UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

**MINUTES OF THE MEETING OF THE
COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

**Wednesday, February 3, 2010; 12:00 p.m.
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts**

Committee Members Present: Chair Thomas; Vice Chair DiBiaggio; Trustees Braceras, Furman, Koffman and Woolridge; Chairman Manning

Committee Members Absent: Trustees Boyle, DeSisto, Johnston, Karam, King-Shaw, Lawton, Osterhaus-Houle, Peters, Reville, Tocco and Young

University Administration: President Wilson, Senior Vice Presidents Gray and Williams, General Counsel Heatwole; Dr. Udas, CEO, UMassOnline; Chancellors Holub, Motley, MacCormack, Meehan and Collins; Provosts Staros, Langley and Garro; Executive Deputy Chancellor/Provost Flotte; Executive Vice Chancellor Moloney; Associate Vice President Harrington; Ms. Brady, Director of Marketing, UMassOnline; Ms. Macaulay, Chief Academic Officer, UMassOnline

Faculty Representatives: Professor Adrion, UMass Amherst; Ms. Gibbs, UMass Dartmouth; Professor Tirrell, UMass Boston; Professor Carter, UMass Lowell

Guests: Professor Jim Kurose; Dean Jean Swinney, School of Nursing, UMass Amherst; Dean Greer Glazer, College of Nursing and Health Sciences, UMass Boston; Associate Vice Chancellor David Milstone; Dean James Fain, College of Nursing; Jennifer Riley, Academic Director of Online Education, UMass Dartmouth; Dean Anita Greenwood, Graduate School of Education, UMass Lowell; Dean Paulette Seymour-Route, School of Nursing, UMass Worcester

Chair Thomas convened the meeting at 12:01 p.m. and indicated that he did not expect it to be a long meeting but realized it might go longer than expected. He asked that if anyone wanted to speak please do so through the Chair.

Chair Thomas then asked for a motion to **Consider the Minutes of the Prior Meeting of the Committee**.

Committee on Academic and Student Affairs
February 3, 2010

It was moved, seconded and

VOTED: To approve the minutes of the November 18, 2009 meeting of the Committee.

The next item was the **President's Report**. President Wilson acknowledged that there had been a historic vote by the Board of Higher Education the day before but used the opportunity to reflect on the history of the University and the vision contained in the Saxon Report. He talked about other exciting new initiatives in which the University is engaged. He reviewed the Trustee Strategic Priorities which serve as the focus for building a long term strategy and support the University mission.

Chair Thomas congratulated Chancellor MacCormack on the approval of the Law School. Chancellor MacCormack thanked the Board and others who worked on the initiative and reminded the Board there is still a lot of work to be done to make this Law School a world class institution.   Chair Thomas also thanked President Wilson and Chairman Manning for their leadership role in the process, particularly with respect to managing and responding to public comments.

Senior Vice President Williams then gave her Report. She reflected that, given what has occurred, it is appropriate and important to remember what happens in any academic program approval. The Office of Academic Affairs is like a quality control for the University. She read the preamble of the policy on new program approval which sets the expectations for the substantive and rigorous review of all academic programs. What is implicit and essential are the posing and responding of the planning questions: What do we do? Why do we do it? What do we do well? What do we do not as well? How do we measure? What can we do differently? And what can we or should we do without? This combination of principles set in the Board policy and strategy of solid planning questions ensures a fundamental rigorous and vigorous quality in academic programs. The Office of Academic Affairs, Student Affair and International Relations has participated in and been buoyed by the example of Chancellor MacCormack and her team. This approval has reaffirmed these principles.

Chair Thomas reviewed the agenda. There were two action items, BA in Computer Science, UMass Amherst and Revisions to the Code of Student Conduct, UMass Dartmouth. These would be followed by two discussion items: the Nursing Working Group and UMassOnline demonstration. There will also be an Executive Session to discuss Appointments with and Awards of Tenure and an Honorary Degree.

The first item for action was the **BA in Computer Science, UMass Amherst**. Provost Staros presented information on the program. Computer Science is a large and well established program on campus; BS Computer Science is an elite major. This is an initiative of faculty to give access to Computer Science to a wider array of students. It will allow students to combine majors with Computer Science and add to an array of courses that Computer Science offers.

Chairman Manning asked if there would be an MA at some point in the future. Provost responded that it was more likely for a PSMS than for a MA.

Chair Thomas asked the question as to why there hasn't been a BA in Computer Science before this. Professor Adrion responded that there has been a decade long discussion of this subject, and trying to determine exactly how to best serve students. Computing is now much more interdisciplinary. It is difficult to double major with the BS. Chair Thomas asked whether strong demand is anticipated. Professor Adrion responded that they have done a lot of analysis already, looking at students that have left the major and where they have gone. President Wilson was involved in earlier discussions when he was at RPI and is very enthusiastic about the proposal. The department has heard from employers that they wanted individuals with strong computer science background but had other areas of strength as well.

Vice Chair DiBiaggio asked if there are other institutions that offer a BA. Professor Adrion responded that there are many programs nationally.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the BA in Computer Science at the University of Massachusetts Amherst as contained in Doc. T10-005.

The next action item was the **Code of Student Conduct, UMass Dartmouth**. Provost Garro commented that it has been some time since the Code was updated to make the Policy more understandable and more useful to the students. The new document took two previous documents and combined them into a single document. Older documents were included as well as the new document which show the changes that were made were included in the mailing.

Vice Chair DiBiaggio said it was an excellent document.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the revisions to the Code of Student Conduct at the University of Massachusetts Dartmouth as contained in Doc. T94-059, as amended.

Chair Thomas then moved to the **Discussion Items**.

Senior Vice President for Health Science Initiatives and Chancellor of the Worcester campus Michael Collins introduced the **Nursing Working Group Update**. He has been meeting with the Deans of Nursing during the past year and has seen tremendous collaboration. The Deans

reported on the involvement of UMass Nursing leadership in both national and state initiatives designed to address issues facing nursing education. There has been growth in the BS programs, particularly in the RN to BS. The DNP program is well established at Amherst with significant enrollments and well underway at Boston, Lowell and Worcester. Establishment of the DNP programs has not affected enrollment in the PhD programs. The DNP programs have been revenue neutral and self-supporting. PhD faculty have collaborated to share electives across the system and are also serving as dissertation advisors for students from other campuses. They are working on issues of transfer of credit and cross-registration of courses across the system.

Vice Chair DiBiaggio commended the Deans for working across the system to share initiatives.

Trustee Furman asked about the PA program. A PA program is not a nursing program, it is a medical model. You do not need to be a nurse first to be a PA. PAs and NPs perform similar roles on occasion.

Chair Thomas commented that it appeared that Boston has lost enrollment in its BS program. It was reported that the figures sent in the mailed report contained an error and Boston has actually grown in enrollment.

Chair Thomas asked about degrees awarded. There was only an increase of 33 degrees between 2007 and 2008. Dean Seymour-Route explained that there is a need to balance admissions numbers with the courses and clinical placements that students will need later in their career. The increase in the pipeline won't be seen in degree awards for several years. Chair Thomas asked if there was a goal for how many nurses the University wanted to graduate in five years. Chancellor Collins noted that we need to gauge the workforce needs of the Commonwealth, the pattern of retirements and the economic pressures on the field. It is difficult to determine a precise goal. The same situation applies with medical students.

Chairman Manning wanted to make a concluding comment that as admissions have grown, the campuses have done a remarkable job maintaining quality. He thanked the Deans for their performance.

Chancellor Collins concluded by saying that the Nursing Working Group has concluded its work, that collaboration is the order of the day and will continue on to the future.

The next item was a **Report on UMassOnline**.

CEO Ken Udas began the presentation by introducing Chief Academic Officer Barbara Macaulay who then introduced the rest of the panel.

The presentation began with a 45 second commercial that will begin airing online in March.

Professor Riley then spoke to the question of why online education is a strategic asset and the need to understand the changing world that exists today. In the past the learning community has been associated with buildings and campuses. Now identification is defined by networks and virtual places. Students are already invested in technology and online features. We need to meet them there. Working and communicating online will be the way of the future and learning online prepares them for that world. Every student should have the opportunity to take one online course before graduating. For faculty, teaching online challenges faculty to think about learning objectives, to examine pedagogy, to think about how to build connections with students.

How does online education provide more access to the quality education offered at UMass? Professors Chad McQuire and Kathleen Polley responded by video. Professor McQuire believes it provides more access because it is easier for students to take classes regardless of where they are in terms of place. In addition, students taking online courses with students from other parts of the world enhances learning. Professor Polley looked at the issue of access from scheduling in a time-bound manner and the ability for more flexibility in the online world.

Dr. Udas gave credit to founding CEO Jack Wilson and former CEO David Gray who preceded him in the role. He also acknowledged the role of Executive Vice Chancellor Moloney who was instrumental in the early years of UMassOnline. He talked about the strategic priorities of UMassOnline which focus on learner success and learner engagement.

How do you assure quality in a virtual classroom? Professor Valerie Haven talked about the support system to design courses, provide assistance, and allow faculty to examine the way they teach. Professor Shirley Schermling sees that it is the same quality as face-to-face classes and that there is no difference. Online students need to do more work on their own.

Dr. Udas went over the collaborative model by which UMassOnline operates. He looked at how the academic enterprise, campus services and continuing education, and UMassOnline work together. This is why we can say a UMassOnline degree is the same as a UMass degree. He also provided a snapshot of UMass Online – staff of 12, cumulative total revenue since founding $180M; generated $47M in revenue in FY09. There has been a steady incline in both enrollments and revenues which looks good for sustainable progress. UMassOnline is growing at about 20% a year.

Does online education improve retention rates? Professor Chad McQuire felt that it definitely helps with retention rates. The greatest growth is in online programs. Many of those students who are coming close to the end of a certificate program are applying to master's programs. They are willing to take the next step in academic progress. Professor Polley used key strategies to improve retention in online courses. They have an 88% retention rate in the online programs.

There was a brief presentation of current online demographics – 22.2% of all UMass students took at least 1 online course in FY09. The age demographic has been shifting to a younger

audience. One third of the students come from outside Massachusetts, but also sees steady increase within Massachusetts.

Dean Anita Greenwood talked about how UMassOnline offered the ability to rejuvenate failing academic programs which were not generating enough students. It also offers the ability to offer programs for which there would not be sufficient demand on campus. The Graduate School of Education at UMass Lowell has examples of both these types of academic programs. Courses were developed by and taught by UMass Lowell tenured track faculty and would count toward the workload of the faculty.

Executive Vice Chancellor Moloney spoke to the foundations of UMassOnline's success. It is a balanced model of system and campus collaboration and leadership; has continued to focus on robust, user friendly infrastructure, providing aggressive brand and market development, offering faculty development and support and a sound business model to provide incentives to faculty, departments and deans.

Dr. Udas concluded by noting that there are tremendous transitions happening in the online market sector. There is a shifting landscape of changing demographics, student expectations, demographic profile, technology and the increasing demand for online education.

The presentation ended with special thanks those who had helped develop the presentation.

Trustee DiBiaggio stressed the need for quality assessment in these programs. At some point it would be good to learn about how assessment is done. Chair Thomas asked if there is a ceiling capacity. Limitations are those of class size but if you have the faculty you can do it; technology issues can also be addressed.

Chair Thomas then announced that the Committee would enter into **Executive Session** to consider **Appointments with Tenure, UMass Amherst, UMass Dartmouth** and **Awards of Tenure, UMass Worcester** and **Honorary Degrees, UMass Worcester**.

The Committee will not reconvene in Open Session, and the Secretary will call the Roll.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Appointments with Tenure, UMass Amherst, UMass Dartmouth** and **Awards of Tenure, UMass Worcester** and **Honorary Degrees, UMass Worcester**.

Chair Thomas voted for the motion as did Trustees Braceras, Furman, Koffman Woolridge and Chairman Manning.

The time was 1:53 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees