members in addition to five faculty who hold joint appointments. It also has two professional staff, which includes a biostatistician and database manager as well as the manager of the Biostatistics Consulting Center.

Dr. George stated that the three-fold mission for the Department will include advancing knowledge in the field of biostatistics, providing leadership and scholarship in research, and teaching and mentoring for the advancement of biomedical science and improvement for human health. This mission can be achieved by implementing a high caliber teaching program, conducting research to develop and evaluate biostatistical methodologies, and collaborating with investigators on biomedical research that requires biostatistics support.

The graduate program in biostatistics includes a masters program that was started in fall 2006 with an enrollment of nine students. Five students have been recruited for fall 2007. Also, planning for a 3/2 program in collaboration with Augusta State University is underway. New programs include an MS and certificate program in Clinical & Translational Research scheduled to start in fall 2007 to include five STP awardees of 2007 and a PhD program is slated to start in fall 2008.

Dr. George said that the department is currently recruiting highly qualified faculty members with a strong track record of methodological and collaborative research and that the departmental goal is to become a nationally and internationally recognized department.

IV. State of the School Address – Dr. Gretchen B. Caughman, Dean  
Dr. Caughman noted that the School of Graduate Studies is growing in student body and academic program array every year, and would not exist without the other four schools. The first MPH degree will be awarded in May 2007. A new PhD in Genomic Medicine and a new MSN program in Clinical Nurse

Leader were begun this year. New programs pending approval are the Masters in Clinical & Translational Science and the PhD in Biostatistics.

Fall 2006 enrollment was up with a total of 330 students, including 130 new students. The school continues to focus on increasing diversity and is making small but positive progress toward that goal. Total number of faculty is 221, including 22 new faculty.

School of Graduate Studies students have been very productive in terms of writing and submitting research articles, abstracts, etc. and by winning awards on the regional, national or international level. Also, 15 doctoral students received competitive extramural pre-doctoral fellowship support. There were 51 graduates in FY06 and 73 are projected for FY 07.

Additional programs include the International Graduate Exchange Trainee Program, which currently has 15 trainees and the STAR program, which has 25 participants from across the US in the summer.

Dr. Caughman also reported that the SGS Alumni Association is growing with membership reaching a high of 177 members for 2007. Dr. Laura Murphy was named the 2007 Distinguished Alumna and will be honored on Friday, April 27<sup>th</sup> during MCG Homecoming.

The 23<sup>rd</sup> Graduate Research Day was just completed which included 104 presentations. Next year's GRD is scheduled for March 28 and the keynote speaker will be a Nobel Prize winner.

Dr. Caughman ended by thanking the entire graduate faculty who work to accomplish the Mission of the School of Graduate Studies.

V. Faculty Recognition and Awards

The 2007 School of Graduate Studies Faculty Awards were presented to the following faculty:

Distinguished Teacher Award went to Dr. Darrell Brann, introduced by Dr. Robert Yu.

Distinguished Research Award was given to Dr. John Imig, introduced by Dr. John Catravas.

Distinguished Service Award went to Dr. Edward Inscho, introduced by Dr. Bill Rainey.

VI. Adjournment

There being no other business, the meeting was adjourned at 5:00 PM.

SCHOOL OF GRADUATE STUDIES  
FACULTY ASSEMBLY MEETING MINUTES  
April 14, 2008

- I. The meeting was called to order at 4:00 PM by Dr. Gretchen Caughman.
- II. The minutes of the April 17, 2007 Graduate Faculty Assembly meeting were considered and approved as written.
- III. Overview and Update on New Academic Programs
  - Master of Clinical & Translational Science Program  
Dr. Caughman introduced Dr. Stephen Looney, Co-Director of the CTS masters and certificate programs, who provided a summary of the programs' development. In February 2007, the program proposal was submitted to the University System Board of Regents. Approval for the master's program was received in April 2007 and the certificate program in November. The first class of 8 students is being admitted in Summer Semester 2008.
  - Graduate Nursing Programs  
Dr. Caughman noted that the numbers of MCG graduate nursing programs and students have increased significantly in the past few years, and almost 50% of the students currently enrolled in the School of Graduate Studies are enrolled in nursing masters and doctoral programs. She then introduced Dr. Lucy Marion, School of Nursing Dean, and Dr. Janie Heath, SON Associate Dean for Academic Affairs, who provided an overview of the current status of graduate nursing programs and plans for the future.
- IV. State of the School Address – Dr. Caughman  
Because of time constraints, Dr. Caughman provided much abbreviated remarks on the state of the school and noted that she would send her data presentation to the graduate faculty electronically. She thanked the entire graduate faculty for their time and efforts throughout the year, and also specifically recognized the Graduate Council members who conduct School of Graduate Studies business throughout the year on behalf of the graduate faculty.
- V. Faculty Recognition and Awards  
The 2008 School of Graduate Studies Faculty Awards were presented to the following faculty:
  - Distinguished Teacher Award went to William Andrews, introduced by Steve Harrison.
  - Distinguished Service Award went to Dr. Stephen Looney, introduced by Dr. Varghese George.

- Distinguished Research Award went to Dr. Carlos Isales, introduced by Dr. Wendy Bollag.
- The Outstanding Faculty Award for SGS will be given at the General Faculty Assembly meeting.

VI. Other Business

President Dan Rahn made brief comments about the state of the institution and the current state budget cycle. He, too, thanked the faculty for all the good work they do for the Medical College of Georgia.

VII. Adjournment

There being no other business, the meeting was adjourned at 5:10 PM.