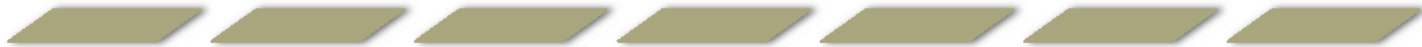


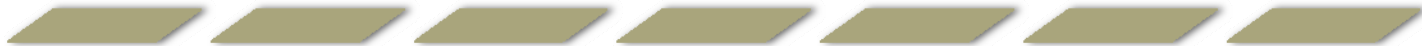
Update on “Unnecessary Program Duplication” Project

Update on “Unnecessary Program Duplication” Project

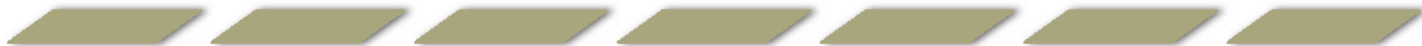
--Introduce some key assumptions, facts, and terminology.



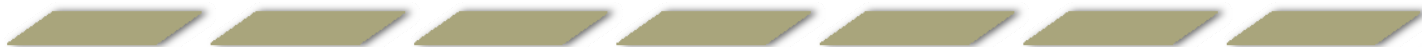
--Discuss approach being taken.



--Present some tentative findings and recommendations.



--Seek questions and advice from you.



-- What is a “program?”

-- What is meant by “unnecessary?”

- As part of the comprehensive mission review of 1992, the Board of Governors adopted a general mission statement for the University, which was given statutory status in 1995. That mission is “to discover, create, transmit, and apply knowledge to address the needs of individuals and society. This mission is accomplished through instruction...; through research...; and through public service, which contributes to the solution of societal problems and enriches the quality of life in the State. In the fulfillment of this mission, the University shall seek an efficient use of available resources to ensure the highest quality of life in its service to the citizens of the State.”
- The UNC Tomorrow Commission, which issued its report in December of 2007, was given the following charge:

“The University of North Carolina is dedicated to the service of North Carolina and its people. In order to efficiently and effectively fulfill its three-pronged mission of education, research and scholarship, and public service in the 21st century, the University should proactively anticipate and identify the needs facing our state over the next twenty years and, consistent with its mission, develop and implement responses to those needs.”

Hence, the University responds to the current and future needs of North Carolina through,

- Instructional activities
- Research activities
- Service activities

Some activities are conducted through structured programs and some are not.

In general, the instructional programs undergird the research and service programs.

Our focus—Structured Academic Programs!

As of spring 2011, there were slightly more than 1,900 “structural academic programs” listed in the UNC Academic Program Inventory. The approximate distribution by level is as follows:

| | |
|-----------------|-------|
| ■ Baccalaureate | 1,000 |
| ■ Masters | 700 |
| ■ Doctoral | 200 |

Each program is assigned a CIP Code!

What is a CIP Code?

The National Center for Educational Statistics collects and presents statistical data and information. “The Classification of Instructional Programs (CIP) provides a taxonomic scheme that supports the accurate tracking and reporting of fields of study and program completion activity.” (see www.nces.ed.gov/cipevals)

Into how many subdivisions (CIP Codes) are certain academic fields segmented?

| | |
|-----|---|
| 9 | History |
| 17 | Mathematics & Stats |
| 27 | Psychology |
| 54 | Engineering |
| 82 | Foreign Languages, Literatures, and Linguistics |
| 100 | Education |

Historically, the University has had

- a demanding process for consideration, review and approval of new programs; and
- a fairly rigorous program productivity review conducted biennially.

We have a problem with the current process for accepting, receiving, and perhaps approving new programs.

The UNC Tomorrow report gave rise to a large number of new programs being proposed by the campuses. (over 200).

Some of the proposed programs, if approved, would fundamentally expand the historic mission of the campuses.

Some are clearly within the boundaries of the historic mission of the campuses.

Regardless, the current process must be revised, perhaps fundamentally changed.

-- What is meant by “unnecessary?”

Their have been eight program productivity reviews since the first in 1995.

The 2010 review, reported to the Board in February 2011, identified 264 programs that met the criteria for detailed review by the Office of the President.

This review resulted in the elimination of 60 degrees that were listed on the UNC Academic Program Inventory.

| | |
|---------------|----|
| Baccalaureate | 36 |
| Masters | 22 |
| Doctoral | 2 |

The University-level program productivity review process now in place is effective. However, you might wish to strengthen.

Each campus has its own program productivity review process. Although other campuses would likewise have demanding internal processes, those currently being carried out at UNCG and NC State warrant particular attention.

One of the great strengths of UNC is the degree of academic autonomy permitted each campus. This results in many, very smart people working every day to identify new and better ways to serve North Carolina.

It has also resulted in each campus having different

- admission policies
- grading policies
- degree requirements
- registration procedures
- course numbering
- academic calendars
- and
- so forth

Result – A confederation of strong academic institutions.

This has served the state very well until technology connected us.

Consistent with normal practice, this technology led to each campus developing its own online education offerings governed by campus-specific policies, procedures, and internal politics.

The focus has been the development of online programs available to students formally enrolled at that campus; and this has been very successful.

As many other states have done or are doing, we have not developed online courses readily available to all UNC students.

Tentative findings and recommendations:

- Unnecessary program duplication is not currently a major program within the University of North Carolina.
- The review and approval process for new programs must be revised.
- The current, university-level program productivity review process works well. It could be strengthened. Further, internal program productivity review processes within each campus should be reviewed and, if found necessary, each brought to a minimal level of rigor.
- The purposes of online education should be clearly determined and a university-level policy structure developed to support the achievement of those purposes.