

## COMMITTEE ON UNIVERSITY COLLEGE

### 1/20/2011 Minutes prepared by Anne Campbell

Attending: Gerry Campbell (chair AY 10-11), Robbin Crabtree, (Acting Dean UC), Ryan Drake, Anne Campbell, Ed Deak, Joe Dennin, Dee Lippman, and Aaron Perkus (invited guest).

Professor G. Campbell (chair) called the meeting to order at 9:05 a.m.

#### 1. *Discussion of the minutes*

Professor A. Campbell moved approval of the minutes from 12/1/2010; Professor Dennin seconded. Minutes were approved by all voting members who were present at the 12/1/2010 meeting.

#### 2. *Discussion of Committee's current status*

##### *a. Review of first semester's activities*

Professor G. Campbell provided a summary of last year's activities and the Subcommittee Report. After Dean Wilson was laid off, there was discussion of dissolving University College. The issue went to the Academic Council. Dean Crabtree was appointed Acting Dean of UC and an administrative task force was created to develop academic and financial reports that would inform the decision.

Acting Dean Crabtree developed a list of items that needed to be addressed to inform the final decision and possible restructuring of University College. The Committee discussed three models: Model A, which we currently have; Model B, which Xavier has a Center for Adult and Part-time Programs and Center for Leadership that includes non-credit programs; and Model C, which Santa Clara has that distributes part-time programs to school responsible for those programs.

Sr. VP Paul Fitzgerald attended the first meeting and talked about his concerns and his vision. A primary concern was about efficiency in terms of resources.

Following discussions at later meetings, the Committee made the recommendation to close the Associate of Arts degree. That recommendation was moved through committees and has been approved.

##### *b. Plans for the semester and*

##### *c. Purpose of the 2/17/2011 joint meeting with EPC & AC Executive Committee (3:30-5:00 p.m., Library Conference Room #233)*

The Committee had a joint meeting with EPC. One of the topics discussed was changes to the organizational structure. Sr. VP Fitzgerald talked about his vision and what

that structure might look like. One charge for the Committee was to look at other Jesuit schools

We have a joint meeting scheduled for February 17<sup>th</sup> with EPC. The purpose of the meeting is to have a broader discussion of alternative structures and to get feedback on a proposal.

Professor Lippman asked what Sr. VP Fitzgerald's vision is and if someone could speak to that.

Acting Dean Crabtree noted that his suggestions were detailed in the minutes from last semester's meetings. He focused on issues of quality and not wanting to dilute the Fairfield degree. He also expressed commitment to the needs of part-time students.

Associate Dean Perkus discussed that there are two populations served by University College: adult students for whom the College was originally intended and students who are gamins the system by moving from full-time to part-time status in UC to complete their degrees. Some use it as a back door to enter Fairfield, but not all. A key issue is if we want to continue part-time adult programs, what are the appropriate models to consider.

Acting Dean Crabtree added that the Sr. VP Fitzgerald is motivated by the budget context which requires us to be more efficient. She reiterated that one possibility would be to have the academic programs housed in the academic units and to have an Institute for Life Long Learning that focuses on enrichment and non-academic credit.

Acting Dean Crabtree noted that she has learned that there is some faculty support for traditional UC students to have appropriate programs for their needs, such as the BPS degree. But there is not support for giving a cut-rate price for the same Fairfield degree that our full-time residential undergraduate students are currently getting. Some faculty support adult learners, but some are concerned about their academic qualifications. Some faculty are concerned about traditional college-aged students, particularly our own who transfer into UC under troubling circumstances, or about those from other schools that come into Fairfield through UC without going through our regular admissions procedures or requirements

Acting Dean Crabtree raised the point that most UC practices have never been approved as bonafide academic policies. Some are administrative practices and some are related to academic standards. She also noted concerns such as:

- There are operational and administrative redundancies in the Dean's offices. For example, Dean Wilson and Associate Dean Perkus coordinated hiring faculty and having courses approved, but the Dean's in the academic units are already doing that.
- Revenues generated by part-time programs are credited to GSEAP, SOE, and SON, but those generated by the most popular degrees. Marketing and

Accounting, English, and Communication, are not credited to the DSB or the College.

- Part-time students in the DSB and CAS degree programs are not automatically added to the advising rolls for chairs and faculty in those programs
- UC Credit and degree granting programs could be housed in the schools where the faculty reside, the courses are offered, and the degrees are actually granted.

### 3. UC Financial data from past 5 years

Associate Dean Perkus distributed a handout prepared by Tracy titled *University College 5-year Analysis: Actuals, Excludes Study Abroad and MFA*. The committee discussed revenues, labor, and expenditures for the different UC programs. Associate Dean Perkus explained that students can take Winter Session and Summer classes to reduce tuition and graduate early. Full-time undergraduate who move to part-time status in their last year or last semester pay part-time tuition rates. UC gets the part-time revenue and the University loses the full-time tuition. This has resulted in around \$500,000 hit each year to the General Budget.

A discussion of the role of AP credits ensued related to another way that students can accumulate enough credits to graduate early. Acting Dean Crabtree noted that many schools allow AP to waive requirements but not credits.

Professor Drake asked for clarification of the benefit for students who are full-time and switch to part-time.

Associate Dean Perkus provided an example. UC had 20 students who were seniors who did not need a full load. They switched to part-time. Fairfield lost the tuition they would have paid as full-time students.

Acting Dean Crabtree noted that our policies make it attractive to go part-time at UC. One issue we need to address is price structure. Finance will need to make a decision about fair pricing for part-time courses/tuition for students who come to Fairfield originally as full-time. As well, prices for part-time students need to be competitive. We don't want to price ourselves out of the market.

Professor Dennin raised the issue of students going to another university for summer courses and transferring credits into Fairfield as another way to graduate early or go part-time in the senior year.

Professor Deak raised the issue of senior year students living at the beach and going part-time. We need to establish who the UC student will be and establish rules related to matriculation and part-time students.

Associate Dean Perkus added that traditionally UC students were adults in their 30s, 40s, even 50s, but more recently there is a growing number of students ages 23-27 who

aren't persisting for various reasons (at Fairfield full-time) or who perhaps did not do well at another university and move home to this area and begin taking courses here, thus circumventing our usual admissions requirements. Associate Dean Perkus stated that ½ of BPS students came from other Fairfield programs. Some of these had medical leaves or similar issues that affected their ability to persist full-time or in their original programs, and some could not maintain the minimum required g.p.a. to remain in their programs so they switched to BPS.

Professor Lippman asked if the issue of fluctuating numbers in some programs had been addressed.

Associate Dean Perkus responded that BPS enrollments have been fairly constant. The UC population has changed. Students are younger; as well, more students are enrolled in day courses. Last year's decrease in revenue was due in part to the recession. Also, there was a rumor that we were closing, and that likely affected enrollments.

Professor G. Campbell noted that the financial summary that Associate Dean Perkus had provided was exactly the kind of data needed by the Committee. Associate Dean Perkus offered to work with Tracy to develop additional handouts.

Acting Dean Crabtree discussed the fact that most of the accounts detailed on the handout were cost calculations but that administrative labor costs, and staff salaries and benefits weren't necessarily charged to the accounts proportionately to the work for those programs. Salaries were moved year-to-year depending on where revenue was rather than where the work was done. This created an overall balanced budget for UC, but makes it difficult to determine which programs were cost-effective.

Professor G. Campbell noted that we need to discuss this issue further at the next meeting and asked whether or not it would be possible to estimate actual revenues for those programs and calculate the actual costs of those who work in them.

#### *4. Continued discussion of alternative organizational structures*

Professor G. Campbell suggested that we revisit the table from the last meeting with the models. Fordham is in Model A and Springhill is in B. We can see the breakdown: 8 have centers and 6 are distributed to schools. Santa Clara has an Institute for Living.

Professor Dennin asked how many actually have separate schools, as we do with the current UC model. Professor G. Campbell added that there were 14.

Acting Dean Crabtree discussed the schools and different Models. Model A schools tend to be larger and more complex than Fairfield. They have schools that are more autonomous. Regis has one of the largest distance and adult education units.

Professor Dennin noted that Model C includes more of our peer schools. We are like Maryland in particular. Acting Dean Crabtree noted that we are very much like Loyola Maryland, but Loyola Marymount is very fragmented with lots of schools, some of them department sized. Santa Clara and others in Model C have more than one school, like Fairfield, except for Holy Cross, to distribute part-time programs to.

Professor G. Campbell distributed handouts for Villanova University and the Xavier Leadership Center. The committee discussed the programs and models detailed in the handouts.

Professor Dennin pointed out that a Director was cheaper than a Dean. Professor G. Campbell added that the salary was about half of what you would pay a Dean.

Professor G. Campbell noted that Villanova has both face-to-face and distance, on-line courses and programs that are funded through enrollments.

Associate Dean Perkus added that you really have to understand what this means in terms of resources and program development.

Professor Deak shared that we used to have a strong continuing education program. Then, it became University College.

Acting Dean Crabtree commented that we would need to develop a detailed job description and then hire someone with the qualifications to do the job. Professor G. Campbell added that if we look at the Xavier Leadership Center and website, it would mean a more marketing oriented, marketing type of person.

Associate Dean Perkus summarized that we have several issues to address. One is the need for an administrative model. We also need incentives, a revenue sharing model. Also there is the issue of support staff, e.g., someone to enter student data into Banner and other systems.

Acting Dean Crabtree added we need to develop an accurate budgeting and accounting system.

Associate Dean Perkus shared that one of his concerns with Model C was whether it would support entrepreneurial efforts and incentives. These include encouraging faculty to develop non-credit and credit initiatives. Logistics management is another important factor. A Center can coordinate between schools. One recommendation might be to establish a Center within UC and to search for a Director of the Center.

Professor Deak noted that there might need to be an Acting Dean. Acting Dean Crabtree affirmed that the governance Document does specify a Dean in charge. The Sr. VP is going to have to make decisions about administrative staffing. She did not know what the ramifications to staff would be if UC is downgraded to a Division, or the process for doing so with regards to the State.

Professor Deak shared that historically, UC went from a Center for Continuing Education, to the School of continuing Education, to University College. We had to get approval from the State to establish University College. It's my observation that the University wants to refocus itself on graduate programs, more mature students with links to the community, who are able to pay.

Acting Dean Crabtree stated that graduate programs are revenue generating options. We need to consider the relative opportunity costs to get students to come to Fairfield to be in some programs versus others. We need to identify where the best potential is to make money. If graduate programs increase, will it mean more revenues along with more prestige?  
And will that attract undergraduates and enhance our regular recruitment efforts?

Associate Dean Perkus added that there is a market for part-time students. We shouldn't drop these programs. We also will have summer and interim programs and night classes.

Professor Dennin continued that we need entrepreneurial programs. There are identified needs in the community, such as software courses, writing, paralegal studies. Brochures could be distributed in the community. People would come for a day, and such courses would generate money.

Acting Dean Crabtree stated that she could imagine a parallel office that reported to the Sr. VP and was integrated with the Deans somehow. You could have ambitious goals and expect the director to meet them.

Professor Deak suggested that someone needs to do a needs assessment of site locations. Acting Dean Crabtree replied that programs now are reactive. Someone comes in and wants us to be a site location and for us to host the program. There isn't a vision for what Fairfield wants to be. We need to include more programs for alumni. Other suggestions included faculty led trips, continuing academic engagement. We do not have a lot of competition in this region. Fairfield could be a leader.

Professor G. Campbell suggested that the vision for that kind of a Center might be a gateway to graduate programs.

Professor Deak stated that another critical issue is related to scheduling of classes. The Sr. VP is talking about administrative reconfiguration, but this will mean increased staff needs within the colleges. Acting Dean Crabtree added that soon, declared freshmen will be housed in the schools (rather than Dean of Freshmen office, which no longer exists), which means increased advising and degree evaluation in the schools. Graduate programs are being staffed with revenues they generate. Sr. VP Fitzgerald is committed to growth of graduate programs. Acting Dean Crabtree noted that her understanding of how progress on Goal 3 of the Strategic Plan includes a vision, revenue model, and institutional commitment to programs.

Associate Dean Perkus noted that if we are talking about a model that puts all the credit programs in the schools and non-credit programs in the Center, we used to have staff allocated for that. They worked hard with the schools to coordinate schedules and advising.

Acting Dean Crabtree noted that another factor to remember is that the research expectations for faculty are greater and faculty are more interested in time than money. Entrepreneurial spirit has to be rewarded. Overload pay for faculty may not be enough to incentivize their interests in continuing education programs.

Professor Lippman shared that in the School of Nursing they initiated the Doctor of Practice degree. We have no more resources now that we had when we were only an RN undergraduate program. We have the same number of faculty doing all the work. We admitted 95 students in nursing this year and did not add faculty.

Acting Dean Crabtree shared that the Sr. VP Fitzgerald wants to increase the faculty by hiring 3 for every 2 retirements. But the budget situation is a barrier to this. She noted that the actual adjunct budget based on real annual instructional needs has not been fully accounted for in the annual budget. With regards to UC, the instructional costs are not allocated to the UC budget, but the revenues posted reflect the deduction of those costs.

Associate Dean Perkus reiterated that we have three models in front of us. There is no support for Model A. It is the most expensive to run, and we can't make a case that we can run this model. UC was a Model A, but now we are dispersed. I see no support for going back to it.

Professor G. Campbell added that he agreed that the administration will not receive well any recommendation to continue Model A. Model C is a bigger step to take. He suggested that Acting Dean Crabtree prepare a proposal of how Model B and C might look. He added that he thought model B was a doable first step.

Professor Dennin suggested a C+ model with credit and summer programs. He added that he did not see the needed entrepreneurial initiatives happening in the schools. It is a full time job to develop and administer such programs. We need someone who can get into the community and find the needs and work to develop programs to match those needs.

Professor Deak commented that with regards to hiring a director for a center, we are already quite far along in the budget process for next year. It would be difficult to add a position at this time. Scheduling of rooms and staffing of professors has been centrally done through UC for evening, interim, and summer courses. Professor Deak noted that he had observed 6 classrooms were empty in Canisius when he was teaching. There is an enormous amount of space that is not being used. One center needs to coordinate scheduling of rooms.

Acting Dean Crabtree added that some of the problem is the need to use classroom space more efficiently. People believe that we can't teach undergraduates after 4:30, though our evening sections and evening turbo classes are often full. If we are looking at dispersal of part-time programs into the College of Arts and Sciences, we already do course scheduling, the Registrar already schedules classrooms for courses, etc. I see UC doing this as a fragmentation, not a centralization.

The committee discussed the need to house any degree granting programs in the school administering the degree and the implications of downgrading UC to a Center. We would need to redefine its role, and clarify the redistribution of resources. We have currently enrolled UC students. We need to shepherd them through with existing staff.

Acting Dean Crabtree noted that UC staff still work for UC although a few are housed in different offices this year due to space needs in Dolan House. Next year, their status may change with the reconfiguration of UC. By Year 3, perhaps, the transition could be complete. New students coming in would adhere to whatever new configuration and rules we have.

##### *5. Topics for next meeting*

Professor G. Campbell summarized key issues: academic policies for UC, programs, and staffing. We also need to look at entrepreneurial programs and those needs.

Professor Deak asked Acting Dean Crabtree if she could do a one-page summary of what a transition from Model A to model B might look like. She agreed.

Professor G. Campbell reminded the committee that February 10<sup>th</sup> is our next meeting and February 17<sup>th</sup> was the joint meeting with EPC. We also need to discuss if we recommend closing the BPS program.

Acting Dean Crabtree added that any recommendations about the BPS would need to go to the Curriculum Committee before going to EPC. There could be a director for the BPS program in the CAS, example.

Associate Dean Perkus also mentioned that additional work needs to be done regarding the different core in UC part-time and full-time programs. All UC students have a different core but graduate with a Fairfield degree. The different core is appealing to that market.

Acting Dean Crabtree suggested that we could put admission requirements in place to address that issue. It's unclear whether that would also have to go through UCC.

The committee summarized work and topics for the next meeting:

Acting Dean Crabtree will work on a motion and will develop a transition plan.



Associate Dean Perkus agreed to formulate a paragraph and discuss the functions and a model of entrepreneurial programs.

Professor G. Campbell asked committee members to get faculty feedback regarding core courses at other Model A universities and schools. Associate Dean Perkus noted that if other schools have a modified core, the information may not be on the web-page. It might be hard to find information about the other universities.

Professor Dennin made a motion to adjourn. Professor Drake seconded the motion. The meeting was adjourned at 11:00 a.m.