November 26, 2007

Chair, Graduate Council
300 Kerr Administration
Oregon State University
Corvallis, OR 97331-2121

Dear Graduate Council

The following is our response to issues raised by the Budget and Fiscal Planning Committee with respect to the proposed Graduate Certificate in Fisheries Management and the proposed Graduate Certificate in Marine Resource Management.

Graduate Certificate in Fisheries Management – On campus

Therefore, the committee approves the on-campus delivery of this certificate but has a few comments for the Curriculum committee to take note of, including:

a. No liaison e-mail with the Chair of Sociology was found despite there being 3 Sociology courses in the Human Dimensions sub area of courses listed. Thus, the long term commitment and ability of the Sociology Department to offer these courses can not be known.

Dr Sally Gallagher chair of Sociology supports the inclusion of the sociology courses in the Graduate Certificate. Please see attached correspondence.

b. Email liaisons with Adell Amos, a representative from the University of Oregon clearly states that OSU be aware that, "there is no commitment to teach Ocean Law [MRM 525] indefinitely." This course is also in the Human Dimensions sub area. Whereas this point is of little consequence for the Certificate in Fisheries Management because it is an optional course, it is a more important issue in the Certificate in Marine Resources Management proposal (see below).

COAS is developing Ocean Law as an Ecampus course so that it can be offered by an OSU-employed, suitably qualified instructor if UO can no longer offer Ocean Law in the long term.
c. Obviously, the maintenance of this new certificate program would require, as of yet unspecified, funding should a large number of existing courses that constitute it be dropped from the books over time due to their respective departments' inability or unwillingness to support them (e.g., MRM 525 and possibly SOC 580,581,585). However, email liaisons with the other relevant program heads suggests this will not be an issue in the foreseeable future.

The existing Masters of Science in Marine Resource Management (MRM) from which the proposed Graduate Certificate in Fisheries Management derives is equally dependent on the offering of constituent courses across various academic units. The MS degree has been in existence since 1974 and has adapted its course requirements in response to both changes in course offerings from other academic units and in response to student and employer demand for specific course offerings. The MRM director is confident that other academic units will continue to offer the courses listed in the short to medium term. If any of the listed courses are not offered in the long term, the MRM director will approve the substitution of similar courses in human dimensions or in the fisheries science subject area.

The text of the Category 1 proposal has been amended by the addition of a paragraph under the subject area course listings stating: “The Director may also approve any other course deemed relevant to the study of fisheries management as a substitute for any of the above courses.”

**Graduate Certificate in Fisheries Management – Extended campus**

The proposal implies that the Ecampus grant in combination with future Ecampus revenue from its associated courses will cover all library costs, student access costs, and a 0.15 FTE Coordinator. To the extent this is true the B&FP committee approves the Ecampus delivery of this certificate but it is conditional on the presentation and inclusion of an estimated budget outlining Ecampus activities and associate library expenses.

The budget aspects for this part of the Certificate Proposal was difficult to specify and evaluate. The 0.15 FTE RA/Program Coordinator (page 13) does not appear on the Budget Outline.

The 0.15 FTE RA/program coordinator is for the establishment phase of the Ecampus certificate and once established the Ecampus certificate option does not require 0.15 FTE support. The initial 0.15 FTE support is budgeted for in the $73,000 Ecampus establishment grant.
The Library Evaluation Report indicated: (a) an initial $3,500 expense, (b) $6000 in annual expenses, and (c) $175 per student annually in "access" expenses. Presumably the $73,000 grant from Ecampus would cover some of these initial costs in addition to Ecampus course development costs but none of this was included in the Budget Outline so it was impossible for the B&FP committee to validate.

The library evaluation states that existing resources are adequate but that it would be desirable to expand the collection to address anticipated international student enrollment in the Ecampus component of the certificate. The Ecampus grant will provide for initial library expenses to enhance the collection. Ongoing expenses depend on the level of enrollment. If the level of enrollment justifies it, additional library funds will be provided from program revenues. The OSU Libraries do currently receive a set percentage of Ecampus revenue. We would also like to reiterate that existing library resources are adequate and that the intent is to reach the desirable level of library resources over time contingent on Certificate enrollment.

Professor Janet Webster (OSU Libraries) has written a more detailed response to the Budget and Fiscal Planning Committee concerns. This is attached.

The committee also felt that the proposal could have provided an analysis of whether and what the minimal number of Ecampus students would be for the online version of this certificate to be self-sustaining.

All of the courses that are part of the Certificate are, or will be, offered via Ecampus independently of the Fisheries Management Certificate as part of their home department's Ecampus offerings. Whether or not they need to be self-sustaining depends on whether the home department requires the full costs of the course to be covered by Ecampus enrollment. For example, if the Ecampus course is offered at the same time as the on-campus version of the course there is only a small additional cost to the department to offer it online. If the course is solely offered as an Ecampus course then it likely will be required to be self-sustaining. The majority of the Ecampus courses in the Fisheries Management Certificate are offered or will be offered alongside the on-campus offering.

As with any course, low enrollment will result in the Ecampus course being offered on a less frequent basis. Ongoing lack of demand for a course will likely see it dropped by the College and/or from the certificate electives.
Because the Ecampus courses are not solely dependent on student enrollment in the Fisheries Management Certificate, the minimum continuous viable enrollment is lower than it would be in a stand alone Ecampus certificate program. Initial enrollment in the certificate is estimated at approximately 10-15 students. A continuous enrollment of 25-30 students is expected in the longer term.

This analysis was an integral part of the Ecampus grant proposal. A memo from Ecampus supporting our enrollment analysis is attached.

*Graduate Certificate in Marine Resource Management*

The committee approved this certificate proposal but made a few comments for the Curriculum committee to take note of, including:

*a* No liaison e-mail with the Chair of Sociology was found despite there being 3 Sociology courses in the Human Dimensions sub area of courses listed. Thus, the long term commitment and ability of the Sociology Department to offer these courses can not be known.

Please see relevant response above.

*b* Email liaisons with Adell Amos, a representative from the University of Oregon clearly states that OSU be aware that, "there is no commitment to teach Ocean Law [MRM 525] indefinitely." Since MRM 525 is a required course in this certificate program, some discussion of the contingencies needed if and when Richard Hildreth (UO) stops teaching this course for OSU seem appropriate to include.

Please see relevant response above and note that COAS is also developing Coastal Law as an Ecampus course, which at the moment is a required course for the MS degree in Marine Resource Management.

*c* Obviously, the maintenance of this new certificate program requires the continued offering of MRM 525 as well as some sufficient number of constituent courses now offered across various academic units. No mention was made as to how the Certificate Marine Resources Management would be affected by, or respond, should any of its constituent courses be dropped from the books. It should be noted, however, that email liaisons with the other relevant program heads suggests this will not be an issue in the foreseeable future, MRM 525 notwithstanding.
The text of the Category 1 proposal has been amended by the addition of a paragraph under the subject area course listings stating: “The Director may also approve any other course deemed relevant to the study of marine resource management as a substitute for any of the above courses.”

Yours faithfully

Michael Harte
Professor & Director, Marine Resource Management Program
Oregon Sea Grant Extension Specialist

W. Daniel Edge
Department Head
Fisheries and Wildlife
Attachment 1: Email from Chair of Sociology
Attachment 2: Letter from Janet Webster OSU Libraries

November 26, 2007

Dr. Michael Harte
Marine Resource Management Program
College of Oceanic and Atmospheric Science
Oregon State University

Dear Dr. Harte,

In regards to the review of the Category 1 Proposal for a Certificate in Fisheries Management, I would like to comment further on the OSU Libraries needs. The present collections and services are adequate to support the certificate program. The estimated $2500 for enhancing the collection is available from the program’s start up funding. This will be used to identify gaps in print and electronic resources, and acquire as appropriate. The annual cost of $1000 for librarian and staff time for ongoing collection development is currently included in the OSU Libraries budget and will continue as such.

The Ecampus component of the Fisheries Certificate raises issues that are not unique to this proposal. In my evaluation, I included a “per student charge” as that is familiar existing budget approach. However, as the University moves towards more electronic delivery of courses and program, this approach is not as useful. I suggest that we proceed with the Graduate Certificate in Fisheries as proposed, and use the next two years to develop a new model for integrating the provision of library services and resources into new programs or courses that move to Ecampus delivery. Currently, the OSU Libraries receive a set percentage of the Ecampus revenue to provide services to distant students. Graduate students in this professional program may benefit from a different model for access to pertinent information resources. Consequently, more work needs to be done with the faculty involved to investigate ways to better utilize library services and resources through more sophisticated use of technology. Funds to work on this may be available through an Ecampus grant.

At this time, I and the OSU Libraries can support this Category 1 as proposed with the understanding that the OSU Libraries will be involved in phased development of a new model for providing information resources to graduate students.

Sincerely,

Janet Webster
Professor
OSU Libraries
Attachment 3: Letter from Paula Minear Ecampus

To: Dr. Tom McClain
Chair, Graduate Council

CC: Dr. Michael Harte
COAS

From: Paula Minear
Director, Department and Student Services
OSU Extended Campus

Date: 11/28/07

Re: Proposal for Certificate in Fisheries Management - College of Oceanic and Atmospheric Sciences (COAS)

OSU Extended Campus -- Evaluation of Program Potential

Dr. Michael Harte presented a proposal for an online Graduate Certificate in Fisheries Management through an OSU Extended Campus RFP for new programs. As part of the proposal, he was asked to describe his program in detail, explain the rationale for developing this program online, characterize the target audience, list the composite courses and content experts, and describe how this proposal aligns with the OSU Strategic Plan and the mission of OSU Extended Campus to make OSU expertise available to nonresident learners.

Our program review committee consists of Susie Leslie and/or Gina Shellhammer from Academic Programs, Lisa Templeton (Director of Marketing and Communications), Dianna Fisher (Director of Project Development and Training), Alfonso Bradoch (Assistant Director of Department and Student Services), and myself. We evaluated the proposal based on whether it strengthens existing Ecampus or OSU programs, entails a collaboration between departments or colleges, delineates a clear timeline for completion, and whether the program design maximizes access for non-residential, non-traditional students. We assess the potential audience based on OSU reputation in the content area and likelihood of professional and international enrollment. The courses must be fully described and already have Category 2 approval. The program and courses must be outcome-based and aligned with accrediting standards, and the instructional resources must be readily available. We require a convincing needs assessment and an analysis demonstrating potential for sustainability.

During this process we requested a custom report from Eduventures, Learning Collaborative for Higher Education. They undertook a scan of professional association websites and relevant labor market data to identify existing providers of training and trends related to demand for this proposed program in fisheries management. Eduventures found very few competing online courses for distance programs in fisheries management, although they found one course at West Virginia University in Advanced Fisheries Management. No other online graduate programs were evident. They recommended partnering with professional organizations like the American Fisheries Society to fulfill professional certification requirements. Dr. Harte has excellent connections with international fisheries organizations and plans to kick off this online graduate certificate at the World Fisheries Conference in Japan in October 2008. We are confident that the courses will be successful and enrollment will be sustainable, although we predict that there will be a start-up period with somewhat lower enrollments.

After review of this proposal, the committee determined that the proposed Graduate Certificate had everything required except for Category 1 approval. We agreed to fund the program after it is approved by OUS, subject to availability of funds (funds are still available at this time). Funding from Ecampus will cover development or redevelopment of the online courses and program coordination. Our marketing group will undertake a thorough marketing campaign to appropriate audiences, building upon databases we have assembled and experience we have gained through our online programs in Natural Resources, Environmental Sciences, Fisheries/Wildlife, and Sustainable Natural Resources.

Please let me know if you have further questions. We look forward to making this new graduate certificate available to students throughout the world.