

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability **NO.:** AAC 08-28
COMMITTEE DATE: June 13, 2008
BOARD DATE: June 25, 2008

MOVED: The Board of Higher Education hereby approves the application of **Fisher College** to award the **Bachelor of Science in Human Services** and the **Bachelor of Arts in Communication and Media Studies**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.
Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

BOARD OF HIGHER EDUCATION

June 2008

Fisher College

Bachelor of Arts in Communication and Media Studies
Bachelor of Science in Human Services

INTENT

Fisher College, an independent, New England Association of Schools and Colleges (NEASC)-accredited institution, located in Boston, Massachusetts, submitted a proposal to offer the Bachelor of Arts in Communication and Media Studies and the Bachelor of Science in Human Services. Similar to Fisher College's Bachelor of Science in Management program, these two proposed baccalaureate programs are based in liberal studies and have a focus on career readiness, seeking to prepare students for employment and/or graduates studies.

The proposed communication and media studies program will combine courses in communication, advertising, public relations and journalism to consider media industries and their relationship to culture and society. The program intends to emphasize the development of critical thinking, professional writing skills and effective oral communication to prepare students for a wide variety of careers in business and industry, advertising, public relations, journalism, or advanced study.

The proposed human services program intends to prepare students to assess the social and developmental needs of individuals and families—particularly of those who are considered at-risk—and either to participate directly in delivering the services required to address their needs or to arrange and coordinate the delivery of quality services by others. The program will ready students for entry-level employment and subsequent career advancement in the human services field in various public and private organizations and settings, such as federal, state, and local social welfare agencies; child care, youth services, and recreational organizations; the criminal justice and correctional system; and health care settings.

INSTITUTIONAL OVERVIEW

Fisher College was founded in 1903, and its mission is to “integrate a liberal education with career and pre-professional programs designed to meet the changing needs of both traditional and non-traditional learners.” Originally, the College functioned as a secretarial school for young women (and men in 1946) until its approval as a junior college in 1952. In 1957 Fisher Junior College was approved to grant the Associate in Science degree by the Board of Higher Education. In 1968 authority was granted to award the degree, Associate in Arts. In 1970, the College was accredited by the New England Association of Schools and Colleges. The College began offering programs and certificates through continuing education at sites throughout eastern Massachusetts in 1975. In 1988 Fisher Junior College was renamed Fisher College, a private two-year college. In 1999 the Board of Higher Education approved Fisher College to offer the Bachelor of Science in Management. and in 2000, the Board approved certificates in Administrative Assistant, Computer Technology, Early Childhood Education, Paralegal Studies, Medical Assistant, Retail Merchandising and, Travel and Hospitality Management.

ACADEMIC AND RELATED MATTERS

Admission Requirements. Prospective students must submit a completed application form, application fee, official transcripts from previous high schools and colleges attended, and SAT scores. Students who completed a GED in lieu of high school must forward official test scores. International students must also submit transcript translations and evaluations, TOEFL scores, and meet requirements for F-1 visa status. The College calculates the high school GPA based on academic coursework only; no vocational or remedial courses are included. Students with calculated GPAs of 2.1 and above along with SAT scores of over 750 may be admitted into both proposed programs.

Tuition. Current annual tuition for day division students is \$20,065. For students enrolled in the division of continuing education courses, tuition is \$225 per credit hour.

Projected Enrollments. The College tracks enrollments separately for the Day Division (traditional full-time students) and the Division of Continuing Education (DCE – which includes on-line enrollments).

Enrollment Projection for B.A. in Communication & Media Studies Program

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	Day Div 10 DCE 5	14 8	27 8	35 10
Continuing Full Time	Day Div 0 DCE 0	6 2	12 5	23 9
New Part Time	Day Div 2 DCE 6	2 8	5 10	8 12
Continuing Part Time	Day Div 0 DCE 0	2 3	2 5	6 8
Totals	23	45	74	111

Enrollment Projection for B.S. in Human Services Program

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	Day Div 18 DCE 14	22 18	27 22	31 24
Continuing Full Time	Day Div 0 DCE 0	11 10	20 21	28 22
New Part Time	Day Div 3 DCE 12	5 15	9 18	9 22
Continuing Part Time	Day Div 0 DCE 0	2 7	4 11	8 16
Totals	47	90	132	160

Curriculum (Appendix A)

Both proposed programs will require students to complete a total 121, credits including courses for the major, general education requirements, and free electives. Both proposed programs will also include a senior capstone experience comprised of a 120 hour supervised internship where the program director and site supervisor will work with the student in a field experience and a senior project course where students must complete a significant research project in the field. See Appendix A for curriculum outlines.

RESOURCES

Faculty and Staff. Fisher College has hired two terminally degreed full-time faculty members to be program directors to develop and administer the proposed programs, teach upper-level courses, and supervise the senior project and internships for their respective programs. Additional courses will be taught by currently employed faculty. It is not anticipated that additional staff will be needed to support either proposed program.

Physical resources. The College will utilize existing facilities for classrooms and faculty offices.

Library. The Fisher College contains approximately 30,000 print volumes, 100 active subscriptions, and other materials in both print and electronic formats. To supplement its holdings, the College has an articulation agreement with the Metro Boston Public Library System whereby students have access to the public library's holdings through inter-library loan which includes a door-to-door delivery system. Fisher College will fund library acquisitions for the proposed communication and media studies program and the proposed human services program as noted in the following table:

Program	Year 1	Year 2	Year 3	Year 4
Communication and Media Studies	\$5,500	\$11,000	\$21,250	\$32,500
Human Services	\$9,750	\$18,250	\$26,750	\$33,750

Fiscal. The College submitted budgets for the proposed programs, indicating institutional support for both programs. The budgets are in Appendix B.

EVALUATION

A visiting committee comprising Katie Conboy (Chair), Vice President for Academic Affairs, Stonehill College; Karen Boatman, Associate Clinical Professor, Administration, Training, and Policy Studies, Boston University; Connie Chan, Chair of the Department of Public Policy and Public Affairs, University of Massachusetts Boston; Rini Cobbey, Chair, Department of Communication Arts, Gordon College; Albie Johnson, Associate Vice President for Academic Resources and Director of the Library, Wheelock College; and Catherine Kedski, Associate Director of Academic Affairs and Financial Aid, Bridgewater State College visited the campus in October 2007.

Visiting Committee Findings

The visiting committee found that the proposed programs related well to the overall mission of the College, were logical outgrowths of the College's general education and associate degree

programs, and that the newly-hired program directors were qualified and committed to the success of the programs. The visiting committee also commended the College for providing educational opportunities to a diverse group of students through a committed group of faculty, administrators, and staff. The visiting committee noted Fisher College's commitment to institutional advancement and fundraising plans.

At the college-wide level, the visiting committee recommended that Fisher College improve its planning and evaluation processes, including the establishment of a peer-reference group; review the size of the administration and invest in additional faculty resources; and increase faculty participation in institutional governance. In respect to the proposed academic programs, the visiting committee recommended that the College hire an additional faculty member for each program, develop clear guidelines about the program directors' oversight roles. reduce the teaching load of baccalaureate-level faculty; and ensure the compatibility of courses taught face-to-face and online with program objectives. The visiting committee also recommended that certain topical areas be added to the proposed programs and that Fisher College create an institutional review board to monitor and approve research involving human subjects.

Institutional Response

Fisher College responded that the areas of institutional effectiveness and of creating a culture of assessment at Fisher are two of the most important ones that the College is addressing for their NEASC Accreditation scheduled for 2010. The College recognizes that part of that process is the selection of peer institutions against which they may compare many areas, including faculty governance, operations, fiscal management, faculty salaries and benefits, retention, and enrollment trends to determine best practices. In regard to the size of the administration, the President has undertaken a study to identify ways to streamline and take advantage of economies of scale within the administrative units and to specifically identify and prioritize faculty lines and faculty development needs. Upon completion of this study, the President will determine how the College's administrative structure can be streamlined and apply cost savings toward specific faculty-related budget line items. In addition to addressing faculty governance issues in the Faculty Forum (a monthly full-time faculty meeting), the Faculty Handbook Committee is revising the Handbook wording regarding Program Directors and Division Chairs to clarify that faculty, through the Program Directors, have oversight over all academic matters, in particular over course requirements and faculty hiring in all modalities (classroom, blended, online); the President is scheduling monthly meetings open to all faculty so that questions, concerns, and recommendations can be addressed; the governance structures at peer colleges are being reviewed for ideas to enhance faculty contributions to governance at Fisher; and the College is in the process of hiring a "seasoned" chief academic officer who will be involved with helping move these initiatives forward.

In regard to the proposed programs, the College stated its commitment to hiring at least two more full-time faculty during the 2008-09 academic year. Fisher responded that faculty teaching primarily upper-division courses in baccalaureate programs will teach a maximum of four courses per semester with other load reductions available to all faculty members for various contributions to the College such as grant development, club advising, scholarship on teaching and learning, and research for publications. The program directors will work with the division chairs, the vice president of academic affairs, and the vice president for continuing education/distance learning operations to ensure compatibility of various teaching modalities (face-to-face, online, and blended courses) with program objectives.

Fisher College addressed the visiting committee's curricula concerns by developing additional courses with theoretical and critical objectives in the proposed communications program and

creating a systems and policies course in the proposed human services program. Fisher also noted that it will create an institutional review board during the fall 2008 semester.

PUBLIC HEARING

The required public hearing was scheduled for Monday, June 9, 2008, at 10:30 a.m. at the Department of Higher Education Office, Room 1401, McCormack Building, One Ashburton Place, Boston, Massachusetts.

STAFF ANALYSIS AND RECOMMENDATION

The staff has thoroughly reviewed all documentation submitted by Fisher College and external reviewers and is satisfied that the program meets the requirements for NEASC-accredited institutions as contained in 610 CMR 2.08(3). Staff recommendation is for approval of the Bachelor of Arts in Communication and Media Studies and the Bachelor of Science in Human Services at Fisher College.

Appendix A (Curriculum)

Proposed B.A. in Communication and Media Studies Program

Required (Core) Courses in the Major (Total # courses required = 8)		
Course Number	Course Title	Credit Hours
CM 101	<i>Introduction to Mass Communication</i>	3
CM 105	<i>Public Speaking</i>	3
CM 201	<i>Persuading and Influencing</i>	3
CM 203	<i>Media Writing</i>	3
CM 300	<i>Communication Theory</i>	3
CM 400	<i>Media Criticism</i>	3
CM 450	<i>Senior Seminar</i>	3
CM 460	<i>Internship</i>	3
	Subtotal Required Credits	24
Elective Courses (Total # courses required = 5) (additional elective choices on list which follows)		
<i>Note:</i>	<i>Students must choose five electives in which one must be any CM at the 200 level, three at the 300 level and one at any level.</i>	
CM 205	<i>Introduction to Digital Documentary Production</i>	3
CM 210	<i>Introduction to Journalism</i>	3
CM 215	<i>Introduction to Advertising</i>	3
CM 225	<i>Introduction to Public Relations</i>	3
CM 315	<i>Advanced Reporting</i>	3
CM 325	<i>Advertising Campaigns</i>	3
CM 335	<i>Public Relations Campaigns</i>	3
CM 350	<i>Analysis of Documentary Media</i>	3
CM 425	<i>Media Ethics</i>	3
CM 435	<i>Independent Projects in Media Studies</i>	3
	Subtotal Elective Credits	15
Distribution of General Education Requirements		# of Gen Ed Credits
Attach List of General Education Offerings – Bachelor of arts (Course Numbers, Titles, and Credits)		
<i>Arts and Humanities, including Literature and Foreign Languages</i>		21

<i>Mathematics and the Natural and Physical Sciences</i>	10
<i>Social Sciences</i>	9
Subtotal General Education Credits	40
Curriculum Summary	
Total number of courses required for the degree	13 courses for the major, 13 courses for the general education requirement, plus free electives
Total credit hours required for degree	121
<p>Prerequisite, Concentration or Other Requirements: Students are required to take math and English placement exams upon admission. If students need developmental courses in these areas, they are placed in MA 003 Fundamentals of Algebra, or EN 001 Preparatory English. In addition the College offers extensive preparation for students needing ESL instruction. Credits in these courses do not count toward degree requirements.</p>	

Additional Elective Choices:

Note:	Students must choose five electives in which one must be any CM at the 200 level (designated on previous page), three at the 300 level and one at any level.	
EN 105	Creative Writing	3
EN 106	Critical Interpretation of Popular Culture	3
EN 195	Literature on Film	3
BU 101	Introduction to Business	3
CS 106	Essentials of E-Commerce	3
CS133	Multimedia and Graphics	3
CS 139	Introduction to the Internet	3
CS 234	Webpage Programming	3
CS 240	Advanced Website Design	3
EC 102	Microeconomics	3
FA 125	Introduction to Acting	3
MG 201	Principles of Management	3
MG 321	Organizational Behavior	3
MK 201	Principles of Marketing	3
MK 301	Marketing Research and Analysis	3
MK 330	Marketing and E-Commerce	3
PS 315	Social Psychology	3

Proposed B.S. in Human Services

Required (Core) Courses in the Major (Total # courses required = 11)		
Course Number	Course Title	Credit Hours
PS 105	<i>Introduction to Human Development</i>	3
HS 201	<i>Introduction to Human Services and the Social Welfare Professions</i>	3
SO 121	<i>Social Justice, Race, and Gender Issues in American Society</i>	3
HS 202	<i>The Theory and Practice of Counseling and Interviewing</i>	3
FI 208	<i>Financial Planning and Budgeting</i>	3
HS 301	<i>Crisis Intervention</i>	3
HS 303	<i>Substance Abuse</i>	3
LA 134	<i>Legal and Ethical Issues in Counseling and Human Services</i>	3
HS 350	<i>Social Science Research and Evaluation</i>	3
HS 460	<i>Internship in Human Resources</i>	3
HS 450	<i>Senior Project</i>	3
	Subtotal Required Credits	33
Elective Courses (Total # courses required = 4)		
<i>Note:</i>	<i>Students must choose four electives from the following list</i>	
PS 102	<i>Psychology of Personality</i>	3
PS 103	<i>Child Development</i>	3
PS 107	<i>Prenatal, Infant and Toddler Development</i>	3
PS 133	<i>Psychology of Women</i>	3
PS 208	<i>Abnormal Psychology</i>	3
PS 315	<i>Social Psychology</i>	3
SO 103	<i>Sociology of the Family</i>	3
CJ 101	<i>Introduction to Criminal Justice</i>	3
CJ 104	<i>The Juvenile Justice System</i>	3
CJ 108	<i>The Criminal Court Process</i>	3
CJ 201	<i>Corrections in America</i>	3
CJ 203	<i>Probation, Parole, and Community Corrections</i>	3
HM 300	<i>Health Care Delivery Systems</i>	3
HM 310	<i>Health Care Law and Government Regulations</i>	3

HS 410	Topics in Health Care Management	3
ED 116	Health, Safety, and Nutrition for Young Children	3
SO 131	Sociology of Womanhood	3
WS 102	Introduction to Women's Studies	3
	Subtotal Elective Credits	12
Distribution of General Education Requirements Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		15
Mathematics and the Natural and Physical Sciences		10
Social Sciences		15
Subtotal General Education Credits		40
Curriculum Summary		
Total number of courses required for the degree		15 for the major, 13 for the general education requirements, plus free electives
Total credit hours required for degree		121
<p>Prerequisite, Concentration or Other Requirements: Students are required to take math and English placement exams upon admission. If students need developmental courses in these areas, they are placed in MA 003 Fundamentals of Algebra, or EN 001 Preparatory English. In addition the College offers extensive preparation for students needing ESL instruction. Credits in these courses do not count toward degree requirements.</p>		

Bachelor of Science General Education Requirements:

CREDITS REQUIRED	SOURCE (all courses are three credits except the lab science courses which are four credits)
6 credits	EN 101 English I and EN 102 English II
9 credits	<p>Humanities - students choose three of the following:</p> <p>HU 101 Introduction to the Humanities: Beginnings to the Renaissance HU 102 Introduction to the Humanities: Renaissance to Present HU 109 Topics in World Cultures CM 203 Media Writing CM 210 Introduction to Journalism EN 106 Critical Interpretations of Popular Culture EN 131 Shakespeare: Comedies EN 132 Shakespeare: Tragedies EN 146 American Short Story EN 180 Masterpieces of Short Fiction EN 181 Folklore and Fantasy EN 185 Images of Women in Literature EN 187 Women Writers EN 192 Children's Literature EN 195 Literature on Film EN 201 Intermediate Writing EN 301 The Art of the Essay EN 345 Major Am Novels -20th century EN 355 Selected Themes in Am Literature FA 101 Drawing, Painting and Visual Fundamentals FA 102 Introduction to Painting</p>

	<p>FA 103 Line, Color and Design FA 111 History of Art: Beginnings to the Renaissance FA 112 History of Art: Renaissance to the Present FA 121 Introduction to Theatre FA 131 Introduction to Music Listening FL 101 Elementary French I FL 102 Elementary French II FL 121 Elementary Spanish I FL 122 Elementary Spanish II FL 201 Intermediate French I FL 202 Intermediate French II FL 221 Intermediate Spanish I FL 222 Intermediate Spanish II</p>
15	<p>Social Sciences – students choose five of the following: AN 101 Anthropology EC 101 Macroeconomics EC 102 Microeconomics GV 101 American Government GV 103 Introduction to International Relations GV 104 American Foreign Policy GV 105 The American Legal System HI 101 History of Western Civilization: Beginnings to Renaissance HI 102 History of Western Civilization: Renaissance to the Present HI 121 Early New England HI 123 History of Boston HI 125 America in the 20th Century HI 132 Women in History PS 101 Intro to Psychology PS 102 Psychology of Personality PS 103 Child Development PS 105 Human Development PS 107 Prenatal, Infant, and Toddler Development PS 133 Psychology of Women PS 203 Sports and Exercise Psychology PS 208 Abnormal Psychology PS 220 Psychology of Motivation PS 315 Social Psychology SO 101 Introduction to Sociology SO 103 The Family SO 105 Introduction to Criminology SO 131 Sociology of Womanhood</p>
6	<p>Math: students must choose two of the following: MA 106 Elementary Algebra MA 107 College Algebra MA 109 Applied Calculus I MA 110 Applied Calculus II MA 121 Basic Statistics MA 130 Math for the Health Sciences</p>
4	<p>Science: students choose one of the following lab sciences: SC 101 Human Anatomy and Physiology I SC 102 Human Anatomy and Physiology II SC 103 General Biology SC 113 Principles of Chemistry SC 129 Human Biology SC 213 Microbiology</p>

Appendix B (Budget)

Fisher College Five Year Financial Projection-With New Majors

	Actual	Revised	Projected	Projected	Projected
<i>For the year ending June 30,</i>	2007	2008	2009	2010	2011
REVENUES					
Day School					
<i>Number of Students</i>	536	590	653	721	818
<i>Dorm Students</i>	260	295	327	361	368
Tuition, Fees	9,763,353	10,906,000	12,727,000	14,755,000	17,578,000
Dormitory Fees	\$ 2,734,670	\$ 3,465,000	\$ 4,000,000	\$ 4,637,000	\$ 4,971,000
FTS	(3,309,384)	(4,502,000)	(5,018,000)	(5,818,000)	(6,765,000)
Total Day Tuition Revenues	\$ 9,188,639	\$ 9,869,000	\$ 11,709,000	\$ 13,574,000	\$ 15,784,000
Division of Continuing Education					
<i>Course Enrollments</i>	5,018	5,650	6,206	6,649	7,068
Tuition, Fees	\$ 3,329,445	\$ 3,864,000	\$ 4,422,000	\$ 4,974,000	\$ 5,552,000
Brockton Hospital	\$ 305,763	\$ 315,000	\$ 370,000	\$ 389,000	\$ 408,000
FTS	(262,000)	(274,000)	(310,000)	(348,000)	(389,000)
Total DCE Tuition Revenues	\$ 3,373,208	\$ 3,905,000	\$ 4,482,000	\$ 5,015,000	\$ 5,571,000
Investment Income Apportioned	528,000	565,000	582,000	611,000	642,000
Fundraising	60,306	190,000	265,000	325,000	400,000
Other Revenue	357,850	611,000	516,000	482,000	482,000
Total Non-Tuition Revenues	946,156	1,366,000	1,363,000	1,418,000	1,524,000
TOTAL REVENUES	\$ 13,508,003	\$ 15,140,000	\$ 17,554,000	\$ 20,007,000	\$ 22,879,000
EXPENSES					
Instructional	\$ 6,712,233	\$ 7,547,000	\$ 8,684,300	\$ 10,069,760	\$ 11,734,376
Student Service	2,157,770	2,122,000	2,417,760	2,849,681	3,494,652
Auxiliary enterprises	1,785,390	2,113,000	2,282,040	2,464,603	2,711,064
Fundraising	262,263	357,000	364,140	371,423	378,851
General, administrative, and institutional	2,492,139	2,901,000	3,191,100	3,478,299	3,826,129
TOTAL EXPENSES	\$ 13,409,795	\$ 15,040,000	\$ 16,939,340	\$ 19,233,766	\$ 22,145,072
NET OPERATING RESULTS	\$ 98,208	\$ 100,000	\$ 614,660	\$ 773,234	\$ 733,928
INVESTMENT ACTIVITY					
Endowment Interest & Dividends	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Investment Management Expense	\$ (45,000)	\$ (47,000)	\$ (49,000)	\$ (51,000)	\$ (54,000)
Endowment Realized and Unrealized Capital Gains	\$ 480,000	\$ 504,000	\$ 529,000	\$ 555,000	\$ 583,000
RE Profit Excluding Depreciation	357,000	375,000	394,000	414,000	435,000
RE Depreciation	(247,000)	(247,000)	(247,000)	(247,000)	(247,000)
Investment Income Apportioned to Operations	(528,000)	(565,000)	(582,000)	(611,000)	(642,000)
TOTAL INVESTMENT INCOME	\$ 92,000	\$ 95,000	\$ 120,000	\$ 135,000	\$ 150,000
SURPLUS / (DEFICIT)	\$ 190,208	\$ 195,000	\$ 734,660	\$ 908,234	\$ 883,928
<i>Year End Net Endowment Balance</i>	\$ 11,500,000	\$ 11,730,000	\$ 11,964,600	\$ 12,203,892	\$ 12,447,970
<i>Equities</i>	5,800,000	6,090,000	6,394,500	6,714,225	7,049,936