

**Minutes of the Academic Senate
February 19, 2009**

1. The meeting was called to order by Chairperson Brother Charles Hilken at 3:00 p.m. on February 19, 2009. Roll was called and the following Senators were present: Chair Brother Charles Hilken, Vice Chair Tom Poundstone, Past Chair Carla Bossard, David Alvarez, David Bowen, Jerry Brunetti, Gerry Capriulo, Zach Flanagan, Marty Rokeach, Ed Tywoniak, and Parliamentarian Mari-Anne Rosario sitting in for Valerie Burke.

Also present were: Robert Bulman, Dean Tom Carter, Provost Beth Dobkin, Jeanne Foster, Sue Marston, Steve Miller, Dean Frank Murray, Keith Ogawa, Marie Pagliarini, Associate Dean Chris Sindt, Lynda Summers-Clark, Vice Provost Frances Sweeney, Dean Russ Tiberii, Ted Tsukahara, Leslie Welty, and Dean Steve Woolpert.

2. Minutes of the January 14, 2009 meeting were unanimously approved by voice vote.

REPORTS

3. Chairperson's Report – Brother Charles Hilken reported that the Provost has approved all current Senate Action items.

The Senate was asked to announce that Academic Advising will be hosting a fair for the majors on March 11.

Senator Brunetti attended the Board of Trustees meeting in January on behalf of Past Chair Bossard. A written report was submitted. (Copy of the report is on file in the office of the Academic Senate.)

Consent Agenda:

A MOTION was made by Past Chair Bossard and SECONDED by Senator Tywoniak to approve all items on the consent agenda. Senator Brunetti recommended that the Proposal to Discontinue the Graduate Liberal Studies program be removed from the consent agenda, which received the support of four Senators. The Proposal to Discontinue the Graduate Liberal Studies Program was removed from the consent agenda and placed on the agenda under New Business. A MOTION was made by Senator Tywoniak and SECONDED by Senator Rokeach to accept the following items on the consent agenda:

- UEPC approved revisions to Sociology and Chemistry.
- UEPC approved proposal for Study Abroad Australia
- UEPC approved New Course Proposal; Introduction to Ethnic Studies

The motion was approved unanimously by voice vote.

4. Provost's Updates – Provost Dobkin had nothing to report.

5. Undergraduate Educational Policies Committee (UEPC) – Senator Tywoniak reported that the UEPC met on February 9, 2009. The consent agenda items for sociology and chemistry and the New Course for Ethnic Studies, were approved by a vote of 10-0. The Study Abroad

Australia Proposal was approved by a vote of 9-1-0 in favor of granting an experimental program.

The UEPC also began a discussion for a proposal to Promote an Accelerated Undergraduate Degree Track for Outstanding Students from Dean Steve Woolpert. Dean Woolpert will discuss the proposal with Michael Beseda and the UEPC will gather feedback from other campus groups.

6. Committee on Strategic Plan Review and Assessment – Associate Dean Chris Sindt reported that the work of tracking and assessment of the Strategic Plan has begun in earnest. He will begin to report regularly on the progress. He distributed a written report as well as a matrix (a copy of the reports are available in the office of the Academic Senate). The original charge of the committee is Section 8.2 of the strategic plan. Primary work this year is to develop a process to regularly review all initiatives resulting from the plan, including results achieved and assessed. The President gave the committee the more specific charge for 2008-2009 to chart the analysis and report publicly on the progress. He stated that 52 tasks are described in the plan, 16 are completed or ongoing, 10 extensions were granted to the spring, and 26 are due to be completed between 7-1-09 and 6-30-12.

7. Seminar Governing Board Responses to the Core Curriculum Task Force Models – Chair Brother Charles announced the receipt of the Seminar Governing Board Responses to the CCTF models. Senators met with the members of the CCTF to discuss the schedule for the spring semester. Subcommittees were formed with members of the Senate and the CCTF in order to: revise the learning goals, revise Model A, revise Model B, and to create the core curriculum oversight committee.

Senator Capriulo reported that the Philosophy Department has concerns about the core curriculum models and asked if the Philosophy Dept could be on the agenda at the next Senate meeting to express their concerns. Vice Chair Poundstone asked that they submit their concerns in writing, as many of the departments have done. Senator Flanagan asked that their written concerns be sent to the Senators prior to the next meeting. Provost Dobkin said if time is allowed for a particular department on the Senate agenda, the Senate may wish to allow time for all departments to make a presentation.

NEW BUSINESS

8. Proposal to Discontinue the Graduate Liberal Studies Program - A MOTION was made by Senator Alvarez and SECONDED by Senator Tywoniak to approve the proposal, in agreement with the decision of the Graduate & Professional Studies Educational Policies Committee (GPSEPC). GPSEPC Chair Steve Miller said that interviews were held with students and faculty associated with the program. Those interviewed were very passionate about the quality of the program. The GPSEPC made the following recommendations in its report to the Senate and will submit proposals to be considered by the Senate.

In following the protocol established for Discontinuance of an Academic Department or Program not Mandated by General Financial Exigency, the members of the GPSEPC have a few recommendations:

1. We noticed that the Program Review Committee does not really look into the economic integrity of graduate programs. Yet, this is an important part of the fast-

track process and the subsequent formal review conducted by the GPSEPC. We recommend that the PRC guidelines be changed to match the GPSEPC guidelines for formal reviews.

2. According to the section 1.7.4.7 (2c) of the Faculty Handbook all programs are supposed to submit their self-assessment to the appropriate Dean. The Dean is supposed to review it and send it back to the PRC chair with a letter of evaluation before the PRC writes its review. This process does not seem to be happening because PRC guidelines no longer stipulate that it should happen. Therefore current PRC guidelines are not consistent with the Faculty Handbook and we recommend that the PRC guidelines be amended to maintain consistency.
3. The guidelines for discontinuance fail to stipulate any criteria for the GPSEPC/UEPC to use for their recommendation. We researched similar policies at other institutions and developed a list of criteria that we felt could satisfy our needs. We recommend that these criteria be included in an amended version of the guidelines for discontinuance.
4. Finally, we felt that the GPSEPC/UEPC should be consulted BEFORE any decisions are made about program suspension rather than after a program has been suspended and any proposal for discontinuance has been submitted. This would help these faculty groups better understand the problems with the program in question and possibly help with finding alternatives to discontinuance. We recommend that this step also be included in an amended version of the guidelines for discontinuance.

Jeanne Foster said there are many different models working at other colleges which could allow the possibility to continue the GLS program under an alternative model.

Dean Murray said difficult decisions were made, but there were no surprises to individuals involved. There was a considerable and extensive institutional effort to support the program, before there were any decisions made regarding suspension.

It was clarified that the Senate was voting on the Proposal to Discontinue, not the recommendations offered in the letter to Brother Charles Hilken by the Graduate & Professional Studies Educational Policies Committee.

A roll call vote was taken on the Proposal to Discontinue as follows:

Brother Charles Hilken	Yes	Jerry Brunetti	Yes
Vice Chair Tom Poundstone	Yes	Gerry Capriulo	Yes
Past Chair Carla Bossard	Yes	Zach Flanagan	Yes
David Alvarez	Yes	Marty Rokeach	Yes
David Bowen	Yes	Ed Tywoniak	Yes

The motion was approved by a vote of 10-0-0.

9. Protocols for Creation of Centers and Institutes - Chair Brother Charles offered the following Academic Centers and Institutes at Saint Mary's College of California submitted by Provost Dobkin for consideration.

Academic Centers and Institutes at Saint Mary's College of California

The primary purpose of an academic center or institute is to organize research, communication, and public relations around an area of knowledge not traditionally found within an academic discipline or existing department or program at the College.

Academic centers and institutes are vital parts of a college or university that strives to make a contribution to society and its local community, and to advance the mission of the College. An academic center or institute may be organized when there is a clear indication that it will enhance the College's academic profile, further research in a field, and/or enhance the teaching or public service provided by the College's faculty.

Criteria for a Center or Institute

An academic center or institute is established primarily for the coordination and promotion, on a continuing basis, of a particular research field or subject area. An academic center or institute may be interdisciplinary, involving the research of students and faculty members representing different disciplines, departments, and programs. A center or institute may also be created in order to further research interests of faculty in designated major areas. The center/institute should enhance the College's academic profile in areas consistent with academic and strategic plans. The center/institute should have a public impact through outreach, consulting, or programming stemming from research. Academic centers may not offer regular academic curricula nor confer degrees.

Process for Approval and Review of a Center or Institute

A proposal for the approval of an Academic Center or Institute should include:

- Evidence of long-range needs for research in the subject field
- Discussion of the center/institute's relation to the strategic and academic plan
- Discussion of the center's relation to and support of the College mission
- Anticipated effects of the center/institute's activities (on SMC curriculum, the public, students, etc.)
- Anticipated impact on particular departments (on staffing courses, etc.), including independent assessments by the chairs or program directors of impacted departments or programs.
- Business plan (including projected budget)
- Facilities needs and other anticipated impacts, such as library, staff, etc.
- Description of faculty governance, administrative oversight, and external advisory board

Approval

Academic centers and institutes are approved by the president in consultation with the provost, vice president for finance, the academic dean, and the Academic Senate. After approval, academic centers and institutes are registered with the Academic Senate via a report from the president, provost and/or academic dean.

Annual Review

Academic centers and institutes are required to provide an annual report to the academic dean or other administrator overseeing the center/institute. This report should include a budget, an assessment of strategic objectives, a report on the impact of departmental workloads, and an action plan. Annual reports will be forwarded to the provost and housed in Academic Affairs.

A MOTION was made by Senator Capriulo and SECONDED by Senator Tywoniak to adopt the protocols for creation of centers and institutes. The Provost said that there were several faculty members that wanted to create a Center on campus. The Provost is looking to formalize a process. The Provost said that Brother Ron is not predisposed to granting reassigned times for Centers and Institutes. The funding should be primarily external. Several Senators asked if there should be criteria for discontinuing a center? Once a Center is approved how will it be assured that it continues to satisfy the criteria? There was a suggestion that the Senate should be included in the review process. Senator Flanagan suggested that the Provost consider the questions raised by the Senators, and to consider that an annual report and a five year assessment be required. The Provost responded that the annual reports will be made public through the website. The motion was approved unanimously by voice vote.

10. The meeting was adjourned at 5:00 p.m.

Respectfully submitted,
Cathe Michalosky
Faculty Governance Coordinator

Proposal to Discontinue the Graduate Liberal Studies Program
School of Liberal Arts
Submitted to the GPSEPC November 3, 2008

We submit this proposal to discontinue the Graduate Liberal Studies Program due to low enrollments and related financial performance over many years.

WHY SHOULD THE PROGRAM BE DISCONTINUED?

Summary

The Graduate Liberal Studies Program was founded in 1997 through a \$100,000 grant from the Hewlett Foundation, and it was approved by the Academic Senate in 1998. From 1998-2001 the program was housed in the School of Extended Education, and from 2001-present it has been housed in the School of Liberal Arts. In 2005 the program submitted a self-study to the Program Review Committee. In June 2007 enrollment was suspended to the program due to low recruitment numbers.

Enrollment

Headcount enrollment in the program has ranged from 14 (1998) to 64 (2003), and in 2006 it had 43. Full-time equivalency enrollment was significantly lower, peaking in 2003 at 39. In 2006, the FTE was 29. This speaks to the trend in the program for students to attend part-time due to work and family obligations as well as the lack of urgency to complete the degree. To date the historical graduation rate is 50% and the annual attrition rate is approximately 20%. See appendix A for enrollment data.

Financial Performance

The financial performance of the program reached its peak in 2000 when it brought in \$161,248 in tuition revenue over \$125,170 in direct expenses, contributing \$36,078 to indirect costs, a 22% contribution. From 2003 to 2007, it saw a consistent pattern of direct expenses significantly outpacing revenue, peaking in 2006 with a net "loss" of \$84,705 before accounting for indirect expenses. See appendix B for trend analysis.

Program Suspension

In the 2006-2007 academic year, Linda Salsby was appointed as interim program director. With significant support from the provost's Filippi endowment, Ms. Salsby made notable changes in the area of marketing and recruitment. She redesigned promotional materials and print advertising, broadened ad placements and other recruitment strategies, improved the website, and refined enrollment management practices. In addition, Ms. Salsby made some structural changes to program, expanding the GLS Steering Committee and lobbying for a change in the calendar. The recruitment goal for the fall 2007 start was 18. By mid-June, only 9 students had been recruited, and it appeared that program would continue to produce revenue far below expenses. As a result, the provost suspended admission to the program.

Christopher Sindt began serving as Associate Dean of the School of Liberal Arts in July of 2007, and the Graduate Liberal Studies Program fell to his oversight. During the course of the 2007-2008 year, he met students and alumni, worked with the program director to come to a

clear understanding of the program and its budget, heard from numerous members of the faculty and College community, and heard proposals to lift the suspension on recruiting.

In general, he heard many positive things about the program's curriculum, pedagogy, and community; students love the program, instructors love teaching in the program, and alumni feel connected to the College and the GLS community. The program has had a meaningful impact on the lives of many, and its design and delivery are deeply connected to the College's liberal arts tradition and its Collegiate Seminar and Integral programs.

The proposals to reengineer the program focused on many elements, including improved marketing efforts. It should be noted that marketing has been a primary focus of discussion in regard to the program for its 10-year history, and numerous avenues for innovative marketing have been executed.

One proposal combined two untried strategies: 1. A reduction of elective requirements offered by the program in order to reduce costs. Students would take elective requirements by enrolling in courses elsewhere at the College, a typical practice at many other universities. 2. A shift in accounting practices so that the faculty budget line of the program is charged for the College's average faculty cost rather than the cost of the actual faculty teaching in the program. Faculty members who teach in the program tend to be tenured full professors whose courses tend to be replaced at a much lower. (Though this suggestion makes some good sense, it should be noted that this accounting practice is not currently sanctioned by the business office.)

The Associate Dean produced models incorporating each of those two strategies. The modeling exercise, based on reduced electives and a recruitment class of 10 (the most realistic goal based on historical recruiting data), led to four continuous years with direct financial losses before reaching a contribution toward indirect expenses (of \$60,000, or 18%) in 2015 (See appendix C). Calculating the average salary cost only improves the budget slightly (appendix D). The budget projections improve significantly if the average recruitment class rests at 20 new students per year (appendix E). Unfortunately, the past enrollment trends, combined with high attrition and low graduation rates, lead us to believe that these goals cannot be reached no matter how effective a new marketing campaign might be.

In conclusion, the Graduate Liberal Studies is a quality program with a deep connection to the Liberal Arts tradition and a high level of student and alumni satisfaction, but due to low enrollment, it cannot maintain the satisfactory class sizes or financial performance expected of a graduate program at Saint Mary's College.

EFFECTS OF DISCONTINUANCE AND RECOMMENDATIONS TO MINIMIZE NEGATIVE EFFECTS

Discontinuance of the Graduate Liberal Studies will result in a strengthened financial condition of the College and the School of Liberal Arts. This strengthened position will lead to the stability of other programs and to opportunities for the development of new initiatives and programming the School.

One tenured professor is currently assigned to the GLS program, and should the program be discontinued, this professor would need to be reassigned to another department according to

Faculty Handbook section 2.8.5.2. The program has staffed courses with a few full-time faculty members in recent years, but the impact on those faculty members would be small at this point in the program's history. The program also has employed three or four lecturers who have become core members of the program's community, and though their workload is small (0-1 courses per year), they would be impacted as well.

There are currently 23 students actively engaged in the program, 11 of whom are working on thesis projects. There are 17 students enrolled in courses in the fall of 2008. These students have all been impacted in one way or another by the program suspension—decreased class sizes or the need for independent studies in a program predicated on shared inquiry—but discontinuance would not in any way impact their ability to complete the M.A. degree by the spring of 2010.

As noted above, we take very seriously the impact on the program's alumni. If the program were to be discontinued, we would need to make efforts to communicate clearly their connection to program, their continued connection to the College, and their access to programming at the College that serves their needs. We have observed with great interest the development of the "Great Conversation" class through the Weekend College. This class, geared toward alumni of the college, replicates the practice of shared inquiry and the emphasis on the great books. We hope this program can be expanded to serve some (but most certainly not all) of the needs of students, alumni, and community members who might have taken advantage of the Graduate Liberal Studies program.

Respectfully submitted on November 3, 2008.

Stephen Woolpert, Dean, School of Liberal Arts

Christopher Sindt, Associate Dean, School of Liberal Arts