

MEMORANDUM

To: Laurie S. Nichols, President
From: Kate C. Miller, Provost and Vice President for Academic Affairs
Date: April 24, 2017

Subject: Recommendations Resulting from Academic Program Reviews 2016-2017

This document contains my recommendations to you regarding the review of academic degree programs initiated in the summer of 2016, that has followed the process outlined in University Regulation 6-43 Program Elimination. In total, I am recommending elimination of 5 of the 12 programs under review, restructuring of one administrative unit, a one-year abeyance for 2 programs, and major modification / improvement recommendations with a 3-year time horizon for 4 programs.

This document contains 1) an executive summary of my recommendations in the form of a table; 2) an outline of our process; 3) detailed explanations of my final decision; and 4) commentary on lesson learned.

Outline of Review Process

Beginning in the Summer of 2016, Academic Affairs initiated a process to review academic programs. Programs with low productivity in the past five years were identified for initial review. Productivity was defined as follows:

- Undergraduate programs with less than 25 graduates total from 2010-2015;
- Masters programs with less than 15 total graduates from 2010-15;
- Dean's request

A second round of identification was conducted with the following productivity measures:

- Undergraduate programs with less than 50 graduates total from 2010-2015;
- Masters programs with less than 25 total graduates from 2010-15;
- Dean's request

Whereas the trigger for a review was low demand as measured by number of graduates over the last 5 years, the criteria for making recommendations regarding elimination were expected to also include centrality to the university mission and quality of the program. Quality measures include external demand for graduates, internal demand for courses; the quality of inputs, such as faculty credentials and facilities; and quality of outputs, such as attainment of student learning outcomes, placement of graduates, and grants, publications, and scholarly and creative work of faculty associated with the program.

The review process followed University Regulation 6-43 on program elimination. In the first phase, academic departments conducted their own review and made recommendations to the

Dean, who in turn made a recommendation as to whether the program should be retained, retained with further review, revised, or eliminated to Academic Affairs.

After conducting its own internal review of unit recommendations, the Office of Academic Affairs released a list of 15 programs that would be subject to continued review as outlined in University Regulation 6-43 on October 16, 2016. In accordance with the University Regulation a 60-day period for public comment was then initiated. In addition, deans and department heads and were expected to use this time to provide further commentary on behalf of their college or department. Comments were expected to provide arguments, statements and facts in support of or in opposition to the proposal to eliminate an academic program, and could also contain alternative proposals regarding the program, its elimination or modification. Prior to the end of the comment period, two programs were withdrawn from the process upon mutual agreement between the Dean of Engineering and Applied Science and the two department heads to put performance improvement plans in place.

The Office of Academic Affairs compiled the public comment as well as responses from deans and department heads received both via email and hard copy between October 16 and December 16, 2016. The compilation was then provided to the Faculty Senate, including the Academic Planning Committee, the Graduate Council, and the Faculty Senate Executive Committee. In addition, all information was shared with the Associated Students of the University of Wyoming and the Staff Senate. Recommendations and reviews from these bodies were provided to Academic Affairs on or before March 24, 2017.

Upon your review of my recommendations, below, you are to make your recommendations to the Board of Trustees, who will make the final decision on eliminations, performance improvements, and modifications to the recommendations, in accordance with University Regulation 6-43.

Recommendations

Program: B.A. Secondary Education: Art Education - Link to one PDF file, program review materials

Enrollment Spring 2017: 23

Summary of Recommendations and Comments Provided to Academic Affairs:

- *Reason for Review:* Low undergraduate enrollment by Round Two threshold (Total graduates 2010-2015 = 32)
- *Recommendation from Dean:* Eliminate B.A. Secondary Education: Art Education. One FTE on phased retirement. Resources inadequate
- *Recommendation from Faculty Senate:* Concur with Dean. One faculty FTE, on phased out retirement. Resources inadequate.

Recommendation: I recommend that we put this program's admissions for AY 17-18 on hold and use the year to explore cost-effective options to offer teacher certification that meets the regulatory and accreditation standards required. If after one year we are unable to find a

suitable solution, I recommend the program be eliminated. The lone faculty member currently teaching in the program is scheduled to retire by the end of the AY 2017-2018.

Program: B.A. Secondary Education: Modern Language Education - - Link to one PDF file, program review materials

Enrollment Spring 2017: 15

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low undergraduate enrollment by Round One threshold (Total graduates 2010-2015 = 12)
- Recommendation from Dean: Eliminate program. Zero instructional FTE's in area. Resources inadequate
- Recommendation from Faculty Senate: Concur with Dean's recommendation. Zero instructional FTE's in area. Resources inadequate.

Recommendation: With no faculty currently teaching in the program at present, the resources for supporting this program are clearly inadequate. I recommend that we put this program's admissions for AY 17-18 on hold and use the year to explore cost-effective options to offer teacher certification that meets the regulatory and accreditation standards required. If after one year we are unable to find a suitable solution, I recommend the program be eliminated.

Program: B.S. Secondary Education: Industrial Technical Education - - Link to one PDF file, program review materials

Enrollment Spring 2017: 7

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low undergraduate enrollments by APR Round One threshold (Total graduates 2010-2015 =15)
- Recommendation from Dean: Eliminate program. Teach out current cohort that will graduate in 2018.
- Recommendation from Faculty Senate: Options include BOECES MOU for 50% cost share of two more cohorts, and place expectations on program for robust cohort size; or delay of decision for one more cohort while economy equilibrates through current recession; or some mix of these, again putting expectations on cohort size.

Recommendation: I recommend that we eliminate this program. It has few graduates, is expensive due to the investment in equipment necessary to support the program and is currently taught by only one academic professional lecturer located in Casper. Demand for these kinds of programs are declining nationally. In fact, they are being replaced by Engineering Technology programs, focusing upon computer engineering, computer science, and technology with a track for secondary education majors to focus upon pedagogical matters. The College of Engineering and Applied Sciences is currently planning such a degree program with a goal of launching it in Fall of 2018. In the meantime, statewide need for these educators can be supplemented with Professional Industry Career permitted individuals. I note that the Central Wyoming BOCES board has offered to provide up to 50% support for the salary of the APL who

currently teaches the program, for up to four years. This would help defray program costs for UW. However, as the curriculum in this program is rapidly becoming obsolete, I do not recommend pursuing this offer.

Program: M.A. French - - Link to one PDF file, program review materials

Enrollment Spring 2017: 1

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low graduate enrollment by APR Round One threshold (Total graduates, 2010-2015 = 6)
- Recommendation from Dean: Eliminate M.A., reinvest in B.A., explore creation of M.A. in World Languages
- Recommendation from Faculty Senate: Concur with Dean. Eliminate M.A. French, explore creation of M.A. in World Languages

Recommendation: I recommend that we eliminate this program. Whereas, there is support for language education within the University, from the K-12 community, and from past students, it generally does not extend beyond the first two years of language instruction, much less to masters' programs. Currently, 3 FTE support the Bachelors' degree in French and the majority of the graduate courses are taught concurrently with the undergraduate students, suggesting that it is only marginally possible at best to deliver the program with these resources. There was little support, if any, for the degree programs and especially for the MA degree programs. I agree with the recommendation that the concept of the proposed MA degree program in World Languages could be explored as such a degree could probably be supported with limited need for additional resources.

Program: M.A. German - - Link to one PDF file, program review materials

Enrollment Spring 2017: 1

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low graduate enrollment by APR Round One threshold (Total graduates, 2010-2015 = 4)
- Recommendation from Dean: Eliminate M.A., reinvest in B.A., explore creation of M.A. in World Languages
- Recommendation from Faculty Senate: Concur with Dean. Eliminate M.A. French, explore creation of M.A. in World Languages

Recommendation: I recommend that we eliminate this program. Whereas there is support for language education within the University, from the K-12 community, and from past students, it generally does not extend beyond the first two years of language instruction, much less to masters' programs. Currently, 3 FTE support the Bachelors' degree in German and the majority of the graduate courses are taught concurrently with the undergraduate students, suggesting that it is only marginally possible at best to deliver the program with these resources. There was little support, if any, for the degree programs and especially for the MA degree programs. I agree with the recommendation that the concept of the proposed MA degree program in World

Languages could be explored as such a degree could probably be supported with limited need for additional resources.

Program: Science and Math Teaching Center (administrative unit – degrees not under review) - Link to one PDF file, program review materials

Enrollment Spring 2017: N/A – degrees not under review

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Deans of Arts & Science Education joint request for reorganization and restructure of SMTC into an integrated P-16 STEM Education Center.
- Recommendation from Deans: Reconfigure SMTC to Integrated P-16 STEM Education Center. Move Wyoming State Science Fair to another reporting structure.
- Recommendation from Faculty Senate: Defer decision to Dean and Academic Affairs. Curriculum and degree programs not impacted; administrative reorganization not under purview of Faculty Senate.

Recommendation: I recommend that the existing SMTC be dissolved as an administrative unit and that another university-wide center be created in its place, within a year, that will effectively support the University's priorities with regard to STEM education. At the core of the deans' request for review of the SMTC are observations surrounding a profound need to address the leadership, future vision, and level of innovation within the center as it currently operates. The Deans who requested the review agree the quality and quantity of education, outreach, and service provided to students and teachers is strong and that the masters programs currently under the umbrella of the SMTC are healthy. A committee charged by the Deans of Education and Arts & Sciences is recommending that a University-wide center be created under the auspices of the Office of Academic Affairs. My recommendation is to build on the work of this group by appointing a task force reporting to Academic Affairs that would to develop further recommendations for the future structure and function of a university-wide center.

Program: B.A. Russian - Link to one PDF file, program review materials

Enrollment Spring 2017: 6

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low undergraduate enrollment by APR Round One threshold (Total graduates 2010-2015 = 14)
- Recommendation from Dean: Eliminate B.A., focus on Russian minor
- Recommendation from Faculty Senate: Concur with Dean. One FTE providing all curriculum, and continuation of major would require overreliance on an exchange partnership.

Recommendation: I recommend that we eliminate this program. Whereas, the Russian program has been highly regarded for the quality of its program, especially for its long-term and highly successful connection with Saratov State University, there is now only 1 FTE associated with the program. Continuation of the program at current staffing levels would require excessive reliance on instruction outside of UW at Saratov State University, where UW has limited influence on

curriculum. I agree that a Russian minor could still be supported within the College of Arts and Sciences.

Program: B.A. American Studies - - Link to three PDF files, program review materials – American Studies Program Review for A&S, American Studies 6-43 materials, American Studies Additional Responses to Elimination Proposal

Enrollment Spring 2017: 10

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low undergraduate enrollment by APR Round One threshold (Total graduates, 2010-2015 = 12)
- Recommendation from Dean: Discontinue BA, reinvest in MA
- Recommendation from Faculty Senate: Retain BA. Sufficient resources to sustain.

I recommend that we retain this program and review it again in 3 years. American Studies is a highly interdisciplinary program that relies rather heavily on courses from other departments for its degree programs. The strength of the American Studies Department at the University is a truly outstanding MA degree. Meanwhile the department has never aggressively marketed the BA degree. The current department head is now prepared to work to significantly improve enrollment. Additional considerations are the fact that in 1965 Coe gave \$750,000 to UW to found a School of American Studies to offer American Studies courses (both undergraduate and graduate) and the fact that American Studies is in the midst of a merger with the History department. Given these circumstances, it seems reasonable to wait and review the program in three years. The American Studies program should aim to have at least 35 students majoring in their program within three years, and 50 students in their program for long-term sustainability. If they do not meet the minimum target of 35 students in three years (by the end of AY 19-20), the program will be directed to suspend admissions and moved to inactive status.

Program: M.S. Neuroscience - Link to one PDF file, program review materials

Enrollment Spring 2017: 2

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low graduate enrollments by APR Round One threshold (Total graduates 2010-2015 = 6) No graduates since 2013, no admissions since 2010 to an official masters track.
- Recommendation from Dean: Eliminate option for M.S. since it is no longer an official master's track in the program. Restructure to M.S. options within participating departments.
- Recommendation from Faculty Senate: Retain M.S. program as is; do not restructure to M.S. options within participating departments.

Recommendation: I recommend that we eliminate this program. While the Ph.D. program in Neurosciences is an exemplar of interdisciplinarity on campus, the M.S. program is not designed as a stand-alone program. I concur with recommendations that departments that participate in

the Neuroscience Ph.D. program examine including options or concentrations in Neuroscience in existing M.S. programs.

Program: M.A. Sociology - Link to one PDF file, program review materials

Enrollment Spring 2017: 9

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low graduate enrollments by APR Round Two threshold (Total graduates 2010-2015 = 19)
- Recommendation from Dean: Eliminate M.A., strengthen B.A.
- Recommendation from Faculty Senate: Adequate resources to retain M.A. Sociology. Review after merger with Criminal Justice.

Recommendation: I recommend that we retain this program and restructure it to take advantage of the merger of the Sociology and Criminal Justice departments, with the following conditions: the program should consider changing to an M.S., and should be restructured to an M.S. in Sociology and Criminal Justice. Even though this program has had 19 graduates in the past 5 years, thus exceeding the criterion of a 15-graduate minimum, the Dean of Arts and Sciences originally requested that this program be reviewed in part because the size of the faculty is small, and it was struggling to also deliver an undergraduate program in Sociology with considerable potential for growth. Now that Sociology is involved in a merger with Criminal Justice department, the Dean has requested that a decision on the program be deferred. She sees considerable potential in reconfiguring this program into a combined Sociology/Criminal Justice masters program. I agree. Thus, the M.A. Sociology program will be on inactive admissions status for the next three years (AY 17-18 through AY 2019-2020, FY18-FY20). The merged department should use this time to restructure its curriculum to an M.S. in Sociology and Criminal Justice. Once the new curriculum is designed and approved through normal University processes, the department could reopen admissions for AY 2020-2021 (FY 21). By AY 2023-24 (FY 24), the combined masters program should have at least 15 students. If it does not, the program will be eliminated and a teach out plan put in place.

Program: M. A. Philosophy - Link to one PDF file, program review materials

Enrollment Spring 2017: 8

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Low graduate enrollments (Total graduates 2010-2015 = 13)
- Recommendation from Dean: Eliminate M.A., retain and restructure B.A.
- Recommendation from Faculty Senate: Retain M.A. and review in 3 years.

Recommendation: I recommend that we retain this program and restructure it to take advantage of the merger of the Philosophy and Religious Studies departments, with the following conditions: the program should restructure to an M.A. in Philosophy and Religious Studies. The Philosophy department currently delivers much of this degree program by teaching courses with undergraduate and graduate students concurrently. It is also exploring the possibility of instituting a 3+2 program as a way of growing the number of graduate

students. Thus, the Philosophy M.A. program will be on inactive admissions status the next three years (AY 17-18 through AY 2019-2020, FY18-FY20). The merged department should use this time to restructure its curriculum to an M.A. in Philosophy and Religious Studies. Once the new curriculum is designed and approved through normal University processes, the department could reopen admissions for AY 2020-2021 (FY 21). By AY 2023-24 (FY 24), the combined masters program should have at least 15 students. If it does not, the program will be eliminated and a teach out plan put in place.

Program: Ph.D. Statistics - Link to one PDF file, program review materials

Enrollment Spring 2017: 4

Summary of Recommendations and Comments Provided to Academic Affairs:

- Reason for review: Proposed for elimination by Department of Statistics to allow for restructure of Ph.D. Admissions currently on hiatus.
- Recommendation from Dean: Eliminate Ph.D. program, focus on MS and undergraduate programs.
- Recommendation from Faculty Senate: Delay closure for 3 years until merger with Mathematics takes effect.

Recommendation: I recommend we retain this program but that it continue on inactive admission status for next three AY's in order to examine restructuring it as an interdisciplinary program in Data Analytics. The newly merged departments of Statistics and Mathematics will continue to have a Ph.D. program in Mathematics which it can use for both math and statistics students. If a degree in data analytics is desirable, curriculum will be designed and approved, and admissions for an interdisciplinary Ph.D. in AY 2020-2021 (FY 21). By 2023-2024 (FY 24) it should have a class size of 10-12 students. If it does not, it will be eliminated at that time.

Lessons Learned

University Regulation 6-43 is far too cumbersome to implement routinely. Experiences from the 2016-2017 program review process should inform revision of this regulation in the context of the current effort to overall all the regulations.

As pointed out in the Academic Planning committee's report on these program reviews, the Higher Learning Commission's standards for reaccreditation indicate that academic program reviews should be an on-going process in which all degree programs are reviewed once every set number of years. These reviews should assess current viability, relevance, quality, sufficiency of resources, and "value" to the institution. If one or more deficiencies are identified in these areas, then the responsible academic administrator should either correct the identified deficiencies or recommend the elimination of the program. Such a regular process is certainly in the best interests of the University.

In the coming year, I plan to direct the office of Academic Affairs to design, pilot, and budget for a regular review process that would come into full effect in the FY 19 academic year.