

BOARD OF TRUSTEES**THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO**

May 3, 2012

ACTION ITEM: Resolution to Endorse the Academic Program Review Process**BACKGROUND INFORMATION:**

Economic realities and the prospect of future resource issues in recent years have focused attention throughout all levels of education on questions of program sustainability, rethinking and sharpening vision and mission, and better understanding how each and every program offered furthers the vision and mission. One thing has become clear over time -- it is not possible to sustain an institution of quality through continuing across-the-board budget reductions. Beyond that, there is no question that a dynamic organization is one that periodically examines what it does and how its purposes are carried out. Such reviews in higher education are extremely difficult to carry out and almost always are met with concern and questioning. Nonetheless, program and organizational structure reviews can and should result in healthier, more robust, and more energetic institutions.

Coupling these factors, as well as recognition that the UNC General Administration and elements of State government were likely to launch program reviews of their own, the University launched a program review process in the Fall of 2010. A self-managed academic program review process would enable the institution to define its own concepts of its role and focus and position UNCG to be as strong academically as possible while maintaining a sound and balanced educational program that is consistent with its mission, strategic plan, and its functions and responsibilities as an institution of higher education. A strong local review provides a base for conversation with external agencies and demonstrates our understanding of the environment in which we must function now and for the near and long-term futures.

The academic review process consisted of these major steps and engaged faculty and administrators at every level:

- (1) Identification of 254 undergraduate and graduate programs to be reviewed through consultation between deans and program leadership;
- (2) Preparation, collection, and correction of quality, function/demand, and efficiency data by the Office of Institutional Research in collaboration with program leadership;
- (3) Use of faculty comment and suggestions to refine the review process and program criteria to be considered;
- (4) Department and program surveys;
- (5) Review of programs conducted by faculty-majority committees, in collaboration with deans, at the academic unit level;
- (6) Review of unit information by a University Review Committee, appointed by the Provost and additionally given guidance by the Faculty Senate;

- (7) Review and consideration of the University-level report by the Provost, Deans Council, Faculty Senate leadership, and others, including presentations to the general faculty and posting information on appropriate web sites.

Actions and conclusions resulting from the overall process include the following:

- Approximately 70 inactive programs were identified that were not reviewed. Necessary steps to officially discontinue these programs are underway.
- A total of forty-two programs (twenty-six undergraduate, seven post-baccalaureate or post-master's certificates, seven master's, and two doctoral) are recommended for discontinuation. Many of the recommendations to discontinue these programs emanated from the academic units themselves. Total enrollment in these programs in the Fall 2011 semester was 458 students.
- Forty-four programs (twelve undergraduate, twenty master's, and twelve doctoral) were identified as exceptionally strong in quality/function and/or demand and should be considered for future investment.
- Sixteen programs (six undergraduate, nine master's, and one doctoral) were identified as having challenges in quality/function and/or demand but are important to UNCG's vision and mission. These programs will be further studied for intervention to strengthen them appropriately.

The Academic Student Affairs Committee held a special Committee meeting on April 5, 2012 for a comprehensive briefing on the program review process and the subsequent actions that would be taken. The briefing was provided by the Provost and the Chair of the University Program Review Committee. The Director of Institutional Research was also present to provide additional information as necessary. The session provided an opportunity for Committee members to probe and question as appropriate and to clarify any items before the report is provided to the Board of Trustees and subsequently acted upon by the Provost and Chancellor.

It is the conclusion of the Committee that the ultimate result of the academic program review process will be a more efficient and focused curriculum; further, external constituencies will recognize that as an institution it has taken seriously the need to improve and enhance its capability to negotiate an uncertain fiscal situation through strategic allocation and reallocation of fewer, existing, and additional resources. While the Committee recognizes that implementation of various aspects of the academic program review is the responsibility of the University administration, it is also important to note the support of the Board of Trustees for this process. The Committee, then, passed the attached resolution for consideration by the UNCG Board of Trustees.

RECOMMENDED ACTION: That the Board of Trustees of The University of North Carolina at Greensboro approve the following resolution of endorsement of the Academic Program Review Process.



David H. Perrin
Provost and Executive Vice Chancellor

RESOLUTION

WHEREAS the importance of institutional review is an important and universal component of management of any complex organization, particularly in times of economic uncertainty, if it is to adapt successfully to the requirements of a changing society, and

WHEREAS the University has implemented and concluded an academic program review process designed to focus the curriculum more sharply while giving appropriate attention to the historic role of UNCG as a constituent institution of the University of North Carolina System and an institution that values teaching and student success, and

WHEREAS the process has endeavored to be open and inclusive of disparate opinions and points-of-view while understanding the uncertainty and feelings of vulnerability that review processes cause, and

WHEREAS the Board of Trustees has been fully briefed and informed throughout the process, and

WHEREAS the conclusions reached provide reasonable recommendations upon which appropriate courses of action can be based,

THEREFORE BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Greensboro expresses its approval and endorsement of the Academic Program Review Process and commends the Chancellor, Provost, Academic Deans and Directors, and the Faculty to move forward cooperatively and with full transparency to implement recommendations in a timely and appropriate manner, and

BE IT FURTHER RESOLVED that an appropriate system of continuing reviews of organizational structure, curricular and co-curricular programs, and institutional service operations and programs be implemented.