

**UNIVERSITY SYSTEM OF MARYLAND
BOARD OF REGENTS
COMMITTEE ON EDUCATION POLICY
MINUTES OF THE MEETING OF JANUARY 25, 2012**

PUBLIC SESSION

The Committee on Education Policy of the University System of Maryland Board of Regents met in public session on Wednesday, January 25, 2012 in the Atrium of the Wilson H. Elkins Building, University System of Maryland Office, 3300 Metzert Road, Adelphi, Maryland, beginning at 9:30 a.m. Present were Dr. Florestano, Chair; Ms. Gonzales, Mr. Kinkopf, Chancellor Kirwan, Rev. Reid, Mr. Slater, Dr. Vance, and Mr. Wojciechowski. Also attending were Dr. Avery, Dr. Beise, Mr. Bowden, Dr. Childs, Mr. Collins, Ms. Congdon, Ms. Doyle, Dr. Edelstein, Ms. Fink, Dr. Gartner, Dr. Golden, Dr. Goldstein, Mr. Hamilton, Ms. Hollander, Ms. Lang, Mr. Lilly, Mr. Lurie, Ms. Marionni, Ms. Moultrie, Dr. Randles, Dr. Shapiro, Dr. Sheehan, Ms. Smith, Dr. Ward, Dr. Welsh, Dr. Wolfe, Dr. Wood, Dr. Wylie, members of the press, and other observers.

Dr. Florestano called the meeting to order. The agenda items were discussed in the order reported in the minutes; copies of materials distributed at the meeting are on file with the official minutes of the meeting. Dr. Florestano noted that there are two academic program proposals being considered at this meeting, but that two others were sent back to the proposing institution for additional work and clarification. Those will be presented to the Committee in March.

1. New Academic Program Proposals.

a. Frostburg State University: Ed.D. in Educational Leadership.

Dr. Mary Gartner, Associate Provost, noted that FSU Provost Dr. Steve Simpson regretted his inability to attend today's meeting as he is recovering from a fall. She noted that FSU takes very seriously the Committee chair's frequent admonitions about ensuring that the program inventory doesn't become inflated and intends to bring to the Committee later this year some proposals for program discontinuances. She then introduced Dr. Clarence Golden, Jr., Dean of the College of Education, and Associate Dean Dr. William Childs. Dr. Childs, who was the primary author of the proposal, presented the program proposal. He said that FSU currently is collaborating with the University of Maryland, College Park (UMCP) on an Ed.D. to meet an urgent need for the Washington County Public Schools through the existing UMCP program. UMCP does not plan to continue offering the program once this cohort exits. The collaboration was also intended to help Frostburg's faculty prepare to implement a doctoral level program of its own, and this proposal is that applied doctorate. The Ed.D. in Educational Leadership is designed to provide an avenue for practitioners to complete a terminal degree in the profession, Dr. Childs said. It is not duplicative of any research-oriented doctoral programs but is an applied professional degree, rooted in authentic experiences, case studies, problem-based learning activities, and an integrated practicum, in addition to the requisite theory and knowledge base commensurate with the terminal degree. He noted that the target audience includes individuals aspiring to be educational leaders, including administrators, supervisors, master teachers, policy specialists, and other educational professions at all levels.

The delivery design of the program is to integrate leadership as a theme throughout the selected areas of specialization: Curriculum and Instruction, Higher Education Leadership, PK-12 Leadership, Reading, and Special Education. Program delivery is via a cohort model spanning two years of study with the practicum and dissertation completed in the third year. If approved, the program will admit its first

cohort, which will be offered at the main FSU campus, this coming fall. Most of the initial main campus cohort of no more than 25 students will be drawn from Allegany and Garrett counties, he noted, and there have been almost 70 expressions of interest in this first cohort since program planning began. The second cohort will be offered at the USM Hagerstown center, and cohorts will alternate between locations thereafter as long as demand exists.

Following questions from Dr. Florestano, Dr. Childs elaborated on the distinction between applied and research doctorates and on the target audiences for the program. Dr. Goldstein observed that this is a very unusual program. He noted that the program will be offered at USMH in response to a request from the superintendent of schools there, that there has been an impressive degree of cooperation between FSU and UMCP in developing this program, and that this will be the first of what he hopes will be many doctoral level programs in Western Maryland.

Dr. Vance asked if the 25-student cohort will be sufficient to meet the needs of the region. Dr. Childs said that both Garrett and Allegany Counties are experiencing near saturation of local educators who already hold the Advanced Professional Certificate (master's degree or 36 post-baccalaureate credits), but not all prospective students have indicated that they will be ready to begin the program immediately. He said that 25 students per cohort is the maximum that can be served while the program is being launched and a support structure built; he added that the program is very faculty-labor-intensive once the cohort is in the dissertation phase. FSU plans to rely on faculty experts in colleges outside of education to direct dissertations and serve on committees, he added. Dr. Gartner added that the huge expression of interest at this time is the result of pent-up demand, which will likely subside over time as the program matures.

Mr. Slater said he is very enthusiastic about the program, as a source of pride for an FSU graduate and because it meets a regional need and is so important to Hagerstown. He asked if it is anticipated that the first FSU cohort will enroll in Fall 2012; Dr. Gartner said that MHEC has acknowledged receipt of the proposal and will act once FSU pays the required program approval fee.

Mr. Slater commented that the expectations for academic progress seem rigorous and asked if this is consistent with similar programs nationally. Dr. Childs responded that it is, noting that he participated in a cohort program in Virginia for his own doctorate; the course requirements and "gatekeeper functions," e.g. comprehensive examination, dissertation proposal, dissertation itself, are the same. Mr. Slater asked about admission rates and retention rates. Dr. Childs noted that cohort programs typically have higher retention rates than do ordinary "rolling admissions" programs. The structure and rigor of the program works in its favor, he said. In terms of admission, Dr. Childs said that it would not surprise him to see 50-75 applicants for the first cohort, while will be limited to 25 students.

Dr. Florestano asked if Dr. Childs could explain the statement: "The course load and sequencing are designed to be attainable for the practitioner." Dr. Childs said that content mastery and research will require an authentic connection between theory and practice, and assessments will be tied to the employment situations of the students. Additionally, he said, careful attention is given to which courses are offered together in a given semester to integrate course concepts and reinforce learning.

Following discussion, Mr. Slater moved, Rev. Reid seconded, and the Committee on Education Policy recommended unanimously that the Board of Regents approve the proposal from Frostburg State University to offer the Doctor of Education (Ed.D.) in Educational Leadership.

b. University of Baltimore: M.A. in Global Governance and Human Security.

UB Provost Dr. Joseph Wood commented that this is a unique program that builds on existing resources in public affairs. Students in the program will examine the ways that non-governmental organizations (NGOs), supra-national organizations, intergovernmental bodies, and global actors work together to address issues of human well-being, while confronting challenges that are beyond single governments to solve. Once the program has been launched successfully at UB, Dr. Wood said, he anticipates that it will be offered at USG. Dr. Wood noted that while most of the required faculty and course offerings are already in place, UB will seek one additional faculty member in international studies to serve this program. Dr. Wood then introduced Professor Ivan Sascha Sheehan, who will be responsible for the program.

Dr. Sheehan said that work on the proposed program began about 18 months ago and was a collaborative effort between faculty in international studies, human services, and health systems management. There is broad support for the program on campus, he said. It will be the first international offering on campus, and there is enormous student interest. He described “global governance” as a sort of transnational problem solving that is needed to address large issues like terrorism, natural disasters, climate change, etc. that are beyond the scope of any one country. “Human security” involves the identification, recognition and security of basic human needs beyond food, shelter and clothing, such as cross-cultural understanding, peace, education, health care, and sustainable development. He noted that this is a very applied, practical program consistent with UB’s mission.

Dr. Florestano asked if there are similar programs elsewhere. Dr. Sheehan said that there were none in Maryland; a Ph.D. program at the University of Massachusetts—Boston in global governance and human security will have its first entering cohort in Fall 2012. That program will focus on training scholars. Dr. Florestano asked what sort of jobs program graduates will obtain. Dr. Sheehan responded that graduates will be in demand from the region’s large number of NGOs with global missions; students need applied skills and functional applications in addition to traditional academic backgrounds if they are to be competitive applicants for positions with NGOs. He noted that an estimated 40,000 international non-governmental organizations currently operate around the world.

Dr. Florestano said that she found the proposal language and particularly the program title somewhat confusing. She said she is not sure what is meant by “global governance.” Dr. Sheehan noted that this is a concept that is not a strong focus in the U.S. but that most of the world focuses on it. It is not conventional governance, but transnational problem solving. Mr. Slater said he is not convinced by the proposal that there is a need or demand, and that although he will vote to approve the program, he will do so “unenthusiastically.” Dr. Wood responded that there are large enrollments in existing public policy programs, and students have expressed a strong interest in obtaining an international perspective. Dr. Sheehan said that the concern is not that there will be inadequate enrollment in the proposed program but that this program will draw students away from other programs in public policy.

Mr. Kinkopf noted that Baltimore has become a hub for international NGOs. He said he sees a need and potential to tap into local enterprise, and he strongly encourages UB to connect with the Baltimore-based NGO network. He said he thinks UB is on to something that will benefit the community as well as its students. In response to Dr. Florestano's comment that it may be the title of the program that she finds confusing, Mr. Kinkopf observed that "global governance" and "human security" are "terms of art" that may indeed be opaque to the layman. Rev. Reid suggested that while the title may need work, the essence of the program is critical. This is a very important area that has not been adequately served by graduates of more traditional degree programs, as evidenced by our inadequate responses to recent crises in Haiti, India, and New Orleans. Rev. Reid observed that in the State of the Union address, President Obama spoke specifically of the line between programs that help people make money when they graduate and those that help people change the world; he said the UB program has the potential to do the latter.

Dr. Florestano suggested that UB look at revising the language of the proposal to make it clearer and to consider changing the title. She suggested they talk with the marketing people and not only with the academics.

Following discussion, Ms. Gonzales moved, Rev. Reid seconded, and the Committee on Education Policy recommended unanimously that the Board of Regents approve the proposal from the University of Baltimore to offer the Master of Arts in Global Governance and Human Security following some editorial reshaping and a change in title for the proposed program.

2. Results of Periodic Reviews of Academic Programs.

Ms. Hollander reminded the Committee that in 2003, the Board of Regents delegated to the Chancellor the authority to approve institutional reports on the review of existing academic programs. Existing academic programs are required to submit a report every seven years. Each USM institution follows a review process that was approved previously by the Regents. A format for the reports is standardized and includes information on enrollments and degrees awarded, internal and external reviews, and institutional recommendations and actions. She noted that drafts of each report are reviewed by staff in the USM Office of the Senior Vice Chancellor for Academic Affairs and comments are shared with the institutions for appropriate action prior to final submission to the Chancellor. This year, 88 programs, including 50 baccalaureate programs, 26 master's programs, and 12 doctoral programs were reviewed.

Dr. Florestano emphasized the importance of the reviews. Institutional action plans ensure that academic quality is maintained and resources used effectively and efficiently. She turned to the detailed tables included in the items and asked specific questions about a number of programs at BSU. Ms. Gayle Fink, Assistant Vice President for Institutional Effectiveness at BSU, responded that the campus is working to align the curriculum of the Computer Science program more closely with the needs of government and business; she acknowledged that degree production in that program was declining but that enrollments remain steady in Computer Technology. BSU has NSF grant funding which will assist the institution in revamping its Computer Science offerings, she said. Ms. Fink responded to Dr. Florestano's question about the master's in Mathematics by noting that the program is built off of the bachelor's in Mathematics and serves only a few students who have gotten their bachelor's degree from BSU; there are plans to expand outreach, she said. Finally, in response to Dr. Florestano's question

about low degree productivity in the MSN program, Ms. Fink noted that the BSN program is growing and that larger cohort will be increasing enrollments in the MSN program over the next few years.

Dr. Florestano noted very low numbers in both enrollments and degrees in the Ethnobotany program at FSU; Dr. Gartner said she believed the program should not have been included on the list for review at this time. It is a new program that didn't admit students at all until Fall 2006. While the program will never be large, she said, it is growing as anticipated.

Dr. Florestano asked about enrollments in the French program at SU. There was no SU representative at the meeting, but Ms. Hollander said she believes that SU is considering merging all of its foreign language programs into a single degree program. Mr. Slater noted that when he was a student, the designation "B.A." indicated a foreign language requirement while "B.S." did not. He asked if any of our institutions have a foreign language requirement; Dr. Jill Randles, assistant vice provost for undergraduate education at UMBC, said that UMBC does include a foreign language requirement among its general education core.

Ms. Gonzales said she is intrigued by the decline in foreign language requirements and enrollments at a time when it would seem that it is increasingly important that our citizenry be adept at being able to communicate with others in the world. Dr. Florestano said she would like to include a conversation with campus representatives on the topic of foreign language instruction in a future agenda. Dr. Goldstein indicated that Dr. Carol Geary Schneider of the American Association of State Universities and Colleges (AASCU) has been invited to make a presentation at the June meeting of the EPC on what a "complete student" ought to know.

Dr. Wiley commented that the U.S. government believes that our citizenry's lack of language facility is a matter of national security. She said that UMCP's Center for the Advanced Study of Language (CASL) is engaged in research on how to teach languages, and the proposal for the Master of Arts and Post-baccalaureate Certificate in Second Language Acquisition that UMCP will be bringing to the March meeting of the Committee speaks directly to this issue. She added that UMCP has been offering "unusual" languages such as Arabic, Persian, and Chinese, over the past several years.

Turning back to the program review table, Dr. Florestano noted that the UMUC programs in gerontology and in health administration informatics have huge enrollments (over 800 students in each program) but very limited degree production. There was no UMUC representative at the meeting. Ms. Hollander noted that most of the UMUC students are part time, which lengthens time to degree; she said she would contact UMUC for an explanation. Dr. Goldstein added that the difficulty for UMUC is that none of the standard indicators (like four- and six-year graduation rates) work for them.

Mr. Slater noted that he is very impressed with the program review process and report; he asked if other systems do similar reports, and Ms. Hollander replied affirmatively, noting in particular the Georgia system. Mr. Slater observed that there is no mention of course redesign in the program reviews; Ms. Hollander said that this may come in time, but she reminded the Committee that the initial course redesigns were all in introductory courses which are not major requirements.

Dr. Goldstein complimented the provosts on their maintenance of quality standards through the rigorous program of academic program review.

3. Universities at Shady Grove: Inter-Campus, Inter-Professional Educational Curricular Initiatives.

Dr. Stewart Edelstein, Executive Director at USG, made an on screen presentation concerning on the mission and activities of the Committee on Collaboration, Inter-professional and Interdisciplinary Education Strategies (CIPES) at USG. (A copy of the presentation is on file with the official Minutes of the meeting.) He noted that this committee fosters interdisciplinary course development among various programs and institutions as well as provides a forum for faculty interaction and discussion as well as promotes the work within USG, its home institutions and in a national forum. The drivers of this initiative, he noted, were the provosts meeting as the Shady Grove Governing Council, who included “course sharing” among its initiatives several years ago; the health professions, which has emphasized the importance of inter-professional education in patient care, as will be commented upon later by UMB’s Dr. Ward; and the business community, which expressed concern that academically trained students were not always “work ready.” Dr. Edelstein said that the USG initiative started with a course in Investigative Forensics offered jointly by the School of Nursing (UMB), Department of Criminology and Criminal Justice (UMCP), and the Department of Psychology (UMBC).

Dr. Edelstein then introduced Dr. Heather Congdon, UMB School of Pharmacy, who discussed the CIPES work under development as well as plans to create and offer courses at a multi-institutional campus.

Ms. Gonzales asked about the logistics and financial issues related to course sharing. Dr. Edelstein said that institutions at USG use the existing inter-institutional registration procedures to fill open seats in the courses they offer; there is no money exchanged at this time, but records are kept of inter-institutional registrations so that it can be determined which institutions are net “senders” of students and which are net “receivers” under the procedure.

For interdisciplinary courses involving more than one institution, Dr. Edelstein noted, each participating institution has its own course number for cross-listing the course offering, and the tuition goes to the student’s home institution.

Dr. Vance asked how effective USG’s business partnerships have been in job placement for graduates. Dr. Edelstein said that internships with local business often turn into job offers upon graduation. He noted that 88% of USG’s graduates are working in the geographic area in the fields in which they received their degrees.

Ms. Gonzales asked how these courses differ from more traditional offerings. Dr. Congdon said that they require a lot more planning and organization and offer the students a much more active learning experience.

4. UMB: System-wide Inter-Professional Education Initiative.

Dr. Roger Ward, UMB Interim Provost and Vice President for Academic Affairs, offered Dr. Perman’s regrets at being unable to attend (he is at a hearing in Annapolis), and he introduced Dr. Flavius Lilly,

Assistant Vice President for Academic Affairs, will co-authored the white paper with Drs. Perman and Ward. He noted that Dr. Lilly comes to UMB with fifteen years experience in hospital quality assurance.

Dr. Ward reported that the last Middle States review of UMB had no actual “recommendations” but did include two “suggestions” to the institution. One of those, he noted, was that UMB was not taking optimal advantage of its structure and complement of professional schools and the opportunities to pursue inter-professional education opportunities. Dr. Ward noted that Dr. Perman’s arrival at UMB as President in 2010 made this issue a focal point for the campus and of the university’s strategic planning process. The key drivers for UMB, Dr. Ward said, were accrediting bodies; patient safety and the quality of health care; and the Affordable Care Act. The institution also recognized the opportunities available to include other System institutions in the initiative.

Dr. Ward gave an on-screen presentation to the Committee. (A copy of the presentation is on file with the official Minutes of the meeting.) He noted that the “next steps” are outlined in the white paper, which identifies a number of “low-hanging” opportunities that can be readily pursued en route to elevating the reputation of the University System as a whole in the area of inter-professional education.

Mr. Slater asked what the interplay might be between this and the “Strategic Alliance.” Dr. Ward said that this could certainly be an Alliance initiative even though it did not start as a result of the merger exploration. Mr. Wojciechowski asked Dr. Ward to extend his personal compliments to Dr. Perman; he noted that he had recently attended the President’s Clinic on Dr. Perman’s invitation. He said he was inspired and noted, “No PowerPoint presentation could do justice to the experience.”

Ms. Gonzales emphasized the importance of focusing on the potential contributions of all schools even though a “medical orientation” is natural for UMB. She gave the example of service to special-needs individuals as a case that would logically involve all disciplines, including law, social work, and the medical specialties. She encouraged viewing this initiative from each discipline’s perspective to ensure that the strong medical emphasis doesn’t “shut out” other disciplines. Dr. Ward said he agrees absolutely with Ms. Gonzales and that broad disciplines are being considered for inclusion in the initiative, particularly in terms of scholarship on inter-professional education.

Dr. Florestano thanked Dr. Ward for his presentation.

5. External Funding Report.

Dr. Goldstein reported that this annual report provides information on extramural awards received by USM institutions in support of specific initiatives in research, education, or service in FY 2011; in addition to detailed information by institution and funding source for FY 2010 and FY 2011, the report also provides five years of summary data by institution for comparison purposes.

Dr. Goldstein recalled that last year Mr. Augustine predicted that, given the tight economic times, the USM award total could not continue to increase. In fact, Dr. Goldstein said, Mr. Augustine was correct, and in FY 2011, the System received \$1,311,196,159 in extramural funding, a 4.3% decrease from the FY 2010 total. Federal funding was down 11%, but all other sources of funding were stable or increased. Dr. Goldstein noted that UMB once again garnered the largest extramural funding total among System

institutions and realized an almost 4% increase over last year's total. TU, UB, UMES and UMUC also had higher extramural funding totals in FY 2011 than in FY 2010.

Rather than focus on the changes between FY 2010 and FY 2011, Dr. Goldstein suggested that the Regents look at Table 2 and note the increases experienced by almost all institutions over the past five years. He observed that the table also demonstrates that the distinction drawn between "research institutions" and "comprehensive institutions" should not suggest that there is not research going on at all institutions. Finally, Dr. Goldstein said, although increasing our funding will continue to be a struggle, the trends are good.

Dr. Florestano asked what is included in the "other" category. Ms. Marionni said she would send a follow-up to the Committee members outlining what is included.

Dr. Florestano noted that FSU experienced a significant decline in the number of proposals it submitted for funding. Dr. Gartner noted that FSU had no director of the sponsored program office for several months last year; a new director began work in January, she said, and proposal activity is expected to increase this year.

6. Other.

Dr. Florestano mentioned that there were a couple of items on the agenda for the January 2012 meeting of the Academic Affairs Advisory Council that might be of interest to the Committee. They include suicide risk, the Maryland Compact, and reverse transfer credit. Dr. Goldstein reported that the vice presidents for student affairs and the attorney general's office are developing policy to address the suicide risk issue, the AACU presentation at the June Committee meeting will tie in well with the Compact discussion, and there will be a report on transfer students at the next Committee meeting that will include a discussion of reverse transfer credit.

7. Motion to Adjourn and Reconvene in Closed Session.

Dr. Florestano reported that the Open Meetings Act permits public bodies to close their meetings to the public in special circumstances outlined in Subtitle 5, section §10-508(a) of the Act. She asked for a motion to adjourn the open meeting and to reconvene in closed session in Room 210 to discuss issues specifically exempted in the Act from the requirement for public consideration.

Ms. Gonzales moved, Mr. Wojciechowski seconded, and the Committee on Education Policy voted unanimously to adjourn the open session of the Committee on Education Policy at 11:50 a.m. to reconvene in closed session under article §10-508(a) of the Open Meetings Act.

Respectfully submitted,

Patricia S. Florestano
Chairperson