

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 12-41

COMMITTEE DATE: June 12, 2012

BOARD DATE: June 19, 2012

APPLICATION OF JOHNSON & WALES UNIVERSITY TO AWARD THE BACHELOR OF SCIENCE IN EQUINE BUSINESS MANAGEMENT AND BACHELOR OF SCIENCE IN EQUINE BUSINESS MANAGEMENT WITH RIDING

MOVED: The Board hereby approves the Certificates of Organization of **Johnson & Wales University** to offer the **Bachelor of Science in Equine Business Management** and **Bachelor of Science in Equine Business Management with Riding**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

BOARD OF HIGHER EDUCATION

Johnson & Wales University Bachelor of Science in Equine Business Management; Bachelor of Science in Equine Business Management with Riding

INTENT

Johnson & Wales University, a New England Association of Colleges & Schools (NEASC) accredited independent out-of-state institution located in Providence, Rhode Island, has requested authority to offer the Bachelor of Science in Equine Business Management and Bachelor of Science in Equine Business Management with Riding.

The University's first associate degree programs in equine studies were developed in 1980 and offered at the Johnson & Wales Center for Equine Studies at Journey's End, a 100-acre horse farm complex in Scituate, Rhode Island. The program quickly became popular, and in 1985 when the lease in Scituate expired, the Center was moved to another leased location at Pinegate Farm in Swansea, Massachusetts. In August 1996, the University purchased its own facility, the former Brittany Farm in Rehoboth, Mass., which is the location where the Center for Equine Studies operates today. The institution has offered the Bachelor of Science in Equine Business and the Bachelor of Science in Equine Business with Riding since academic year 2008-2009 at the Center for Equine Studies. Further clarification of Massachusetts regulations resulted in the requirement for Board of Higher Education approval.

The mission of Johnson & Wales University is to empower its diverse student body to succeed in today's dynamic world by integrating general and career-focused education and professional skills. To this end, the University employs its faculty, services, curricula, and facilities to equip students with the conceptual and practical tools required to become contributing members of society. This mission statement provides the foundation upon which all of the University's programs are developed and supported and against which programs are monitored for effectiveness. In alignment with the University's mission, the BS in Equine Business Management and the BS in Equine Business Management with Riding are professional programs that incorporate career-focused equine academic courses and hands-on labs, along with business courses to provide for the development of professional management skills and general studies courses to develop competence in higher order thinking, communications, ethics, diversity, responsible citizenship, leadership and artistic responsibility. In addition, the BS in Equine Business Management with Riding incorporates a series of riding labs to develop equestrian skills.

The programs' purpose is to prepare graduates for work in areas of the equine industry demanding managerial skills, a knowledge of business practices and equine experience. Graduates of the programs may pursue careers including, but not limited to, horse instructors/trainers, therapeutic riding instructors, farm and stable managers, equine facilities managers, tack store managers, sales and marketing managers for equine products, positions in equestrian associations and breed registries, and equine insurance agents and underwriters.

The institution reports that graduates of the program are in demand within the equine industry. Both programs have 2008 and 2009 four-year graduation rates ranging between 62.5% and 66.7%, and six-year graduation rates ranging from 66.7% to 72.2%.

INSTITUTIONAL OVERVIEW

Johnson & Wales University, a nonprofit institution, was founded as a business school in 1914 in Providence, Rhode Island. Johnson & Wales University opened a branch campus under the title of Johnson & Wales School of Professional Technologies in Worcester, Massachusetts in 1992. The University was approved to offer courses in Massachusetts leading to the degrees of Associate of Science in Mechanical Engineering Technology; Bachelor of Science in Mechanical Engineering Technology; Associate of Science in Electrical Engineering Technology; Bachelor of Science in Electrical Engineering Technology; Associate of Science in Computerized Drafting; and Associate of Science in Applied Computer Science. The Worcester campus closed on August 31, 2002. Subsequently, the Board of Higher Education revoked the authority of Johnson & Wales to offer degrees in the Commonwealth in 2010.

Johnson & Wales University now seeks the authority to offer the Bachelor of Science in Equine Business Management and Bachelor of Science in Equine Business Management with Riding in Massachusetts. These programs will be offered at the Center for Equine Studies located in Rehoboth, Massachusetts.

ACADEMIC AND RELATED MATTERS

Admission

Applicants for admission as first year freshmen must complete and submit a free application form and official transcripts evidencing graduation from high school or its equivalent (e.g., GED). SAT and ACT scores are not required for admission but are strongly recommended. In addition, students applying to the Equine Business Major with Riding must include video assessment of their riding capabilities, which is a basic standard for admittance. Beginner riders are not eligible to apply to this major.

Transfer students must provide official transcripts from all colleges previously attended before enrolling at the University. Transfer credit evaluations are based on previous college work as it relates to the student's intended field of study at the University. The policy of Johnson & Wales University is to help each incoming student transfer the maximum number of applicable credits, minimizing course repetition and ensuring appropriate course selection. Generally, credit is granted on a course-by-course basis for subjects taken with similar content, level and duration, to courses in the intended major.

Projected Enrollment

The target market for the equine programs is young men and women with a passion for horses and an interest in working in the equine industry. The University has enrolled students in both proposed degrees since 2008-2009. The University turns away applicants every year, as the programs are often at capacity for new enrollment by

January of each year for the upcoming September start. Student enrollment in the two programs is purposefully kept small to maintain the program quality in terms of individual attention and the resources available with a maximum of 120 students, 75% of which enroll in the Equine Business Management with Riding program and 25% enroll in the Equine Business Management program.

Tuition and Fee Charges

The annual tuition for 2011-2012 was \$23,955. General fees amount to \$1,152.

Curriculum (Attachment B)

The curriculum of the B.S. in Equine Business Management program incorporates 187 quarter credits units earned in 44 courses, including 48 quarter credits in the equine major, 57 quarter credits in related professional studies (business courses), 64 quarter credits in general education, and 18 credits of free electives and/or internship. The curriculum of the four-year B.S. in Equine Business Management with Riding program incorporates 187 in quarter credits units earned in 44 courses, including 75 quarter credits in the equine major, 48 quarter credits in related professional studies (business courses), and 64 quarter credits in general education. Both programs are delivered through a combination of traditional lecture courses, equine laboratory settings, and optional internship experiences.

Both programs include specialized science-based equine courses that develop students' understanding of the functioning of the horse with study in anatomy, lameness physiology, sports therapy, genetics, nutrition, diseases and reproduction. Additional classes strengthen students' abilities to evaluate horses for sport, develop a farm management plan and manage horse shows. Through the equine courses students also develop competencies in formulating rations, designing a herd health program, selecting sport horses and developing an equine business plan. The BS in Equine Business Management with Riding also incorporates a series of riding labs to develop equestrian skills

General studies courses taught at the John Hazen White School of Arts & Sciences in Providence, Rhode Island are an important component of the educational experience of the major. Through these classes students develop competencies in higher order thinking, communications, ethics, global diversity, responsible citizenship and leadership.

PROGRAM EFFECTIVENESS

Formal student learning outcomes for the program are defined and specify that graduates of the program are expected to: demonstrate competencies in equine nutrition and health; demonstrate competencies in horse selection and presentation for the sport horse industry; demonstrate the business and critical thinking competencies necessary to develop an equine facility business plan; demonstrate the ability to identify and analyze ethical issues in the equine industry; and demonstrate knowledge of the international nature of the equine industry. Students enrolled in the BS in Equine

Business Management with Riding are also expected to demonstrate riding proficiency meeting or exceeding US Equestrian Federation First Level dressage standards and basic jumping skills.

RESOURCES AND BUDGET

Faculty and Staff

The Center for Equine studies is managed by a director who is also the department chair for both programs. The director reports directly to the Dean of the College of Business. The equine program faculty who teach in both proposed programs include four full time faculty, one adjunct faculty member and one part time faculty member. All of the full time faculty hold a minimum of a master's degree, with one member holding a terminal degree.

Library and Information Technologies

As an administrative unit, the Johnson & Wales University Library is comprised of the library facilities, resources and services located on its four campuses. Through the sharing of a single library website that provides an online integrated library catalog, licenses to proprietary information resources, as well as policy creation, the University's Library fulfills the library and information needs of the entire Johnson & Wales community.

Providence Campus students have borrowing privileges for all circulating books and videos at any of the four Johnson & Wales University libraries. The unified online catalog provides all students with direct item-requesting functionality. Requested materials can be picked up at the library or delivered to the requesting student through the U.S. Postal Service. Students have access to the full range of proprietary online research databases subscribed to jointly by all four Johnson & Wales libraries, as well as any subscribed to independently by the University's Library at the Providence Campus. These databases provide access to 35+ collections from such publications as e-books, newspapers, scholarly journals, and trade magazines, delivered online in HTML, Java or PDF format.

Librarians provide outreach and research assistance to students on demand in person, by telephone, e-mail, instant messaging or text-messaging. Full interactive service is available Monday through Thursday from 8:00 a.m. to 10:00 p.m., Friday 8:00 a.m. to 5:00 p.m., Saturday 8:00 a.m. to 6:00 p.m. and Sunday 11:00 a.m. to 10:00 p.m. Eastern Standard/Daylight Time, for a total of 85 hours per week during the academic year.

Facilities

The University's Center for Equine Studies is located in Rehoboth, Massachusetts, a short drive from Providence. The 31-acre farm is located in the Massachusetts countryside, adjacent to the Rehoboth State Forest. The farm includes a 70' X 170' mirrored indoor riding hall, attached 32-stall barn, pastures and turn-out paddocks, and a round pen used as a schooling and training course. Rounding out the facility are three show quality outdoor arenas.

The Center for Equine Studies is licensed as a Riding School/Stable and its faculty are licensed as instructors by the Commonwealth of Massachusetts Department of Agricultural Resources. The Center has also been recognized as a "Horse Farm of Distinction" by the Massachusetts Farm Bureau

The Equine Center is equipped with a pine-paneled observation room housing modern communication technologies that allow clinicians to address students and spectators during mounted lessons. There is classroom space, administrative offices and a conference area with kitchen facilities. Heated tack rooms, laundry facilities, wash stall and storage create additional ease and efficiency. The Center maintains 30 to 36 horses year-round for student use during the program. Horses for the program are all selected for their training and temperament. Several different breeds are represented. Many of the horses have successful show records which include competition experience in dressage, on the hunter/jumper circuit, and in eventing.

Students enrolled in either of the Equine Business Management programs attend the University's Providence campus for their business and general studies coursework. Since 2000, the University has invested more than \$200 million in construction and renovation on the Providence campus to continually improve academic and student life facilities. Academic smart labs are outfitted with industry-standard software related to academic majors. The Providence campus has twelve fully-equipped residence halls, two gyms, and nearly 100 clubs and organizations for undergraduate students.

Fiscal (Attachment B)

The University's programs in equine studies have been in existence for over thirty years and have consistently generated a net surplus, as measured by revenue against direct expenses with consideration of overhead, for at least the past two decades. The programs are purposefully kept small to ensure a high quality experience for students. The information provided in the budget is actual data for the three most recently past years, as well as the allocated budget for the programs in the current academic year 2011/12. Both expenses and revenue have increased an average of approximately 2.4% annually for the past five years, a trend that is expected to continue in upcoming years. The University's \$215 million endowment (as of June 30, 2010), most of which is unrestricted, is a significant resource available to meet any unexpected short term need. Through the recent economic downturn, the University has experienced growing enrollment, revenue and surplus, and has added to its faculty and staff rather than laying off employees.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed on January 8-10, 2012 by a visiting committee comprised of faculty members; Patty Graham-Thiers, Ph. D., Professor, Equine Studies, Virginia Intermont College; Amy O. Burk, Ph.D. Associate Professor & Extension Horse Specialist, Animal and Avian Sciences, University of Maryland; and Janet Briggs Retired, Assistant Professor, Director of Riding Department of Animal & Nutritional Sciences, University of New Hampshire. The committee commended the University's faculty, administration and staff for their distinctive ability to meet the changing and

evolving needs of students wishing to pursue these unique degrees in equine studies, and were overall impressed with the proposed program, but also made some recommendations, particularly in the areas of program evaluation and faculty resources. The committee felt that the program's quality could be strengthened by developing a more robust program evaluation process, and recommended, for example, the following tasks: develop a process to use the results of course evaluations and learning outcomes assessments in the planning process; develop procedures to track and follow-up on graduates and alumni; further develop specific measures of quality, evaluating all courses on an annual basis to help with curriculum planning and quality, incorporate the results of learning outcomes in curriculum evaluation and planning, etc. The committee expressed concern about the faculty teaching and student advising loads and advised the institution to assess and reconsider workloads, and provide greater resources to the equine programs for faculty's professional development. The committee also advised the University to consider the possibility of constructing an additional all-weather teaching facility at the Equine Center.

Institutional Response

The University clarified that the process of developing program outcomes and student learning objectives has been an established part of the culture of the equine programs since 2005. The University is committed to the following activities in the near future:

- developing more formal procedures for reporting on and using outcomes assessment data in planning as an element of the academic initiatives in its 2012-2017 strategic plan;
- collaborating with faculty next year to refine the student rating instrument and identify an appropriate electronic survey methodology that will facilitate evaluating all course sections annually;
- conducting a new Career Progression Study among nearly 20,000 alumni in 2012-2013; and
- exploring ways to develop a program-specific alumni survey that would be sent out to students under the name of the program chair or director to enlist a higher response rate and more meaningful feedback for programs.

The equine faculty will also engage in a research study on competitive programs to identify quality benchmarks and develop a plan to model these benchmarks during the next academic year.

The institution reviewed equine faculty workloads and found the advising load for the full-time faculty in the equine programs is equitable in comparison with faculty peers across University programs and colleges, as well as with faculty at other institutions of the size and scale of Johnson & Wales University. In recognition that the current course loads of up to 18.0 quarter credit units may make it difficult for faculty to pursue professional development and other scholarly work essential to remaining current in their fields, contractual teaching load will be analyzed and potentially adjusted as an element of the University's new strategic plan for 2012 to 2017. A new professional development funding process including increased funding allocations will also be provided in the new strategic plan to ensure that full-time faculty have the opportunity to pursue high quality professional development opportunities.

As part of its capital planning process for the new 2017 strategic plan, the University will conduct a space-planning and capital analysis of the equine facilities based upon the current course scheduling and riding lesson usage to determine whether there is a definitive need for additional all-weather facilities to ensure the quality of the Equine instruction taking place in the facilities. Assumptions for the analysis will include the facts that enrollment in the equine programs will continue to be purposefully capped at 120 students and that the University has no plans to expand enrollment in the programs.

After reviewing the institution's response, the visiting committee felt that the changes made adequately addressed the recommendations.

PUBLIC HEARING

The required public hearing was held on June 12, 2012 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of Johnson & Wales University to award the **Bachelor of Science in Equine Business Management** and **Bachelor of Science in Equine Business Management with Riding** degrees meets the requirements for NEASC-accredited institutions outlined in 610 CMR 2.07 in the Degree-Granting Regulations for Independent Institutions of Higher Education. Recommendation is for approval.

ATTACHMENT A: CURRICULUM

Bachelor of Science in Equine Business Management

Required (Core) Courses in the Major (Total # courses required = 0)		
Course Number	Course Title	Credit Hours
EQN1001	Introduction to Equine Studies	4.5
EQN1010	Equine Physiology and Sports Therapy	4.5
EQN1020	Equine Anatomy and Lameness	4.5
EQN1071	Equine Management Lab I	3.0
EQN1072	Equine Management Lab II	3.0
EQN2000	Equine Diseases	4.5
EQN2010	Equine Nutrition	4.5
EQN2073	Equine Management Lab III	1.5
EQN3010	Equine Reproduction and Genetics	4.5
EQN3040	Sport Horse Evaluation and Judging	4.5
EQN4050	Horse Farm Management	4.5
EQN3030	Horse Show Management (or Business Elective)	4.5
ACCT1021	Business Accounting I and Lab	5.5
ACCT 1022	Business Accounting II and Lab	5.5
ADVC1010	Marketing Communications I	4.5
CAR0010	Career Capstone	1.0
FIT1000	Information Technology for Business Professionals I	4.5
FIT1020	Information Technology for Business Professionals II	4.5
LAW2001	The Legal Environment of Business I	4.5
MGMT1001 or ENTR1001	Principles of Management OR Introduction to Entrepreneurship	4.5
MRKT1001	Principles of Marketing	4.5
MRKT1011	Principles of Professional Selling	4.5
Concentration	Concentration selected from offerings with College of Business, Hospitality College, School of Technology or Career Writing Concentration	13.5
	Sub Total Required Credits	105.0
Elective Courses (Total # courses required = 4) (attach list of choices if needed)		
EQN4099	Equine Internship (13.5 credits) plus one elective course (4.5 credits) OR	18.0

Four Courses Required	Elective Courses	18.0
	Sub Total Elective Credits	18.0
General Education Courses (Total # courses required = 15)		
Indicate Distribution of General Education Requirements Below		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		18.0
Mathematics and the Natural and Physical Sciences		13.5
Social Sciences		32.5
Sub Total General Education Credits		64.0
Curriculum Summary		
Total number of courses required for the degree		44
Total credit hours required for degree		187 quarter credit hours
Prerequisite, Concentration or Other Requirements:		

Bachelor of Science in Equine Business Management with Riding

Required (Core) Courses in the Major (Total # courses required = 0)		
Course Number	Course Title	Credit Hours
EQN1001	Introduction to Equine Studies	4.5
EQN1010	Equine Physiology and Sports Therapy	4.5
EQN1020	Equine Anatomy and Lameness	4.5
EQN1061	Principles of Riding I	1.5
EQN1062	Principles of Riding II	1.5
EQN1063	Principles of Riding III	1.5
EQN1071	Equine Management Lab I	3.0
EQN1072	Equine Management Lab II	3.0
EQN2000	Equine Diseases	4.5
EQN2010	Equine Nutrition	4.5
EQN2061	Principles of Riding IV	1.5
EQN2062	Principles of Riding V	1.5
EQN2063	Principles of Riding VI	1.5
EQN2073	Equine Management Lab III	1.5
EQN3000	Foundations of Riding Theory	4.5
EQN3010	Equine Reproduction and Genetics	4.5
EQN3040	Sport Horse Evaluation and Judging	4.5
EQN3061	Dressage and Jumping I	1.5
EQN3062	Dressage and Jumping II	1.5
EQN3063	Dressage and Jumping III	1.5
EQN4050	Horse Farm Management	4.5
Concentration	Instructor/Trainer Concentration or Horse Show Management Concentration or a Business/Hospitality/Technology or Career Writing Concentration	13.5
ACCT1021	Business Accounting I and Lab	5.5
ACCT 1022	Business Accounting II and Lab	5.5
ADVC1010	Marketing Communications I	4.5
CAR0010	Career Capstone	1.0
ENTR1001 or MGMT1001	Introduction to Entrepreneurship OR Principles of Management	4.5
FIT1000	Information Technology for Business Professionals I	4.5

LAW2001	The Legal Environment of Business I	4.5
MRKT1001	Principles of Marketing	4.5
EQN4089 or EQN4099 or Free Electives	Equine International Experience Equine Internship Three courses selected from 1000-4999 offerings-all colleges	13.5-15.0
	Sub Total Required Credits	123.0-124.5
General Education Courses (Total # courses required = 15)		
Indicate Distribution of General Education Requirements Below Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		18.0
Mathematics and the Natural and Physical Sciences		13.5
Social Sciences		32.5
Sub Total General Education Credits		64.0
Curriculum Summary		
Total number of courses required for the degree		44
Total credit hours required for degree		187.0 – 188.5 quarter credit hours
Prerequisite, Concentration or Other Requirements:		

ATTACHMENT B: BUDGET

**ACADEMIC PROGRAM BUDGET – BS EQUINE BUSINESS MANAGEMENT AND
BS EQUINE BUSINESS MANAGEMENT WITH RIDING**

<i>One Time/ Start Up Costs</i>	<i>Cost Categories</i>	<i>Annual Expenses</i>			
		2008-09	2009-10	2010-11	2011-12**
Program has been in existence for 31 years. Start up costs were incurred and charged out many years ago.	Full Time Faculty (<i>Salary & Fringe</i>)	350,507	364,630	384,789	409,335
	Part Time/Adjunct Faculty (<i>Salary & Fringe</i>)	46,166	43,184	64,137	65,000
	Staff	177,259	187,520	189,667	191,960
	General Administrative Costs*	9,819	9,534	8,500	8,500
	Instructional Materials, Library Acquisitions	202,283	201,837	191,945	191,945
	Facilities/Space/Equipment	0	0	0	0
	Field & Clinical Resources	0	0	0	0
	Marketing	3,678	3,068	3,500	3,500
	Other (Specify) – Institutional Aid	658,806	883,921	823,755	881,619
	TOTALS		1,448,516	1,693,694	1,666,293

* No overhead has been allocated for student services, administrative or general services support.

**2011-12 Projected

<i>One Time/Start- Up Support</i>	<i>Revenue Sources</i>	<i>Annual Income</i>			
		Year 1	Year 2	Year 3	Year 4
	Grants				
	Tuition	2,215,327	2,448,992	2,472,693	2,619,210
	Fees	118,217	128,957	128,232	135,850
	Departmental				
	Reallocated Funds				
	Other (specify)				
	TOTALS	2,333,544	2,577,949	2,600,925	2,755,060

NOTE: Capital expenditures totaling \$1,938,000 have been invested in the Center for Equine Studies and the Center owns horses valued at \$1,411,000.