

MINUTES
Committee on University College
Meeting of Wednesday, November 3, 2010
10:00 - 11:30 AM
DMH 330

[Approved at the CUC meeting of 12/1/10.]

Attending: Professors Gerry Campbell (Chair), Ed Deak, Rick DeWitt, Dee Lipman, Amalia Rusu; Acting Dean of UC Robbin Crabtree; Associate Dean of UC Aaron Perkus (invited guest)

Absent: Anne Campbell

Attachments:

Motions regarding the Bachelor in Professional Studies program (pages 6-8)
Motions regarding undergraduate, post-bac certificates, and non-credit programs currently housed in University College (pages 9-10)

Prof. G. Campbell calls the meeting to order at 10:00 AM

1. Corrections to minutes of CUC meeting of 10/6/10

Acting Dean Crabtree: p 1, last paragraph should be replaced with the sentence “Dean Crabtree stated she thought the CUC should meet with the Academic Council Executive Committee.” Also, occurrences of “Dean Crabtree” should be replaced with “Acting Dean Crabtree.”

Prof. Rusu notes the correct spelling of her last name is “Rusu” rather than “Russo.”

There was general agreement to use “Professor xxx,” “Dean xxx,” and similar titles in the minutes rather than first names.

MOTION: To accept the minutes as corrected.

Motion PASSES 5 in favor, 0 opposed, 1 abstention.

2. Update on status of Associate of Arts Degree motions

Prof. Campbell gave an update on the motions concerning the AA degree currently offered through UC. This motion was passed previously by the CUC, and since then Prof. Campbell has served as the manager of this proposal, moving it through the routing procedure specified by the Journal of Record. The recommendation to close the AA degree program has moved through all the required *Faculty Handbook* committees and is in the process of being sent to the Academic Council Executive Committee for placement on an upcoming AC agenda.

3. Review of Bachelor of Professional Studies Degree program

Assoc. Dean Perkus gave a review of the BPS program, drawing the committee's attention to the document (attached) with motions for closing the Bachelor of Professional Studies degree program currently offered through University College. Assoc. Dean Perkus noted some of the differences between BPS degree requirements and standard requirements for day school students, such as much more flexible admissions requirements, easier core, and generally easier degree requirements than degrees for day students. Roughly half the students in the BPS degree program in recent years have been full time Fairfield students using the BPS degree as a sort of back door degree. Many of these are students who have been academically dismissed but given UC's open admissions policy, are able to return to Fairfield and complete the BPS degree. Also included are day students with GPAs too low to meet graduation requirements. This back door route was not the original intention of this degree. The program is a good program for certain types of students, older students returning to school with a variety of college credits in miscellaneous areas. But overall there are not enough students of this sort to justify continuing the program.

Acting Dean Crabtree: The BPS degree is not the sort of degree Fairfield is about; it is no longer consistent with our brand. There are other schools in the area, for example Sacred Heart, for which having this sort of degree makes more sense. Fairfield would be better served by putting our resources toward degrees and programs more in keeping with the sort of university we are.

Assoc. Dean Perkus: About a fourth of the current BPS pool are under 29 years old. The degree was intended more for older students, evening students, who would not be coming to Fairfield if this degree were not offered. Increasingly the degree is satisfied by taking day school classes, and the degree no longer appears to be serving the audience it was intended to serve.

Prof. Deak: What about the 60 or so Fairfield students who have Fairfield credits but are moving into the BPS degree because of academic difficulties? If we eliminate this degree program, would we no longer have any fallback plan for these students?

Acting Dean Crabtree: We have good procedures for handling such students. It would be more in keeping with the sort of academic programs we want, and with our quality brand, not to have this sort of back door degree. For students who do have mitigating circumstances, we have good support services available.

Prof. Campbell: How much of a revenue stream will be lost if we end this degree?

Prof. Deak: I'm concerned about any revenue stream, but I don't think decisions should be made just on that basis. I am much more concerned about what appears to be a piecemeal dismemberment of UC. Before proceeding with this piecemeal process, we should consider proposing to the Academic Council that UC be revamped to correct the academic deficiencies.

Prof. Campbell: Speaking of the dismemberment or dissolution, the proposals we're considering now are ones we want whether or not we and other committees eventually opt to close UC.

Prof. DeWitt notes that he couldn't agree more with Prof. Deak that we should consider what a revamped UC might look like. The academic and administrative issues should be relatively straightforward to fix, and it may well be that Fairfield would be better served with having a revamped UC rather than eliminating UC.

Acting Dean Crabtree: Revenues have been in decline, but on the other hand, we hope to keep some of those revenues by having students move to other part time degree programs.

Prof. Deak: I would prefer to see a proposal put forth, a best case scenario for what can be done to improve the BPS degree program, and then consider whether it would be better to end the degree or keep the degree with the improvements. Then we would be in a better position to make an informed decision.

Prof. Lippman: I'm not convinced we're not serving an older population. When I look at the numbers, it looks to me like a good percentage of the students in the BPS program are older students.

Acting Dean Crabtree: In terms of raw numbers, the numbers of students in this program are low—too low to justify keeping the program even if we improved it. It would be better to put our resources elsewhere.

Prof. Campbell: We might add some language to the motions to provide a sort of safety net for students who are leaving a traditional Fairfield program for the BPS program. If the BPS program ends, are there changes that can be made to other programs or policies that would accomplish this?

Acting Dean Crabtree: The part time programs address most of the market, except for the students who are moving into the BPS program for academic reasons. There are a handful of students in this group who are perpetually not making progress, for example taking classes, failing, taking classes, failing. So with respect to the deadlines in the proposal, we wanted to get deadlines to ensure such students make the progress they need to make. Unlike day students, these students continue even with too low a GPA.

Assoc. Dean Perkus: This is an open enrollment admissions program, as with all UC students. One thing we need to do regardless of what else happens is to change the enrollment policy.

Prof. Deak: The enrollment issue is a fixable issue. To go back to the point I made earlier, I'd like to see us explore fixes such as this before making a decision to end a program or make a recommendation about the long term future of UC. With respect to the relatively low numbers of students currently in the program, the numbers are based on the current program. We don't know what sorts of numbers we might have if we had an improved program.

Prof. Campbell: Let's decide whether to continue considering the BPS program, or move on to look at the big picture issues and then return to the BPS issues.

With the committee expressing a preference to move on, Acting Dean Crabtree makes the following motion:

MOTION [Crabtree/Rusu]: To reorder the agenda to look at item 5 (motions regarding certificates and non credit programs) before item 4 (discussion of big picture of UC's future).

Prof. Campbell speaks against the motion. The big picture addresses issues relevant to item 4, so let's look at the big picture first..

Prof. Rusu: Item 5 is part of the big picture, so preference would be to move on to item 5.

Motion PASSES 5 in favor, 1 opposed, 0 abstentions.

5. Motions regarding Certificates and Non-credit programs.

Acting Dean Crabtree: Calls committees attention to handout with motions regarding undergraduate, post-bac certificates, and non-credit programs currently housed in UC. These are all programs currently housed in UC but that have not in the past had any sort of faculty review or approval. The basic idea behind the motions is to have the appropriate bodies (e.g., faculty or schools) decide whether these programs should be continued, and to have procedures put in place for approval and review of these programs and similar future programs.

Prof. DeWitt notes that the motions say nothing about removing these programs from UC. They are just about having approval of the appropriate bodies (e.g., faculty approval for any of these with academic components). Such review and approval should have been done originally, but were not. So this is a problem that needs to be fixed.

Prof. Campbell notes that although the motions are phrased that way, the rationale suggests otherwise.

Acting Dean Crabtree states that she would like to see the programs reside with whoever should be approving the programs, that is, wherever the academic expertise lies.

Assoc. Dean Perkus: As an example, consider the Accounting certificate. This is entirely done through existing courses in DSB. Such a program is better off residing in DSB.

Prof. DeWitt suggests removing from the rationale references to the reassignment of such programs, and leaving that issue as a separate issue. The language of the motions should be and is unproblematic, in that the motions just speak of the need for such programs to have the appropriate approval and review. We should just get the rationale to line up with the motions.

Acting Dean Crabtree: Revenues generated by such programs tend to go to whoever is responsible for managing them. So moving the programs to the respective departments and schools would address this problem and distribute revenues across the schools.

Prof. Lippman: There are programs, such as RN-BSN, that are managed through UC, but SON gets the revenue.

Prof. Campbell notes that the motions do not seem to be problematic, but the rationale is problematic.

Acting Dean Crabtree: I'll rework the rationale and get this ready for the December CUC meeting.

Prof. Deak notes he wants to defend the prerogatives of the CAS dean. Certain of these programs are largely handled by CAS faculty, but the programs themselves are largely coming from the DSB. This is a concern also.

4. Further discussion of Big Picture of UC's future

Prof. Campbell notes he has been looking at the organizational structure of other peer institutions. Most do have some sort of program for continuing studies. Some have a University College sort of model, some with a distributed sort of model of the sort that seems to be being recommended by the administration, and finally some have a model where there is an office that handles continuing and lifelong learning but without there being a separate school.

Acting Dean Crabtree: I've been a fan of the third model, with a relatively light administrative structure, and with the various academic programs, certificates, etc. housed in the various schools and the College based on where the academic expertise is and oversight should be.

Prof. DeWitt notes that with time running short, he would like to see the CUC, ACEC, and EPC meet next month to discuss what sorts of information is needed for committees to make informed decisions about big picture issues.

Prof. Campbell agrees, but adds that we do not want to have such a meeting focus on issues such as whether to close or not close UC, but rather just focus on what information would be needed to make an informed decision.

Prof. Deak states he would like to see a conversation with the SVPAA, the UC Dean, Professor Campbell, and maybe the Associate Dean of UC also.

The committee agrees to try to make arrangements for such a joint meeting of the CUC, ACEC, and EPC. Prof. Campbell agrees to contact the other committees to make arrangements.

Motion to adjourn PASSES unanimously.

Meeting adjourns at 11:35.

Respectfully submitted,
Rick DeWitt

**Committee on University College
For consideration at the 11/3/10 meeting**

Motions regarding the Bachelor in Professional Studies program:

- I. That the CUC recommends closing the Bachelor of Professional Studies degree program currently offered in University College.

AND

- II. That the CUC recommends that all students currently matriculated in the Bachelor of Professional Studies degree program that is currently offered in University College be encouraged to matriculate into an approved Bachelor of Arts or Bachelor of Sciences program at the University or allowed to complete the BPS program by May 2013. Exceptions and Appeals related to this deadline will be considered by the UC Dean upon recommendation of the academic advisor.

History and Rationale:

- I. Initially called the Bachelor Degree in General Studies when it was approved in 1982, and changed to the Bachelor Degree in Professional Studies in 2000, this degree is designed as a degree-completion program for students who are transferring a large number of credits from previous studies. There are many aspects of this program that are unique among the range of Fairfield degrees, including:
 - a. The BPS has an open enrollment policy (consistent with all UC) that allows students to matriculate after successfully completing four courses over two semesters with a C or better in each. There are no other entrance requirements other than high school diploma and health certifications.
 - b. Students can transfer up to 75 credits of previously completed college work (compared to no more than 60 for other transfer students)
 - c. Transfer credits outside of the major may be over 10 years old (usually credits expire after 10 years)
 - d. Students may enroll in the BPS program part-time or full-time, and may stop out and re-enter at their leisure provided all the credits in the selected major are less than 10 years old at the time of degree completion
 - e. BPS students, along with all UC students, complete a different core than students in the other colleges. There is no foreign language requirement, and while students must compete a total of four math/science courses with at least one from each area, there are no minimum level or math or science requirements.
 - f. BPS students may attempt to receive CLEP and portfolio credit (work experience)

One of the explicit goals in initially creating the Bachelors of Professional Studies was to increase student diversity on campus. The flexibility of this degree was seen as highly attractive for students who are either working, have family responsibilities, or have spent several years away from a college environment. Over time, the average age of students pursuing the Bachelors of Professional Studies has decreased. Currently, based on Spring 2010 enrollment data, 24% of BPS active students are between the ages of 22 and 29.

Moreover, roughly half of all BPS students have not transferred from another institution; rather, they have always been Fairfield students. In the past 5 years, only 15 of 128 BPS students matriculated directly into the BPS as transfer students from another institution (usually related to articulation agreements with Community Colleges). Fifty-two students of the 128 entered Fairfield as part-time students and eventually matriculated into the BPS. Some may have begun as part-time degree-seekers in other majors, some from schools with which we don't have articulation agreements, some as non-matriculated course takers, and others as "back door" transfer students from other 4-year institutions (under unknown circumstances). The remaining students (61) began as full-time Fairfield undergraduate students and switched to the BPS program because they could not satisfy the GPA requirements of their initial major, or when they returned from academic dismissal.

This proposal to discontinue offering the Bachelors of Professional Studies comes within the context of the enormous strides Fairfield has made in recent years to increase the level of student diversity, along with the realization that the BPS has increasingly become a "back door" for students to receive a Fairfield University degree. While there remains a small but discrete population of matriculated students for whom the BPS is an ideal match (particularly those who have been away from postsecondary studies for many years), on balance this degree is no longer consistent with the University's strategic vision.

- II. Students currently matriculated in the Bachelor of Professional Studies program at Fairfield University should have an opportunity to complete this program as currently offered and be given a reasonable time to do so. Proactive outreach to, and careful advising of, these students will be provided by current University College staff in order to ensure these students have ample opportunity to achieve their academic goals. Current BPS students should be encouraged to matriculate in one of the available B.A. or B.S. programs available for full or part-time students at Fairfield University. No applications for the BPS program should be accepted from first-time Fairfield University course takers as of spring semester, 2011. All university marketing materials should cease making reference to the BPS program immediately. All references to the current BPS program in university web and catalogue materials should appear with an asterisk and the following statement, beginning immediately: *Program currently being phased out and is no longer accepting applications from new students.

This *statement does not apply to students who are current course-takers and who express the intent to matriculate upon UC staff alerting them of the need to matriculate. These students should be given to February 1, 2011 to formally matriculate into the BPS program if they can be expected to complete the BPS program by May 2013, at which time the last group of Fairfield University BPS students may walk in the University Commencement.

Next Steps:

Assuming all relevant bodies vote to close the program, all administrators sign off on those recommendations, and the State of Connecticut is appropriately notified and provides all

necessary approvals, the final program closure should be reflected in the Journal of Record, all references to the program should be deleted from University communications vehicles (e.g., marketing materials, web pages, catalogues, etc.), and all school governance documents should be revised accordingly and if/as necessary.

**Committee on University College
For consideration at November 3rd meeting**

**Motions regarding undergraduate, post-bac certificates, and non-credit programs
currently housed in University College:**

- I. That the CUC recommend that all undergraduate and post-bac certificate programs, and non-credit auxiliary programs currently housed in UC be referred to the appropriate bodies (e.g., faculty in the relevant curriculum area, appropriate administrators for programs without an academic component) for recommendations regarding their viability for continuation.
- II. The CUC recommends that the College and professional schools develop formal procedures for consideration (development, approval, and periodic review) of undergraduate and post-bac certificates in each of their units. For continuation of any existing (but previously-unapproved) programs, formal reviews should be completed by the end of spring 2012 (including any appropriate routing through faculty committees).

Rationale:

- I. While the CUC does not have formal purview over the number, type, content, or management of these programs, the CUC charge is to “act as a formal communication link between faculty and the undergraduate and graduate components of University College on matters of educational and administrative policy.” Historically the role has included advising the administration and faculty bodies on matters such as the needs of potential and actual students relative to lifelong learning, professional development opportunities, and other educational engagements with Fairfield as briefly articulated in the UC Governance Document.

Many of the programs in this category are under the rubric of UC, but utilize faculty, curricula, or courses within the College and the professional schools (mainly the DSB). Other non-credit, a.k.a. auxiliary programs have been initiated by outside agents who wish to use our facilities (e.g., summer gifted program) and who work with UC staff to develop agreements. At the same time, several additional non-credit auxiliary programs have been developed by individual faculty members and are run out of departments (often with grant funding; e.g., summer math camp, computer camp, and BASE camp). Yet another set of programs are run through direct contacts between facilities personnel and external agents (e.g., sports and cheerleading camps, bankers meetings, etc.). Any revenues from these programs currently are not distributed according to any transparent models or related to explicit incentive structures or strategic goals. Moreover, revenues from the combined non-credit and certificate programs offered by UC made a net profit of only \$15,000 for the university in FY '10, which is well below expected return given the opportunity costs of program development, organization, and administration.

In determining the appropriate reassignment of these programs to other units, current UC staff, faculty in the College and the professional schools, and when appropriate with the Committee on University College or other faculty committees should be consulted.

- II. Many programs currently under the rubric of University College—particularly those that are closely aligned with the identities, curricula, faculty expertise, and students of the College and the professional schools—should logically reside closest to the academic units with the greatest interests in continuing those programs. Those units should reasonably share in any revenues generated. Such integration respects the purview of the faculty and the schools over courses, curricula, and instructional personnel in areas of their academic expertise, and also reflects the goals of our strategic plan. Those units should develop appropriate procedures for assessing program quality, assigning qualified faculty to teach, ensuring students who matriculate in these programs are supported appropriately, and developing new programs as faculty interests and market needs intersect. The deans and some faculty have already expressed interest in reviewing (and perhaps integrating) many of these programs, with the desire to provide more appropriate purview for these programs, and also with the belief that the programs themselves would have enhanced stature, improved marketability, and potentially increased revenues if they were under their purview.

Next Steps:

If the Committee on University College passes these motions, the appropriate bodies would begin reviewing programs, working with administrative offices and faculty committees as appropriate.