

University College Committee

(aka: Committee on University College CUC)

Minutes of 10/6/10 meeting

Prepared by Ed Deak, recording secretary pro tem

Attending: Gerry Campbell (chair), Amalia Rusu, Robbin Crabtree - Acting Dean UC, Rick DeWitt, Anne Campbell, Ed Deak, and Aaron Perkus - Associate Dean UC (invited guest).

Absent: Dee Lippman

Chair: Called the meeting to order at 10:03 a.m. and moved directly to the agenda items (copy attached on page 6 of these minutes)

Item #1 - Review of minutes from 9/22/10 meeting.

Amalia moved that the minutes be accepted as amended, second Rick

Vote: Minutes from 9/22/10 meeting unanimously accepted.

Dean Crabtree reported on the most recent Undergraduate Curriculum Committee (UCC) meeting regarding CUC actions. The UCC acted on current CUC motions. The CUC must send minutes and additional CUC motions to UCC for actions. The CUC should be aware of UCC meeting dates to assure prompt action on CUC issues.

Rick stated that proposals usually have a manager to direct inter-committee actions. Gerry volunteered to accept the role as manager.

Item #2 - Summary of Report from Academic Council Subcommittee (ACS) (Rick - 15 min.)

Rick pointed out a number of passages in the 6/25/10 minutes of the Academic Council pertaining to issues relating to the potential disposition of University College. These included:

p. 4 - The charge of the AC to the ACS.

p. 8 - The discussion of the complexities of the UC disposition question including academic and governance topics.

It is the intent of the subcommittee that all proposed academic changes should start with the CUC, and that subsequent routing issues require attention.

Dean Crabtree stated her opinion that the CUC should meet with the full AC and not just with the ACS on governance issues.

Rick, who was on sabbatical at the time and not sitting on the AC at the time, opined that the May 2010 proposed actions on the disposition of UC appeared to be offered at the last minute.

Aaron - The elimination of the Dean's position and the further disposition of UC seemed to be consistent with the University's strategic plan. He was not shocked by the decision.

Item #3 - Summary of the findings and actions of the Administration's UC Academic Task Force (Robbin-15 min.).

Dean Crabtree, speaking as Acting Dean of UC, undertook a detailed chronology of UC related events starting with the May meeting of the AC and ending with the first meeting of the CUC on September 1, 2010. She emphasized that the events within the timeline involved investigative meetings regarding the disposition of UC, and that no specific decisions had been made during this period.

Aaron referred to a meeting on 10/4 where issues relating to the differences between full-time and part-time students were identified and discussed including; dining service, academic counseling, advising, and career counseling.

Acting Dean Crabtree noted that general discussions included placing a number of certificate programs under the School of Business rather than the UC, and that a number of UC personnel had been relocated to Canisius 100.

Item #4 - Further discussion of "Big Picture" of UC's future

-- Role(s) of this committee: This year and beyond.

There was a handout entitled "Overview of Issues Related to University College", a copy has been attached to these minutes.

(note: original version dated 10/6/2010 shown on pages 7-8; updated version dated 10/15/2010 shown on pages 9-11)

The Chair then asked each CUC committee member to comment on their view regarding the disposition of UC.

Gerry stated that having UC continue with an Acting Dean is not a long-term viable option. The choice is either to dissolve UC or recommend the search begin for a new Dean

Ed stated that it would appear difficult to integrate a part-time undergraduate program into the full-time programs that are currently run by the four schools. It would be hard to give the part-time students the level of attention that they currently receive.

Amalia noted that full-time and part-time students are fully integrated in the School of Engineering, and that that joint program works well.

Anne declined to comment.

Acting Dean Crabtree felt that it was important that any decision on UC disposition and student integration be done correctly, using the flow of information through the appropriate faculty committees keeping in mind the long-range plan and strategy of the University.

Aaron offered the following observations:

Integration would involve one core for all students with a uniform admissions standard.

Integration would allow for an increase in the part-time tuition rate.

Integration would lead to the elimination of the Bachelors of Professional Studies degree, which is the only unique degree offered by UC.

Integration would require a new marketing plan.

Integration might close an academic door that had been previously open.

Rick addressed governance issues first. Currently, Fairfield University generally reflects an operational model close to that of good governance. Faculty have the responsibility to review and make decisions regarding academic programs and related issues. This faculty responsibility should be defended and pursued. No decision has been made to date regarding any action to close UC. Transferring UC programs to individual schools and departments may involve issues that are overwhelming for some areas. There is always the option to keep UC as a separate entity and to make improvements in the UC program.

Gerry asked the CUC members to look at the handout and comment on the broader issues.

Acting Dean Crabtree noted that topics I - II and III are all or in part academic issues. However, some of the certificate programs and courses in III are not currently subject to or under academic policy review. Some of the programs in III are better handled within existing Schools and academic departments. Topic IV involves Lifelong Learning activities and are community services, non-credit and non-degree. As such they are not academic programs.

(Note: because Ed Deak had to leave for an appointment, the rest of these minutes were recorded by Gerry Campbell)

Acting Dean Crabtree noted that topics III and IV have not been subject to academic review so far. Item V deals with Policies, Practices and Structures for part-time students. For these, recommendations would be required from the CUC, and the routings for recommendations are shown in red on the handout. If UC is not closed, then perhaps some changes do not need to go

through all the channels. V.A has a lot of issues that should be reviewed. For V.B, we should develop recommendations, but for some the routings are uncertain. Some might be referred to UCC and/or Academic Council. Item V.B.7 refers to revenue sharing, which we might want to advocate.

Aaron noted that in looking at area V, all items are good issues to address, regardless of whether UC is going to be closed. Rick agrees 100% with that, as well as items in areas III and IV.

Gerry thanked Acting Dean Crabtree for developing and providing the handout, and asked her to send him a digital version.

Acting Dean Crabtree noted that the CUC was already working on area I. With regard to area II, the closing of UC, she has argued for years that the structure needs to be changed (e.g., staff/student ratio imbalances). She would rather see staff more engaged in the schools and areas that faculty care about.

Rick said that the handout provided a nice summary and overview, and asked if there was a push to get everything on it done this year.

Acting Dean Crabtree said she thinks it's actually quite simple. Anything for credit would live in the schools, under their administrative structures. Lifelong Learning doesn't need a Dean or Associate Dean, but it does need an administrative structure. Focusing on enrichment, a structure could exist that is much simpler than that of University College. The need for the UC structure would then be moot. BA issues for part-time students would remain a concern of the CUC. A timeline for changes could be suggested by this committee. Timely core curriculum changes could be discussed.

Rich stated that he thinks it might be difficult to make major changes. If items under III were moved to other schools, they would have to go through committees for academic review.

Aaron stated that we was not aware of approval through committees for certificate programs.

Acting Dean Crabtree suggested that they could be moved with a recommendation from the CUC that they be reviewed within a time period of X by the school's faculty and appropriate committees. She said that she would prepare drafts of motions pertaining to programs in areas III and IV. She also noted that there are other enrichment and outreach programs within the University that have nothing to do with UC, and the issue of academic oversight should apply to them as well.

Gerry asked if the drafted motions would include the broader issue of academic oversight for non-degree programs in general.

Acting Dean Crabtree answered yes, and then went on to further discuss the issue of closing UC. She agreed with Rick that the decision to close UC has not been made because the proper bodies have not made the decision.

Aaron reinforced another of Rick's points, which is the impact on department chairs and faculty that moving responsibilities for part-time students to the schools would have, particularly in the College of Arts & Sciences and the Dolan School of Business. It will affect departments disproportionately, and it could present major issues for some full-time faculty members.

Acting Dean Crabtree noted that she would update the handout so that this is reflected under area V.

Rick noted one other key point from the AC Subcommittee report – the issue of the impact on the ratio of part-time to full-time faculty in the schools.

Aaron confirmed that this issue needs to be looked at. He also noted that there hasn't been much new student enrollment in UC.

Acting Dean Crabtree noted that perhaps with better scheduling of classes, part-time students could be more readily absorbed. Questions of staffing in the schools are important. Closing UC would not mean that staff would not still be here.

Gerry asked if there were any more cost savings possible beyond the elimination of the UC Dean's salary.

Aaron noted that UC has been running very low enrollment courses. A more integrated scheduling and registration process could result in greater cost savings.

Acting Dean Crabtree confirmed that classes had been running with as few as 5 students. This could be changed to have fewer courses with higher enrollments. UC is not meeting enrollment targets this year. Business as usual is over one way or another. Judy Dolan is shocked at the looseness of UC's budget and how it accounts for costs.

Gerry noted that the end of the meeting time was near, and that item 5 on the agenda, the review of the BPS program, would be the first order of business at the next meeting.

The meeting adjourned at approximately 11:32.

The Committee on University College

Wed., 10/6/2010

DMH330 10:00 – 11:30

Agenda

1. Review minutes from 9/22/10 meeting
2. Summary of Report from Academic Council Subcommittee (Rick – 15 min.)
3. Summary of findings and actions of Administration's UC Academic Task Force (Robbin – 15 min.)
4. Further discussion of "Big Picture" of UC's future
 - Role(s) of this committee: this year and beyond
5. Review of Bachelor of Professional Studies programs
6. Topics for next meeting(s)

Overview of Issues Related to University College (original version 10/6/2010)

I. Continuation or elimination of degree programs offered in UC:

1. Associates Degree (AA)
2. Bachelor of Professional Studies BA/BS

II. The question of closing University College

1. "Sunsetting" and "grandfathering" procedures and timelines for policies governing current part-time students
2. Referral of academic policy issues (as outlined below) to UCC and AC as appropriate
3. Recommendations about UC staff during sunset transition and beyond
4. School closure procedure
5. The future of the CUC (and timeline)

III. Recommendations about appropriate homes for undergraduate and post-bac certificates, and related programs:

1. Undergraduate accounting certificate
2. Business processes
3. MBA prep
4. Marketing
5. Professional writing
6. Society for Human Resources Management (SHRM)
7. Certified Financial Planning
8. Interior Design
9. Various other programs sponsored by external agents

IV. Recommendations on appropriate structures for Lifelong Learning (non-credit, non-degree)

1. Institute of Retired Professionals a.k.a. Lifelong Learning Program
2. Au Pair program
3. Interior Decorating
4. Occasional language immersion courses
5. Emergency Medical Technician
6. Various other occasional programs available on a non-credit basis
7. Interface between facilities and academic units for lifelong learning

V. Policies, Practices, and Structures for part-time students in DSB and CAS (also SOE and SON)

A. Academic Policies requiring faculty committee decisions and/or recommendations to other faculty bodies

1. University College core versus one University Core Curriculum (this affects part-time students in SOE and SON, as well)

CUC → UCC → AC → Gen Fac?

2. Policies on online courses: course review procedures, number of online courses p/t versus f/t students may take, faculty development for online teaching, etc. (Do we need an online course subcommittee of the UCC?)
CUC → UCC → EPC? → AC
3. Formal procedures for post-bac certificate programs (approving, closing, course oversight, etc.) **School CCs (and Deans) → UCC → EPC? → AC → State?**

B. Related administrative practices **CUC → Sr. VPAA**

1. Admissions standards and procedures for part-time students (Rolling? Provisional? Timing of matriculation? Waivers? CLEP, ACE, and portfolios?)
2. Registration for part-time students (Same as f/t undergrads or later? Billing or pay upon registration?)
3. Rules regarding students shifting from full-time to part-time and vice versa
4. Policies for residency and withdrawal from school
5. Calculating evening and ASAP courses into faculty loads
6. Calculating summer and interim sessions in relation to f/t faculty loads
7. Revenue sharing and other incentives to departments to serve part-time, returning, and other non-traditional students scheduling needs
8. Student services for part-time, evening, and other non-traditional undergrads (dovetails with current efforts related to graduate students)
9. Marketing/branding of part-time programs at Fairfield
10. Online education – development of a future vision and plan for Fairfield
(also EPC)

Overview of Issues Related to University College (updated version 10/15/2010)

- I. **Continuation or elimination of degree programs offered in UC:**
 1. Associates Degree (AA) **CUC (and Dean) → UCC → EPC → AC → State**
 2. Bachelor of Professional Studies BA/BS **CUC (and Dean) → UCC → EPC → AC → State**

- II. **Recommendations about appropriate homes for undergraduate and post-bac certificates, and related programs (for-credit, non-degree):**
CUC → Acting UC Dean → School Deans & Sr. VP → school CCs → EPC → AC → State (if necessary for any individual programs; outside accrediting agencies might also be involved with certain programs)
 1. Undergraduate accounting certificate
 2. Business processes
 3. MBA prep
 4. Marketing
 5. Professional writing
 6. Society for Human Resources Management (SHRM)
 7. Certified Financial Planning
 8. Interior Design
 9. Various other programs sponsored by external agents

- III. **Recommendations on appropriate structures for Lifelong Learning (non-credit, non-degree) CUC → Acting UC Dean & Sr. VP → (EPC) → other deans and administrators as determined**
 1. Institute of Retired Professionals a.k.a. Lifelong Learning Program
 2. Au Pair program
 3. Interior Decorating
 4. Occasional language immersion courses
 5. Emergency Medical Technician
 6. Various other occasional programs available on a non-credit basis
 7. Interface between facilities and academic units for lifelong learning

- IV. **The question of closing University College**
 1. We need “Sunsetting” and “grandfathering” procedures and timelines for policies governing current part-time students along with a transition plan
 2. Referral of academic policy issues (as outlined below) to UCC and AC as appropriate
 3. Recommendations about UC staff during sunset transition and beyond **CUC → Acting UC Dean & Sr. VP → other deans and administrators as determined**
 4. School closure procedure **CUC → EPC → AC → Gen Fac → State**
 5. The future of the CUC (and timeline) **CUC → AC → Gen Fac**

Items I-IV (above) require that items V. A-C (below) unfold over the 2010-11 and 2011-12 academic years, also known as the period of transition. CUC should provide as much guidance to the as possible to initiate an efficient process UCC (also to other faculty committees and administrators as appropriate). Administrators should pace their procedural adjustments in relation to policy decisions (not preceding those decisions) except in cases where procedures and policies are not inter-dependent (e.g., financial modeling, bursar processes, etc.).

V. Policies, Practices, and Structures for part-time students in DSB and CAS (also SOE and SON)

A. Academic Policies requiring faculty committee decisions and/or recommendations to other faculty bodies

1. University College core versus one University Core Curriculum (including any exceptions for professional schools or types of students)

CUC → UCC → AC → Gen Fac?

2. Policies on online courses: course review procedures, number of online courses p/t versus f/t students may take, faculty development for online teaching, etc. (Do we need an online course subcommittee of the UCC?)

CUC → UCC → EPC? → AC

3. Formal procedures for post-bac certificate programs (approving, closing, course oversight, etc.)

CUC → School Deans (and CCs) → UCC → EPC? → AC → State?

B. Related administrative practices **CUC → Sr. VPAA → appropriate other administrators**

or CUC → UCC and/or AC

1. Admissions standards and procedures for part-time students (Rolling? Provisional? Timing of matriculation? Waivers? CLEP, ACE, and portfolios?)
2. Registration for part-time students (Same as f/t undergrads or later? Billing or pay upon registration?)
3. Rules regarding students shifting from full-time to part-time and vice versa
4. Policies for residency and withdrawal from school
5. Calculating evening and ASAP courses into faculty loads
6. Calculating summer and interim sessions in relation to f/t faculty loads
7. Revenue sharing and other incentives to departments to serve part-time, returning, and other non-traditional students scheduling needs
8. Student services for part-time, evening, and other non-traditional undergrads (dovetails with current efforts related to graduate students)
9. Marketing/branding of part-time programs at Fairfield
10. Online education – development of a future vision and plan for Fairfield
(also should involve EPC)

C. Impact on Schools, Academic Departments, Chairs, and Faculty

CUC → Sr. VPAA → Deans and other Administrators → chairs and staff → faculty

1. Part-time program development and oversight
2. Scheduling of courses in evening, interim sessions, and summer
3. Identification and supervision of instructional staff for additional courses in the schools (DSB & CAS)
4. Advising part-time students
5. Integration of part-time with full-time students (impact on both groups)
6. Staffing in College/school offices commensurate with new programs/students