



Item: AS: I-1a

**COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

Wednesday, April 20, 2011

**SUBJECT: REPORT ON THE ARTICULATION, COORDINATION AND COHERENCE OF ACADEMIC DELIVERY ACROSS THE STATE UNIVERSITY SYSTEM OF FLORIDA**

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**PROPOSED COMMITTEE ACTION**

This is an information item. No action required.

**BACKGROUND INFORMATION**

As part of a comprehensive review of the efficiency and productivity of academic programs at Florida Atlantic University, the Office of the Provost has worked with the colleges over the years to identify programs which no longer justified the cost of instruction on the basis of enrollment, demand, centrality to the mission of the University, or which no longer met the needs of our students in regard to educational or occupational objectives. As a result, in recent years, we have terminated five (5) degree programs, closed or merged 48 programs and tracks within degree programs, consolidated some departments, and placed five (5) Centers/Institutes on the inactive list.

This year Florida Atlantic University has been an active participant in the Ad Hoc Committee on Articulation, Coordination and Coherence of Academic Delivery across the State University System – a project of the Florida Board of Governors and the Council of Academic Vice Presidents. The goal was to establish guidelines for an annual review of academic degree programs based on established degree production threshold criteria.

**IMPLEMENTATION PLAN/DATE**

Ongoing

**FISCAL IMPLICATIONS**

Ongoing

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**Supporting Documentation**

**Executive Summary**

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Executive Summary  
Articulation, Coordination and Coherence of  
Academic Delivery across the State University System:  
Status Report: Florida Atlantic University

Florida Atlantic University currently offers students the opportunity to pursue curricula leading to the award of 152 degrees: 62 at the baccalaureate level, 65 at the master's level, 22 at the doctoral level, and 3 other (Specialist Degrees). Of those 152 degrees, 42 were identified by the Florida Board of Governors as being below the threshold identified for degree productivity over a five-year period. From 2005-2010, twelve of our baccalaureate programs produced less than 30 degrees; twenty of our master's programs produced less than 20 degrees; nine of our doctoral programs produced less than 15 degrees; and one of our "other" degree programs produced less than 20 degrees.

The review required each University to conduct a self-study of the highlighted programs and to propose a recommendation for each program to the Office of the Board of Governors. Florida Atlantic University is in what has been phrased the "first sweep" of our identified programs. Each college has reviewed its degree programs and identified a proposed course of action.

- 1) The termination of six (6) degree programs. Four degree programs (the bachelor's and master's in German; the master's in Liberal Studies; and the bachelor's in Human Resources Management) are in different stages of termination. In addition, the BA in Music Business is already in the process of being phased out and replaced with the BM with an emphasis in Music Business. The latter already has 45 students. The master's in Pre-Elementary/Early Childhood is also being phased out and will be terminated when all students have graduated.
- 2) The placement of two (2) degree programs on inactive status: master's degrees in International Business and General Finance. While not identified by the BOG, the College of Business is considering putting the bachelor's degree in Real Estate into inactive status.
- 3) Fourteen of the degree programs identified are new and have not yet had the opportunity to graduate any students or meet the productivity threshold over a five-year period. The proposal is to continue all these degree programs.

- 4) While not identified by BOG staff as “new”, the doctorate in Counselor Education, established in 2005, is relatively new for a doctoral program. Current enrollments make it appear that this degree is on track to meet the productivity threshold in the future. Similarly our bachelor’s Education, General (our new bachelor’s in Early Child Care Education) first admitted students in Fall 2009.
- 5) The master’s in Environmental Science is just below the threshold criteria of 20, having produced 19 degrees over this five-year period. It was recently revitalized with new curricula and leadership. The enrollments in this program are growing and growth in degree productivity is expected as well.
- 6) The Educational Specialist degree in Curriculum and Instruction is known as an “opportunity degree program” which operates with little or no additional cost.
- 7) The retention of six (6) degree programs (bachelor’s in Math Teacher Education and Science Teacher Education, doctorate in Exceptional Student Education, and the bachelor’s, master’s and doctoral degrees in Physics) is being proposed because they are in STEM shortage areas and meet critical state and local needs.
- 8) The continuation of five (5) degree programs (bachelor’s in Jewish Studies and French; master’s in Theatre, Women’s Studies, and French) is being proposed because they are fulfilling key aspects of the University’s mission: community outreach, diversity, growth at the lower division.
- 9) The continuation of five (5) degree programs (bachelor’s in Music Teacher Education, master’s in Applied Mathematics, doctorates in Electrical, Mechanical and Ocean Engineering) is proposed as they each consider mergers, consolidations, curricula revisions, or new collaborative or joint-delivery models.

This is the current status of FAU’s participation in the Articulation, Coordination and Coherence of Academic Delivery across the State University System. The Florida Board of Governors has indicated that there will be staff-to-staff discussions on specific continuation rationale during the month of April.

## Board of Governors' Academic & Student Affairs Committee

### *Articulation, Coordination and Coherence of Academic Delivery Across the State University System of Florida*

#### UPDATE

- Along with identifying and effecting operational efficiencies in business-practices universities have, over the past few years, embraced a number of strategies in seeking to streamline academic operations across the State University System (while balancing the need to significantly enhance student success). Such actions have included:
  - Reducing the array of general education offerings as well as non-required courses delivered on campuses,
  - Increasing student enrollment in course sections and reducing the number of sections delivered,
  - Consolidating the number of "like" courses (e.g. college-wide course re-design of research methods and/or statistics) delivered across departments,
  - Revising and/or repealing academic policies,
  - Optimizing instructional load of faculty,
  - Reconfiguring academic units to reduce administrative costs,
  - Closing non-essential and low-producing units,
  - Enhancing instructional space utilization, and
  - Increasing delivery of online learning.
- Equally important has been a continuing SUS-wide assessment of low-producing degree programs. While not new, this activity has accelerated and expanded in recent months, and has become systematized for the future. Please note:
  - Between 2007 and 2009, universities *closed* or placed in *inactive status* more than 100 institutes and centers; *terminated* or placed in *inactive status* dozens of full degree programs and numerous other tracks within degree programs; and merged/consolidated departments, schools and colleges.
  - During 2009-2010 alone, universities *closed* 26 more institutes and centers and placed an additional 11 in *inactive status*. The universities also *terminated* an additional 20 degree programs in 2009-2010, and placed another 23 in *inactive status*. They also *terminated* or placed in *inactive status* numerous other tracks/concentrations within degree programs.
- This assessment moved to a new level in January-February 2011, as BOG staff provided each university provost with the most recent data on degree program enrollment and awards by level.
  - During the past month, provosts, deans and faculty have been reviewing the data, reconciling institutional and BOG records, compiling other campus-based information on programs with low degree productivity, and identifying proposed action plans for programs that do not meet SUS-wide productivity thresholds.
  - While universities are at various stages, provosts have already reported on the status of more than 50% of the programs initially identified as needing review:
    - Some merely require a reconciliation of BOG and university records.
    - Some are too new to have reached expected productivity thresholds.

- Others have been recommended for continuation with a specific rationale for doing so (e.g., other measures of productivity, low-cost opportunity programs, etc.).
  - Some (N=17) have already been placed into *inactive status*, while others have been approved at the university level for *inactive status*, and/or are advancing through established university processes.
  - Some programs have been *terminated* or are under consideration at the institution for possible *termination*. 14 programs have been removed from the SUS inventory since the CAVP began this assessment, with more in process.
  - Some programs are under consideration to be offered utilizing new *collaborative* or *joint-delivery* models. 4 have been reported to this point in time although these new delivery paradigms will take time to establish.
  - *Corrective action plans* are being developed for those programs that do not demonstrate sufficient productivity and do not fall into one of these other categories.
- It is important to note that, at this point in the review process, universities are developing *proposals* for action regarding many of the programs. Such proposed actions, particularly *termination*, are subject to review and approval by a university board of trustees (UBOT), as prescribed in its powers and duties and required in Board of Governors Regulation 8.012.
  - Each UBOT has a set meeting schedule for the spring, and some universities are in the process of placing proposed actions on UBOT agendas for upcoming meetings.
  - This review process has triggered valuable academic planning with regard to:
    - Student demand for a program,
    - Workforce demand for graduates,
    - Program delivery options and innovations, and
    - Adequacy of resource allocation.
  - This review is improving the accuracy of the BOG's official academic program inventory and is essential to verifying the status of each university's degree program offerings.
  - Increased collaboration is occurring on the campuses, among colleges and departments, and is being witnessed across the SUS.
    - Exploratory discussions are being conducted regarding "sharing" of faculty and curricula resources across the SUS along with non-duplicative curricula delivery where appropriate.

Degree programs are being re-engineered, curriculum is being revised, and faculty and other resources targeted, based on the approval of specific program action plans.

- The CAVP will meet before May 23<sup>rd</sup> (the deadline for submission of University Work Plans) to review degree programs recommended for *termination* and/or placement in *inactive status*, along with proposed program *reactivation* and *new degree program* plans, to ensure that:
  - An appropriate level of access (including geographical delivery) is provided for students across the State of Florida to pursue a degree in their selected field (by level), and
  - Opportunities are examined for collaborative design and delivery (including joint degrees) of degree programs utilizing shared resources (including but not limited to faculty resources and online delivery) across multiple State University System institutions.

# 5 Year Summary of Degrees Awarded by FAU

TOTAL DEGREES AWARDED  
FOR FIVE-YEAR PERIOD  
BY DEGREE LEVEL

CIP2010	PROGRAM TITLE	STATUS	THRESHOLD CRITERIA:			
			< 30	< 20	< 15	< 20
			Bachelors	Masters	Doctorate	Other
030104	Environmental Science	ACTIVE	.	19	.	.
040201	Architecture (BArch, BA/BS, MArch, MA/MS, PhD)	ACTIVE	285	.	.	.
040301	City/Urban, Community and Regional Planning	ACTIVE	138	75	.	.
050207	Women's Studies	ACTIVE	.	17	.	.
090101	Communication Studies/Speech Communication and Rhetoric	ACTIVE	707	.	.	.
090199	Communication and Media Studies, Other	ACTIVE	.	38	.	.
090702	Digital Communication and Media/Multimedia	ACTIVE	355	.	.	.
110101	Computer and Information Sciences, General	ACTIVE	272	184	17	.
110103	Information Technology	ACTIVE (NEW)	.	0	.	.
130101	Early Childhood Education	ACTIVE (NEW)	.	0	.	.
130101	Education, General	ACTIVE	4	.	.	.
130101	Pre-Elem/Early Childhood Teach Ed	ACTIVE	.	13	.	.
130301	Curriculum and Instruction	ACTIVE	.	174	25	3
130401	Educational Leadership and Administration, General	ACTIVE	.	399	87	104
130901	Social and Philosophical Foundations of Education	ACTIVE	.	119	.	.
131001	Special Education and Teaching, General	ACTIVE	168	45	6	.
131101	Counselor Education/School Counseling and Guidance Services	ACTIVE	.	210	3	37
131202	Elementary Education and Teaching	ACTIVE	2,026	91	.	.
131305	English/Language Arts Teacher Education	ACTIVE	40	.	.	.
131311	Mathematics Teacher Education	ACTIVE	14	.	.	.
131311	Mathematics Teacher Education	ACTIVE (NEW)	.	46	.	.
131312	Music Teacher Education	ACTIVE	21	.	.	.
131315	Reading Teacher Education	ACTIVE	.	178	.	.
131316	Science Teacher Education/General Science Teacher Education	ACTIVE	22	.	.	.
131317	Social Science Teacher Education	ACTIVE	98	.	.	.
131399	Teacher Education and Professional Development, Specific Subject Areas, Other	ACTIVE (NEW)	.	5	.	.
131401	Teaching English as a Second or Foreign Language/ESL Language Instructor	ACTIVE (NEW)	.	0	.	.
140501	Biomedical/Medical Engineering	ACTIVE (NEW)	.	1	.	.
140801	Civil Engineering, General	ACTIVE	203	44	.	.
140901	Computer Engineering, General	ACTIVE	140	82	16	.
141001	Electrical, Electronics and Communications Engineering	ACTIVE	205	53	8	.
141901	Mechanical Engineering	ACTIVE	143	23	8	.
142401	Ocean Engineering	ACTIVE	101	65	6	.
143801	Surveying Engineering	ACTIVE (NEW)	0	.	.	.
151202	Computer Technology/Computer Systems Technology	ACTIVE (NEW)	10	.	.	.
160102	Linguistics	ACTIVE	41	26	.	.
160501	German	ACTIVE	.	0	.	.
160501	German Language and Literature	ACTIVE	5	.	.	.
160901	French Language and Literature	ACTIVE	23	10	.	.
160905	Spanish Language and Literature	ACTIVE	63	30	.	.
230101	English Language and Literature, General	ACTIVE	576	59	.	.
231302	Creative Writing	ACTIVE	.	41	.	.
240101	Liberal Arts and Sciences/Liberal Studies	ACTIVE	657	13	.	.
240199	Liberal Arts and Sciences, General Studies and Humanities, Other	ACTIVE	323	.	.	.
260101	Biology/Biological Sciences, General	ACTIVE	1,204	102	24	.
260102	Biomedical Sciences, General	ACTIVE	.	139	.	.
261201	Business Biotechnology	ACTIVE (NEW)	.	0	.	.
270101	Mathematics, General	ACTIVE	125	70	18	.
270301	Applied Mathematics	ACTIVE	.	8	.	.
309999	Multi-/Interdisciplinary Studies, Other	ACTIVE	.	.	37	.
310505	Kinesiology and Exercise Science	ACTIVE	230	56	.	.
380101	Philosophy	ACTIVE	52	.	.	.
380206	Jewish/Judaic Studies	ACTIVE	9	.	.	.
400501	Chemistry, General	ACTIVE	162	25	26	.
400601	Geology/Earth Science, General	ACTIVE	43	22	.	.
400699	Geological and Earth Sciences/Geosciences, Other	ACTIVE (NEW)	.	.	0	.
400801	Physics, General	ACTIVE	27	5	12	.
420101	Psychology, General	ACTIVE	1,097	72	.	.
422704	Experimental Psychology	ACTIVE	.	.	23	.

Note: This data was pulled from SUDS and the Academic Program Inventory on Feb. 22, 2011.

# 5 Year Summary of Degrees Awarded by FAU

## TOTAL DEGREES AWARDED FOR FIVE-YEAR PERIOD BY DEGREE LEVEL

CIP2010	PROGRAM TITLE	STATUS	THRESHOLD CRITERIA:			
			< 30	< 20	< 15	< 20
			Bachelors	Masters	Doctorate	Other
422706	Psychobiology / Complex Systems	ACTIVE	106	.	16	.
430103	Criminal Justice/Law Enforcement Administration	ACTIVE	.	38	.	.
430104	Criminal Justice/Safety Studies	ACTIVE	1,365	.	.	.
440401	Public Administration	ACTIVE	225	127	15	.
440701	Social Work, General	ACTIVE	558	272	.	.
450101	Social Sciences, General	ACTIVE	504	.	.	.
450201	Anthropology	ACTIVE	126	28	.	.
450601	Economics, General	ACTIVE	155	35	.	.
450701	Geography	ACTIVE	52	29	.	.
451001	Political Science and Government, General	ACTIVE	577	48	.	.
451101	Sociology	ACTIVE	566	38	.	.
500501	Drama and Dramatics/Theatre Arts, General	ACTIVE	75	17	.	.
500701	Art/Art Studies, General	ACTIVE	736	.	.	.
500702	Fine/Studio Arts, General	ACTIVE	.	37	.	.
500901	Music, General	ACTIVE	84	54	.	.
501003	Music Business	ACTIVE	23	.	.	.
501003	Music Business	ACTIVE (NEW)	.	0	.	.
510204	Audiology/Audiologist and Speech-Language Pathology/Pathologist	ACTIVE	.	78	.	.
510701	Health/Health Care Administration/Management	ACTIVE	473	58	.	.
511201	Medicine (MD)	ACTIVE (NEW)	.	.	0	.
512205	Medical Physics	ACTIVE (NEW)	.	0	.	.
513801	Nursing/Registered Nurse	ACTIVE	1,193	562	.	.
513808	Nursing Science	ACTIVE	.	.	16	.
513818	Nursing/Registered Nurse	ACTIVE (NEW)	.	.	10	.
520201	Business Administration and Management, General	ACTIVE	2,008	959	35	.
520206	Non-Profit/Public/Organizational Management	ACTIVE	.	28	.	.
520301	Accounting	ACTIVE	1,277	433	.	.
520801	Finance, General	ACTIVE	1,042	11	.	.
520901	Hospitality Administration/Management, General	ACTIVE	101	.	.	.
521001	Human Resources Management	ACTIVE	0	.	.	.
521101	International Business/Trade/Commerce	ACTIVE	558	10	.	.
521201	Management Information Systems, General	ACTIVE	308	.	.	.
521201	Management Information Systems, General	ACTIVE (NEW)	.	3	.	.
521401	Marketing/Marketing Management, General	ACTIVE	1,563	.	.	.
521501	Real Estate	ACTIVE	215	.	.	.
521601	Taxation	ACTIVE	.	62	.	.
540101	History, General	ACTIVE	271	41	.	.
<b>Grand Total</b>			<b>23,750</b>	<b>5,514</b>	<b>408</b>	<b>144</b>
Number of Programs Below Threshold:			12	20	9	1

Note: This data was pulled from SUDS and the Academic Program Inventory on Feb. 22, 2011.