Chancellor’s Report and Recommendations on Academic Program Review

Linda P. Brady, Chancellor
The University of North Carolina at Greensboro
May 3, 2012

For more than 18 months, faculty, staff, students and administrators have been engaged in the most ambitious review of UNCG’s academic programs ever attempted. The purpose of this review is to position this university to be as strong academically as possible while maintaining a sound and balanced educational program that is consistent with our mission, Strategic Plan, and functions and responsibilities as an institution of higher education in the state of North Carolina.

This review has occurred in an environment of diminishing resources, changing mandates from the North Carolina General Assembly and UNC Board of Governors, and growing demands for greater efficiencies, effectiveness and accountability in higher education. Since 2007, which marked the beginning of the most significant economic downturn since the Great Depression, colleges and universities have experienced major budget cuts and have been forced to raise tuition to maintain the quality of academic programs. For several years we have endeavored to do more with less. Now we must do better with less.

I have carefully considered the recommendations provided by the provost and executive vice chancellor. In addition, I have reviewed in great detail the reports of unit-level committees, academic deans and the University Program Review Committee. These reports speak to issues of quality and function/demand across 254 undergraduate and graduate programs offered by UNCG. In addition, I have made myself available to meet with department heads and/or program directors before reaching any final conclusions.

The attached document conveys my decisions regarding programs identified as exceptionally strong in quality and/or function/demand to be considered for future investment, programs identified as having challenges in quality and/or function/demand with recommendations to strengthen them, and programs recommended for discontinuation. Also listed are programs established within two years of the onset of Academic Program Review that are considered high priority and were not reviewed as part of this process. These decisions were reported to the UNCG Board of Trustees during their meeting earlier today.

Next steps in this process include preparation of program modification and discontinuation paperwork, notification of substantive changes and approval of teach-out plans by the Southern Association of Colleges and Schools (SACS), and discussions
between deans, department heads and faculty regarding any potential faculty reassignments. I have previously noted my commitment to respect the rights of tenured and tenure-track faculty (as specified in the BOG Code and in our own policies and procedures) and to address the needs of students currently enrolled in programs recommended for discontinuation.

I anticipate forwarding those programs recommended for discontinuation (along with the associated plans noted above) to UNC General Administration for action by the UNC Board of Governors in fall 2012. During the 2012-13 academic year I will ask the provost and executive vice chancellor to work with deans and department heads on the development of plans to strengthen those programs identified as having challenges in quality and/or function/demand.

Throughout our history, UNCG has risen to meet the challenges and changing circumstances we have faced. We shall do so now. We must become a stronger, more selective and more focused university. The realignments and restructuring that have occurred during the past three years are essential elements of our plan to enhance academic quality, in conjunction with efforts to enhance the undergraduate student profile and build learning communities. The future demands we shift our emphasis from growth to academic quality and student success. The future also demands that we build from our academic and research strengths and capitalize on our historic commitment to community engagement and partnership.

Academic Program Review, as challenging as it has been for the campus, has identified significant areas of strength and opportunity that will help shape the direction of this university in coming years. The results of this process will inform future decisions by the provost, deans and department heads regarding the investment of resources, including internal reallocation. The areas of strength and opportunities for distinction that have been identified will provide an important foundation as we develop UNCG’s next strategic plan and design the case for the university’s next comprehensive fund-raising campaign.

Let me extend my thanks and appreciation to the many faculty, staff, students and administrators who invested their valuable time, effort and good judgment throughout this process. These groups include the Program Process Review Committee, which designed the process and adapted aspects of the process as the review proceeded; academic program and department faculty; academic unit-level review committees and the University Program Review Committee; members of the Deans Council; associate deans and department heads/chairs; the UNCG Faculty Senate; past Faculty Senate Chairs who offered the benefit of their long years of experience with this institution; and the UNCG Board of Trustees. Finally, I want to convey my special thanks to David Perrin, provost and executive vice chancellor, for his leadership of this effort.
Chancellor’s Decisions on Academic Program Review

The following programs have been identified as Exceptionally Strong in Quality and/or Function/Demand and should be considered as candidates for future investment, as resources become available. Inclusion of a program on this list does not guarantee that additional resources will be forthcoming. Resources may be allocated to programs not on this list because of factors not adequately represented in the review (e.g., programs not reviewed due to establishment in the past two years).

- BA Biology (U117,U119,U220)
- BS Biology (U114,U116,U218)
- BA English(U155,U157)
- BA History (U175,U177)
- BFA Interior Architecture (U540,U791)
- BA Media Studies (U134)
- BA Psychology (U215,U217)
- BS Biochemistry (U860)
- BS Speech Pathology and Audiology (U143)
- BM Instrumental Music Educ Cert (U629)
- BM Choral-General Music Educ Cert (U626)
- BFA Art: Design (U111)
- BFA Dance (U431)
- BFA Acting (U881)

- MS Computer Science (G167)
- MS Counsel and Ed Development (G227,G241,G286,G545,G806,G848)
- MSN Adult/Gerontological Nursing Practitioner (G653,G725)
- MSN Nurse Anesthesia (G651,G726)
- MSN Nursing Administration-Health Management (G683,G603)
- MSN Nursing Education (G727,G724,G610)
- MFA Creative Writing (G154)
- MFA Acting (G773)
- MSES Counsel and Ed Development (G536,G537,G538,G543,G544,G548,G807,G858)
- MM Music Education (G830)
- MS Accounting (G215,G850,G851,G852)
- MS Biology (G108)
- MA Speech-Language Pathology (G818)
- MS Biochemistry (G173)
- MS Information Systems (G710)
- MS Educational Research, Measurement, and Evaluation (G236)
- MS Gerontology
- MFA Dance Choreography (G681)
- MFA Media Studies (G690)
- MFA Studio Arts (G105)
- MPA Political Science (G816,G814,G181,G180)
• MA-PhD Psychology (Experimental) (G794,G795,G796,G811,G812,G797,G798,G799,G184)
• MA-PhD Psychology (Clinical) (G183,G793,G185)
• PhD English (G152)
• PhD Counseling and Counselor Ed. (G211)
• PhD Nursing Science (G652)
• PhD Nutrition (G425,G843)
• PhD Educational Research, Measurement, and Evaluation (G360)
• PhD Information Systems (G709)
• DPH Community Health Education (G713)
• DMA Music Performance (G581,G587,G588,G589)
• PhD Human Dev. and Fam. Studies (G410)
• PhD Music Education (G510)

The following programs have been identified as having challenges with Quality and/or Function/Demand, or have been identified for further study. The APR process suggests they are important to the mission and vision of the University and should be retained with consideration given to the interventions noted.

BFA in Sculpture (U115)
Consider restructuring the undergraduate studio art degree to provide a more logical configuration of concentrations.

BA in Philosophy with Pre-Law Concentration (U190)
Begin offering the BA online in Fall, 2012, and consider making the Pre-Law concentration available online within two years.

BA in General Music (U602)
Review the implications of recent curricular changes and first-year retention rates on enrollment in this program. This program is the first choice for students who do not wish to pursue performance or education degrees with the School of Music, Theatre and Dance, but has had a significant decline in enrollment over the past five years.

BS Middle Grades Education 6-9 Licensure (U254)
Establish as a priority recruitment efforts for Middle Grades Education and other high needs areas, especially STEM related programs for 2012-2013. The Middle Grades Education program addresses an area considered “high needs” by the State of North Carolina, which argues for devoting more resources to it. As part of a larger effort to address the need for additional faculty in the Teacher Education program, three new tenure line faculty have been hired and will begin in the fall of 2012.

BS Community Youth Sport Development (U422)
Transition the program from its current location in the Department of Kinesiology to the Department of Community and Therapeutic Recreation.

BS Elementary Education k-6 Licensure (U251)
Review the number of students admitted to this program and explore the potential of replacing adjunct faculty with clinical faculty. The addition of three new tenure line faculty in the Teacher Education program this year should also provide greater stability to this licensure program.

BS Operations Management and Supply Chain Management (U339, U330, U786, U783)
Work with Community Colleges to determine how the program can be developed as part of the Online Degree Completion program.

MA in Urban Planning & Economic Development (G817)
Explore the feasibility of offering the program online so as to increase its appeal to working professionals and draw enrollments from beyond the immediate area.

MA in European History (G153)
Combine the MA in European History (G153) and the MA in American History (G149) into a single MA in History. Combining these concentrations will give students greater flexibility in planning their programs of study.

MS in Interior Product Design & Architecture (G454) and MS in Historic Preservation (G475)
Replace the MS in Interior Product Design & Architecture (G454), the MS in Historic Preservation (G475), and the MS in Museum Studies (G474) with a new MFA in Interior Architecture. The MFA is the more appropriate degree for a studio program and eliminating separate concentrations will give students greater flexibility in planning their programs of study.

MA in Applied Mathematics (G161)
Combine the MA in Pure Mathematics (G722) and the MA in Applied Mathematics (G161) into a single MA in Mathematics. [Note: This combination has already been submitted by the department and approved by the Graduate Studies Committee.] Combining these programs will consolidate enrollments with no loss of program quality and align the Master’s degree more closely with the new PhD in Computational Mathematics.

MA Conflict Resolution (G865) and MA Conflict Resolution Online (G865)
Begin conversations between the program faculty and Dean of the College of Arts and Sciences, Dean of the School of Health and Human Sciences, and Dean of the School of Education to explore relocation of these programs to a permanent academic unit.

MS Consumer, Apparel, and Retail Studies-Thesis (G415) and MS Consumer, Apparel, and Retail Studies-NonThesis (G416, G840)
Continue plans to develop a revised version of the MS non-thesis concentration that would be offered entirely online, to fulfill a critical need to supply globally-oriented learning opportunities to an internationally dispersed workforce. This revision should address current industry needs and be accessible to a variety of constituents in the global apparel and textile industries.
PhD Higher Education (G250)
Clarify the programmatic function and review the number of students by a small number of faculty either through reduced enrollment or increased resources. The program appears to meet a community/workforce need in the region.

The following programs are recommended for discontinuation based on advice coming forward largely from the academic units. The relevant discontinuation paperwork should be prepared (if not already completed) by the program leadership in the affected programs and submitted to the University Curriculum Committee or the Graduate Studies Committee, whichever is appropriate. Where appropriate, Deans and Department Heads/Chairs should work with faculty on the potential of reassignment to higher priority programs within the department or academic unit.

- BA Biology 4+1 Medical Technology (U231)
- BS Biology 4+1 Medical Technology (U186)
- BA Environmental Biology (U122)
- BA Chemistry 4+1 Medical Technology (U232)
- BS Chemistry 4+1 Medical Technology (U188)
- BS Mathematics Concentration in Computer Science (U182, U854)*
- BS Interdisciplinary Math (U178)
- BS Statistics High School Teaching (U855)*
- BS Applied Math (U852, U850)*
- BS Pure Math (U853, U851)*
- BS Mathematics High School Teaching (U185)*
- BA Elec Media News (U846)
- BA Moving Image (U845)
- BS Financial Economics (U329,U778)
- BS Bioinformatics-Computer Science (U838)
- BS Elem. Education (K-6 Lic 2+2) (U788)
- BS 2+ Educ of DeafAud-Oral-B-K L (U790)
- BS B-K-Hard of Hearing Tch Lic (U162)
- BA IGS: European Studies (U812)
- BS Health Studies (U447,U448,U449))
- BS Entrepreneurship/Small Business (U337,U784)
- LIC Art Licensure (UL01)^
- LIC Chemistry Licensure (UL02) ^
- LIC Latin Licensure (UL03) ^
- LIC Professions in Deafness (UL05)
- PB Certificate Geographic Information Science (U879)
- PB Certificate History: Museum Studies (G472)
- PB Computer Sc: Comp (U920)
- PM CERT Marriage and Fam. Coun. (G539)
- PM CERT Financial Analysis (G880)
- PM CERT Management (G217)
• PM CERT International Business (G210)

• MEd Instructional Tech (M Lic-MEd) (G790)
• MA Financial Economics (G719)
• MA History: Historic Preservation (G471)
• MA European History (G153)+
• MA American History (G149)+
• MA Applied Math (G161)**
• MA Pure Math (G722)**

• PhD Curr and Tch-Cultrl Studies (G547)
• EdD Exercise and Sport Science (Kinesiology) (G319)

The following programs are high priority programs that were not reviewed because they were established within a two-year period of time from the onset of the APR process:
• BS Entrepreneurship (U718)
• MS Nanoscience (G551)
• PhD Environmental Health Science (G165)
• PhD Medicinal Biochemistry (G846)
• PhD Computational Mathematics (G845)
• PhD Nanoscience (G552)

*Mathematics had 12 different undergraduate area of study codes, including six for secondary licensure. This was very confusing to students and advisers and probably discouraged students from getting licensure. In 2010-11 there were 34 students in BA with licensure and only five in the other five area of study licensure programs combined. Now all Mathematics students seeking licensure will be in the BA degree program and they will be advised by Mathematics faculty who work closely with the faculty in TEHE. Providing a single pathway for these students should increase the number who graduate with secondary licensure in Mathematics. The Applied Mathematics and Pure Mathematics concentrations have been combined into a new BS in Mathematics.

^ The LIC designation was added to help track students who were returning for licensure only in subject areas. Another method was found to do this tracking through NC Teach and the designations were inactive although they had never been eliminated from the program inventory.

+These two concentrations will be combined in a new MA in History.

**These two concentrations have been combined in a new MA in Mathematics.