

1 **D 01.6 (3-21-2019 – Proposed Revisions from ICC)**

2 **Policy on Academic Program Review, Reduction, Discontinuance, or Transfer**

3 Responsible management of academic programs depends on regular and consistent information made
4 available to departments and colleges for the purposes of monitoring academic quality and resource
5 requirements. ~~With~~ With accurate and appropriate information accompanied by careful review,
6 departments and colleges can make informed programmatic decisions and may find it necessary to
7 reallocate resources, reduce a program(s), ~~or~~ discontinue a program(s), or transfer a program(s).
8 Regular monitoring of programs by departments and colleges ~~based~~ should avoid any need by the board
9 of trustees to take the extraordinary step of invoking financial exigency. (In the unlikely case of financial
10 exigency, E22.0 Policy on Financial Exigency shall be followed.)

11 **A. Academic Program Review (APR)**

12 Academic Program Review (APR) is a transparent, collaborative and comprehensive process
13 overseen by the Office of the Provost and Senior Vice President for Academic Affairs. The purpose
14 of APR is to provide faculty and administration with reliable and centrally collected information
15 needed to support and guide a university process of continual program planning, quality
16 improvement and resource allocation. Such a process helps guide the university to make informed
17 decisions about program enhancement, continuance, consolidation, reduction, or discontinuance.

18 1. APR Process

19 The process shall include a -tiered approach designed to provide data and analysis to the college
20 and department on an annual basis with the option of conducting a deeper analysis, if needed
21 and requested. The approach shall include at a minimum, the following components:²

- 22 • Presentation of program data related to established outcome metrics
- 23 • Notification of any program metric results not meeting established benchmarks for
24 program performance
- 25 • Submission of a response by program and college to -notification~~s~~ of program
26 performance concerns
- 27 • A-Provision for a sufficient period of time to develop and implement a plan to correct
28 the cited performance concerns

29
30 The current approach in use at RIT is located at
31 <http://www.rit.edu/academicaffairs/policiesmanual/e200at-link>

32 2. APR Metrics

33 Academic Program performance will be reviewed on a set of key agreed-upon metrics which fall
34 into performance outcome categories. These outcome categories shall be included in every tier
35 of APR and include: Enrollment, Student Learning Outcomes, Student Success, and
36 Revenue/Expense. Based on tier 1 analysis, additional data may be requested in tier 2 in order
37 to more clearly understand and interpret annual data. The metrics and data included in tier ~~one~~
38 1 include but are not limited to:

[15 March 2019](#)~~15 March 2019~~[24 February 2019](#)~~10 December 2018~~[2 February 2018](#)

- 39 • Three Year Enrollment Trends
- 40 • Student learning outcomes assessment results
- 41 • Student success outcomes: first year retention; graduation and placement rates
- 42 • Revenue and Expense

43 In addition, programs are expected to also establish an ongoing system by which other valuable
44 information on program quality can be collected and systematically reviewed as defined by the College.
45 Examples of this information include but are not limited to ~~such things as~~: advisory board input; student
46 and graduate feedback; instructional activity report/[data warehouse](#)-analysis; and specialized
47 accrediting body requirements and recommendations.

48 3. Notification of APR results

49 Communication among the dean, relevant program administrator, faculty and staff is of prime
50 importance in this process. Deans, associate deans, and department heads shall receive annual
51 APR results, [including the data and the algorithms used to determine the results](#), from the
52 provost's office. Department heads shall share the results with the relevant program
53 administrator, and full-time faculty of the program.

54 If the APR results warrant a follow-up report or action plan, the relevant program administrator
55 and the full-time faculty of the program shall be included in the development of the report and
56 action plan. In addition, any response from the provost's office regarding the submitted
57 program information shall be shared with the program administrator and the full-time faculty of
58 the program.

59 B. Academic Program Reduction

60 While it is recognized that management of an academic program requires occasional adjustments in
61 resources, reduction of an active program is defined as a more ~~severe~~ [intentional](#) set of steps that
62 may directly affect tenured, tenure-track faculty, and faculty with multi-year appointments in that
63 program. This process requires increased documentation and communication when compared to
64 standard annual program management. In addition, the process provides an orderly approach to
65 program reduction which includes thoughtful provisions for the students and faculty affected.

66 [1.](#) Program reduction ~~should~~ [shall](#) be based on information and data that support a decision
67 that the program no longer needs the full complement of its current resources and should
68 include the following steps: Any program reduction which results in the termination of a
69 tenured faculty member shall follow policy E20.0 Policy on the Termination of Faculty
70 Members due to Program Discontinuance or Reduction.

71 ~~1.~~

72 The decision to reduce a program shall typically come from the dean and shall first be
73 shared with the relevant department head and program administrator. After this initial
74 notification, the full time faculty and staff of the program shall be notified.

75 2. Process

- 76 a. Once it has been decided that an academic program ~~should~~ [shall](#) undergo reduction
77 and the notifications of the decision have been made according to this policy above
78

79 (Section B.1.), a proposal that outlines the plan to implement the reduction shall be
80 developed by the relevant department head in consultation with the relevant
81 program administrator. The proposal shall include, but is not limited to:
82 1. a plan for program viability moving forward,
83 2. plans for faculty reassignment, or career development, or termination of
84 affected faculty members, that are consistent with policy E20.0, ~~or~~
85 ~~0. plans for the termination of affected faculty members that are consistent~~
86 ~~with policy E20.0~~
87 ~~d.c.~~ The proposal, along with input from the program curriculum committee and the
88 program faculty and staff ~~is~~ shall be submitted to the college curriculum committee
89 for review and comment.
90 ~~e.d.~~ The college curriculum committee shall forward~~s~~ the proposal, along with all input
91 received, and the committee's comments along with its comments to the dean of
92 the college in which the program resides.
93 ~~f.e.~~ The dean shall forward~~s~~ the proposal with any comments along with all other input
94 that has been collected to the provost.
95 ~~g.f.~~ The provost shall make~~s~~ the final determination regarding the proposal for the
96 implementation of a reduction in an academic program.

97 C. Academic Program Discontinuance

98 ~~There are~~ On occasions ~~when~~ academic programs are discontinued. The APR process provides a
99 mechanism, data and information critical for determining the ongoing viability of an academic program.

100 If the APR process and this policy have been followed, and it has been determined that a program is
101 being considered for discontinuance ~~Once the decision has been made to pursue program~~
102 discontinuance ~~discontinue a program~~, the process below is designed to create a fair, orderly and
103 careful approach to the discontinuance of the program including thoughtful provisions for the
104 students and faculty affected.

105 1. Decision and Notification

106 ~~If the APR and this policy have been followed, and it has been determined that a program is no~~
107 ~~longer viable, the program discontinuance process is followed. The program shall be~~
108 ~~discontinued.~~ ~~The decision to~~ pursue program discontinuance ~~discontinue a program~~ shall
109 typically come from the dean and shall first be shared with the department head and the
110 relevant program administrator. ~~After this initial notification, the full time faculty and staff of~~
111 ~~the program shall be notified,~~ followed by the ~~program~~ administrators of the ~~program~~ programs
112 affected ~~by the discontinuance~~, followed by other affected faculty shall be informed. ~~If there are~~
113 ~~any students remaining in the program, the relevant department head and program~~
114 ~~administrator shall meet with the students to inform them of the program discontinuance and~~
115 ~~related provisions for them to complete the program.~~

116 2. Communication and Process Proposal for Discontinuance

117 Following the notification period described above (Section C.1.), ~~Once it has been decided to~~
118 ~~discontinue a program and the notifications of the decision have been made according to this~~

119 ~~After completion of the required plan proposal for discontinuance and other paperwork, the~~
120 following:

- 121 • Rationale and data supporting discontinuance.
- 122 • ~~A timeline that describes the intended actions to be taken toward the discontinuance.~~
- 123 • A plan for accommodating the needs of students who are currently enrolled in the
124 program.
- 125 • A plan for reassignment, career development, and/or termination of affected faculty
126 and staff. See policy E20.0 Policy on the Termination of Faculty Members due to
127 Program Discontinuance or Reduction.
- 128 • A timeline that describes the intended actions to be taken toward the discontinuance.
- 129 • _____

130 After completion of the required plan proposal for discontinuance and other paperwork, the
131 following steps shall be taken.

- 132 • All paperwork shall be submitted to the department-relevant curriculum committees for
133 review and comment.
- 134 • The department curriculum committees ~~submits shall submit~~ all paperwork along with
135 any committee comments to the college curriculum committee for review and
136 comment.
- 137 • The college curriculum committee ~~submits shall submit~~ all documentation and
138 comments received along with its comments to the college dean.
- 139 • The college dean ~~submits shall submit~~ the proposal, any comments on the proposal,
140 along with all associated paperwork ~~and all comments regarding the plan~~ that have
141 been received through the process to the provost for final decision on the plan proposal
142 for ~~discontinuance~~ Discontinuance.

147 ~~3. Plan for discontinuance~~

148 1. Decision

149 At times, the transfer an academic program or group of programs (e.g., department) from one
150 college to another or from one department to another may be warranted. The basis for the
151 decision of program transfer shall be well founded and may include but shall not be limited to
152 financial viability or alignment of curriculum. Regardless of the underlying reasons to transfer a
153 program(s), any transfer shall be based on the best educational interests of students.

154 2. Process

- 155 a. A formal proposal for the transfer of a program ~~to that~~ includes the rationale for the
156 transfer shall be written by the faculty of the program or department.
- 157 b. The proposal shall be submitted to the dean of each college (if more than one dean is
158 involved), and to the college or department curriculum committees of each college (if more
159 than one college is involved).

Commented [CL1]: I moved this entire section up to follow where the first mention of developing a plan and associated paperwork occurs. This is where the information is needed

- 160 c. If two curriculum committees do not exist, such as in the case of a new department or new
161 college, the tenured faculty of the program shall serve as the curriculum committee. Prior to
162 that formal proposal, the relevant dean(s) of the college(s) involved ~~will~~shall discuss the
163 possibility with the full-time faculty of the affected departments.
- 164 d. After review of the proposal, the curriculum committee(s) shall forward the proposal along
165 with its recommendation for transfer to the dean who shall share the proposal with the
166 whole of the college.
- 167 e. The dean shall forward a response to the proposal to the provost along with the original
168 proposal and any documents received from curriculum committee(s) regarding the transfer.
- 169 f. The final decision on transfer shall be made by the provost.
- 170 g. If the transfer of a program affects faculty members, the timing of the transfer of the
171 program shall be consistent the time line established in Policy E21. 0.
- 172 h. If the transfer of a program affects faculty or the reassignment of faculty, see Policy E21.0
173 for Policy on Re-assignment or Transfer of Faculty.

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