

## AGENDA

### COMMITTEE ON EDUCATIONAL POLICY

**Meeting:** 2:30 p.m., Tuesday, November 9, 2010  
Glenn S. Dumke Auditorium

Debra S. Farar, Chair  
Carol R. Chandler, Vice Chair  
Roberta Achtenberg  
Nicole M. Anderson  
Kenneth Fong  
Margaret Fortune  
George G. Gowgani  
Melinda Guzman  
William Hauck  
Raymond W. Holdsworth  
Linda A. Lang  
A. Robert Linscheid  
Peter G. Mehas  
Henry Mendoza  
Lou Monville  
Glen O. Toney

#### **Consent Items**

Approval of Minutes of Meeting of September 22, 2010

#### **Discussion Item**

1. California State University Partnerships with the Small Business Development Center Council, *Information*

**MINUTES OF THE MEETING OF  
COMMITTEE ON EDUCATIONAL POLICY**

**Trustees of The California State University  
Office of the Chancellor  
Glenn S. Dumke Auditorium  
401 Golden Shore  
Long Beach, California**

**September 22, 2010**

**Members Present**

Debra S. Farar, Chair  
Carol R. Chandler, Vice Chair  
Nicole M. Anderson  
Kenneth Fong  
Margaret Fortune  
George G. Gowgani  
Raymond W. Holdsworth  
Linda A. Lang  
A. Robert Linscheid  
Peter G. Mehas  
Lou Monville  
Charles B. Reed, Chancellor

Trustee Debra S. Farar called the meeting to order.

**Approval of Minutes**

The minutes of July 13, 2010, were approved as submitted.

**Graduation Initiative Update**

This item was presented by Dr. Ephraim Smith, executive vice chancellor and chief academic officer, and Mr. Jeff Gold, director of academic technology development. They presented the initiative's goals and provided an update on activities that have occurred since January.

The CSU strives to raise the freshman six-year graduation rate by eight percentage points by 2015, and cut in half the existing gap in degree attainment by the CSU's underrepresented students (URMs). All campuses have established graduation targets comparable to the top quartile of national averages of similar institutions; those already in the top quartile have committed to increasing graduation rates an additional six percentage points. Campuses also have established targets for increasing transfer student graduation rates, and each has assembled a graduation initiative team to focus on achieving campus goals. The Chancellor's Office also has established a core team to help support campus efforts.

Progress has already been made: the CSU system's graduation rates have improved by more than three percentage points in the recent years. The system is on track to meet or exceed its target graduation rate for the 2009 freshman cohort. However, the system's achievement gap has grown slightly the past four years; therefore, campuses must focus increased attention on the goal of cutting the gap in half.

The Chancellor's Office Graduation Initiative Team will be holding workshops in October to focus on strategies for closing the achievement gap. The completed systemwide milestones include: the submission of monthly plans by campuses to the Chancellor's Office Graduation Initiative Team, seven regional planning sessions, and workshops focused on leading indicators of student success. A webinar was also conducted, and a website was launched with a database of best campus practices and actions that campuses plan to use to meet their goals.

Upcoming activities in the 2010-11 academic year include one-day campus visits by the Chancellor's Office Graduation Initiative Team to check on progress, identify challenges and look for opportunities for systemwide collaboration to improve student success. The system's graduation team will continue to work with campuses to encourage sharing of best practices and facilitate the use of systemwide innovations, when appropriate.

### **Academic Plan Update for Fast-Track Program Development**

Dr. Christine Mallon, state university dean for academic programs and policy, said that the fast-track process is one of a handful of mechanisms that facilitate responsive program planning, allowing campuses to provide a timely response to the state's changing workforce needs. Proposals for two programs, a Bachelor of Arts in Women's Studies at CSU Sacramento and a Masters of Arts in Organizational Development at Sonoma State University, met the required fast-track criteria and were recommended for approval. The committee recommended approval of this resolution. (REP 09-10-05)

### **Professional Science Master's (PSM) Degrees**

Dr. Elizabeth Ambos, assistant vice chancellor of research initiatives and partnerships, gave a progress report on the CSU's Professional Science Master's (PSM) programs. These two-year graduate programs blend science and business coursework to prepare professionals for the most dynamic economic sectors in the state, including biotechnology and associated fields.

There are more than 200 PSM programs nationwide at more than 100 universities. The CSU leads the nation's higher education systems in PSM development and has acquired more than a million dollars in funding during the last five years for PSM development initiatives. PSM programs have expanded throughout the CSU system, and there are now 25 PSM programs on 18 campuses with more than 500 students enrolled and more than 150 degrees awarded.

The long-term goals of the CSU PSM are to institutionalize the 25 current programs on 18 campuses and to establish the PSM as a prestigious degree with strong and sustained industry

partnerships that are straightforward and achievable. Professional Science Master's programs are clustered in the high-tech industry corridors in the coastal areas and upper Midwest. CSU PSMs represent 80 percent of California PSM programs and 10 percent of the nation's PSM programs.

One of the most successful PSM programs in biotechnology is at CSU Channel Islands, which has had more than 200 students enrolled and more than 80 degrees awarded. A video clip of perspectives on the CSU Channel Islands program was shown. CSU Channel Islands President Richard Rush said he is proud of the program's success and that it has emerged from its interdisciplinary focus; it is a tribute to Dr. Ching-Hua Wang whose foresight and energy created program. Currently, the program serves Amgen and Baxter, two of the largest firms in biotechnology, and the U.S. Navy.

San Diego State President Stephen Weber emphasized how remarkable it is for the Sloan Foundation to understand the need for these programs and its wisdom to come to the CSU as the pioneer to get it done. It is an unusual thing to create a new degree, and he said it was analogous to the creation of the MBA programs 100 years ago. CSU East Bay President Mo Qayoumi said that they are working to get the PSM program into the engineering areas, adding that there is considerable interest with the engineering deans.

Trustee C.C. Yin asked about qualifications to enter the program. Dr. Ambos responded that the qualifications include having a bachelor's degree, adding that the program does not necessarily reach out to students with science backgrounds. Most of the biotechnology degree recipients would have had a bachelor's degree in life science as preparation. Work experience is very important.

Chancellor Reed invited Trustee Kenneth Fong to participate in the next PSM advisory meeting. This advisory group includes the chief executive officers from companies such as Qualcomm and Sony. Sony hires more CSU graduates than any other college or university in California, Dr. Reed said. San Diego State has a unique degree that they have been designing for returning veterans. It is of great interest to the U.S. Department of Defense.

Dr. Fong asked what the employment placement statistics are for campuses other than CSU Channel Islands, and whether the \$2.1 million in NSF support is renewable. Dr. Ambos said the CSU is lobbying for renewal of NSF funding. She also stated that another environmental scan will be initiated to learn what the employment figures are for PSM graduates. Trustee Linscheid suggested that the relationship between internships and employment be looked at during the environmental scan.

### **California State University Nisei Diploma Project**

Ms. Colleen Bentley, director of special projects, gave an update on the Nisei Diploma Project granting honorary bachelor of humane letters degrees to Japanese American students who were interned in camps during World War II. The Board of Trustees unanimously approved granting these degrees at its September 2009 meeting.

More than 250 Japanese American students had been enrolled in CSU campuses in Fresno, San Diego, San Francisco, San José and San Luis Obispo in 1941 and 1942 before being incarcerated. The campuses produced moving commencement ceremonies this spring for the former students. CSU Dominguez Hills hosted a ceremony for those elderly Japanese Americans who weren't able to travel to their home campuses.

Ms. Bentley said that she and the campuses heard stories from many former students who received their degrees, and from families, who knew very little about what happened to their loved ones. She has received a grant to videotape the honorees to expand on their stories and share them on DVDs with community centers and libraries around the state. She presented a short video on the special Nisei campus ceremonies.

Trustee Peter Mehas, who was at the Fresno ceremony and spoke at the San José ceremony, commended the staff and presidents for the events, saying that they were extremely moving. He talked to many of those who received the diplomas and said it meant so much to them and their children and grandchildren. San Diego State President Stephen Weber called the Nisei ceremonies one of the most personally moving experiences he has had as president, and that he was very grateful to the CSU for making it possible. CSU Dominguez Hills President Millie Garcia said that one of the touching moments was when the two honorees got their degrees all the students at the university's commencement ceremony stood up and tears were flowing.

Fresno State President John Welty said that one of his greatest memories was the opportunity to award the degree to John Hiroshi Otomo, father of a former trustee (Joan Otomo-Corgel). The ceremonies were very powerful and, more importantly, they were able to get students involved so they could learn about the World War II experiences. Trustee Carole Chandler said it was especially moving that Mr. Otomo was able to be at a special degree ceremony, which gave him a resurgence of health before he subsequently passed away. She said what was very important was having his grandchildren be able to see him. She thanked the CSU campuses for all the work done on the ceremonies and the CSU staff for putting the video together.

### **Opportunities to Expand the Role of Extended Education**

Dr. Smith reported that at the June 2010 Board of Trustees Finance Committee meeting, Trustee Margaret Fortune requested that a report on exploring the option of expanding Extended Education to increase enrollment at the CSU be presented at the September meeting. He turned the presentation over to Ms. Sheila Thomas, state university dean for extended education, who gave a PowerPoint overview of extended education.

Ms. Thomas said that the mission of the CSU is to provide affordable access to education that is high-quality, learning-centered and outcomes-based. The mission of Extended Education is to support and extend the mission of the CSU with quality programs that are affordably priced. The degree requirements for knowledge-based jobs increasingly extend to master's and professional degrees and continuing education. Continuing adult education for skills enhancement, applied

master's programs and professional degrees and certificates are in high demand.

CSU Extended Education extends access to the university through self-support programs and services to meet the needs of local, regional, state and international audiences. In 2008-2009, Extended Education offered credit and non-credit programs to the unemployed, dislocated workers, non-native English speakers, California teachers, nurses, business professionals, students with disabilities, and U.S. veterans and active duty members, and provided blended and hybrid course programs. In total in 2008-2009, Extended Education processed nearly 267,000 registrations with more than 16,000 FTEs (full-time equivalent) students taking courses for credit, through high-quality and affordable programs. The programs generated \$165 million in revenue.

Ms. Thomas presented a series of broad categories of potential avenues of expansion through Extended Education. Category One dealt with legal requirements, board policies, executive orders and other directives that govern Extended Education. In category Two, she presented several facts: students are eligible for all types of financial aid except Cal Grants and State University Grants; CSU faculty appear to receive compensation at a higher rate than proprietary competitors; the CSU has a number of competitive cost advantages: the average annual tuition for proprietary institutions is \$13,082; fees for the CSU are only \$4,872. The average annual tuition for private institutions is \$37,000. The average annual cost for extended education degree completion is \$7,290 and master's degree, \$12,390. The average default rate for the proprietary and private institutions in this study was 11.1 percent and the average for the CSU is 3 percent.

Category 3 dealt with serving CSU students and working professionals by assisting the CSU in meeting its core academic mission in providing remedial, bottleneck and high-demand courses. In addition, Extended Education could assist with courses for students who leave before graduating, stop-out students, and open university for "super seniors," as well as for disqualified, international and other non-matriculated students. The campus programs currently offer 149 special sessions degree programs in high-demand fields such as business, nursing, biotechnology, criminal justice and education. Financing, collective bargaining and legal issues would need to be explored to expand programs. There is a CSU task force studying expansion of courses to serve underserved areas, and that study will offer alternatives to non-matriculated students.

Trustee Fortune thanked Dean Thomas and Dr. Smith for the well-prepared report. She was pleased that there are readily available ways for extended education to expand, such as with "super seniors" and the Early Start program. She asked how Extended Education can be used to serve the 25,000 to 50,000 eligible applicants potentially turned away from the CSU. Dr. Smith said that the CSU is doing a study this fall to determine the CSU-eligible students who did not gain admission to their first-choice campus. He hopes the study will be done by the end of 2010. Trustee Farar said that she sees a tremendous opportunity to expand access to the university, even at a time of great economic decline, when the state is backing away from support.

Trustee Linda Lang expressed her support for doing everything to facilitate the elimination of the barriers to expansion. There are many organizations, such as her own company, that provide tuition reimbursement for students to get additional training and knowledge. Now they are forced to go to the for-profit organizations that are significantly more expensive. Their money would go

much further at the CSU if they have access to the programs. She encouraged those who are involved in removing those barriers to do so.

Trustee Chandler agreed with Trustee Lang that about overcoming these barriers, especially in the rural areas. She mentioned that Humboldt President Richmond and Fresno President Welty are working to get more online courses for rural areas and helping with credentialing. She asked for a follow-up in the next months on overcoming these barriers. She asked if the CSU surveys students who have gone through the Extended Education programs as to their responses and the quality of programs and why they chose our programs. Dean Thomas said that she did not have that available at the Chancellor's Office, but that most campus programs have surveys that are conducted, adding that she would provide trustees with that information.

Trustee Holdsworth said that the two areas of the state that are growing are health-care and private education. The CSU has an obligation to offer education with the least barriers it can, so that the students look at this university system as the best way in which to get a good education. He concurred with Trustee Chandler on asking that staff provide trustees with an elaboration of the barriers.

Trustee Mendoza does not believe the barriers are insurmountable. The CSU prides itself in giving an education to the first generation, the first in the family; instead of these students being the first to get in trouble financially, they need lower-cost education. Since the CSU doesn't have to be profitable, the CSU should help, so more students are not in default with their student loans.

Trustee Achtenberg cautioned that the CSU needs to be prepared to enter this marketplace. The CSU is an enormous threat, and the for-profits are being criticized from all quarters. However, the CSU needs to be very thoughtful as approaching this initiative, and she encouraged staff to utilize the business expertise on the board to position the CSU correctly, if it goes forward. Trustee Farar noted that she has been on the Association of Governing Boards (AGB) and it now has included for-profits, which brings up what the mission is and what it means for citizenship trustees. Trustee Gowgani asked about the revenues being generated from Extended Education and wanted to make sure that they are not deducted from the campus general budget. Chancellor Reed confirmed that Extended Education funds stay with the campus that generated them.

Chair Carter congratulated Trustee Fortune for bringing forward the item and thanked the chancellor and staff for developing a full report. He called it a magnificent illustration of how to gather information, which can be used for the purpose of making sound policy judgments about advancing the educational options and opportunities for students in California.

He said that with the kind of discussion and background material provided, it would be appropriate to ask the chancellor and his staff if they would now begin a more deliberate look at under what conditions can Extended Education be expanded. He asked that Trustee Farar discuss it with the chancellor and be prepared to bring an item for the Educational Policy Committee that relates to implementation strategies to carry out expanding Extended Education.

Public comment: Rich Anderson, president of UAW local 4123, was joined by academic student employees from some of the Southern California campuses. These are teaching assistants, graduate assistants and tutors. He said that while the CSU graduation initiative is important in strengthening the California economy, another high-priority step to increase graduation rates is to

finish contract negotiations, which have been stalled for two years. He urged the board to support the recommendations of the fact-finder when the process is completed.

Trustee Farar adjourned the Committee on Educational Policy.

**COMMITTEE ON EDUCATIONAL POLICY**

**California State University Partnerships with the Small Business Development Center Council**

**Presentation By**

Ephraim P. Smith  
Executive Vice Chancellor  
and Chief Academic Officer

Elizabeth L. Ambos  
Assistant Vice Chancellor  
Research Initiatives and Partnerships

Rollin Richmond  
President  
Humboldt State University

Paul Zingg  
President  
California State University, Chico

Milton Gordon  
President  
California State University, Fullerton

**Summary**

The California State University (CSU) Economic Impact Report highlights the particular impact the CSU has on the state's economy through its educational programs, applied research activities and public service orientation. In this era of renewed attention to economic development and jobs creation, the CSU's role in supporting the state's small businesses is increasing. As testimony to the ability of the CSU to provide services to small businesses in the state, the CSU is embarking on an important new partnership with the six-member Small Business Development Center (SBDC) Council.

There are currently six SBDCs in California, three headquartered on CSU campuses (Humboldt, Chico and Fullerton), one at the University of California, Merced, and two at community

colleges (Long Beach Community College District and Southwestern Community College District). Three Small Business Service Centers of the 35 service centers within the state are sited at CSU Monterey Bay, CSU Bakersfield and CSU Fresno. Funded primarily by the U.S. Small Business Administration, each of the SBDCs is responsible for provision of services within their regions. Collaborations between and among the six SBDCs are common, particularly for state-wide initiatives. The member organizations of the SBDC Council are: the Northeastern California SBDC network (CSU Chico), the Northern California SBDC network (Humboldt State), the UC Merced SBDC Regional Network (University of California, Merced), the Santa Ana Regional SBDC Network (CSU Fullerton), the Los Angeles SBDC Network (Long Beach Community College District), and the San Diego and Imperial Regional SBDC Network (Southwestern Community College District).

In March 2010, representatives of the SBDCs at Humboldt, Chico and Fullerton, led by Presidents Richmond, Zingg and Gordon, respectively, approached the CSU Office of the Chancellor to suggest formation of a partnership between the six-member SBDC Council and the CSU system. A public announcement of intent to partner was made at the Governor's Conference on Small Business and Entrepreneurship on May 6, 2010. A memorandum of understanding is currently under review, and is planned for formal approval and announcement within the next few months.

Some of the areas in which the CSU and SBDC Council propose to collaborate include: grant and contract applications, particularly those targeting regional and state-based economic development; student internships and job opportunities; faculty research programs; small business targeted educational opportunities; and networking and outreach events held with local business associations.

The emerging partnership is already yielding results. The Los Angeles area SBDC has entered into discussions with CSU Los Angeles and California State Polytechnic University, Pomona concerning possible joint projects. A successful proposal by the CSU Chico-based SBDC to the Federal and State Partnership Program of the U.S. Small Business Administration will provide professional development for small business owners and CSU faculty members to prepare federal Small Business Innovation Research and Small Business Technology Transfer grant applications.