

THE UNIVERSITY OF NORTH CAROLINA
2012 REVIEW OF ACADEMIC DEGREE PROGRAM PRODUCTIVITY



The University of North Carolina General Administration

April 2013

2012 Academic Degree Productivity Review

Executive Summary

The following is a summary of the results of the 2012 biennial Academic Degree Productivity Review as conducted by UNC General Administration (UNC GA) and submitted to the UNC Board of Governors (BoG). In this review, 247 programs were identified as low productive, which represents 11% of all system-wide active programs listed in the Academic Program Inventory. The 247 low productive programs are fewer than the number identified the last three biennial reviews: 264 (2010), 272 (2008), and 277 (2006), the result we believe of (1) focused efforts to increase program productivity and (2) ongoing campus efforts to streamline the academic program inventory.

The data below are a summary of the collaborative academic program review process.

- Programs flagged as low productive: 247 (11% of UNC active programs)
 - Programs identified by campuses to be discontinued: 25
 - Programs identified by campuses to be combined with other programs: 22
- Total flagged low productive programs to be retained by campuses: 200
 - Retained programs with campus plans to increase enrollments: 134
 - Of these, 69% were in the fields of Education, Visual and Performing Arts, Physical Sciences and Mathematics and Statistics.
 - Working with leadership at UNC GA, senior-level campus administrators provided detailed plans to increase productivity for every program in this category. UNC GA is committed to tracking progress towards these enrollment and degree goals.
 - Retained programs that will continue to have low enrollments due to core mission of program or other campus-specific reasons: 44
 - Of these, 64% were in the fields of Education, Visual and Performing Arts, and Physical Sciences.
 - Certificate programs identified in review process not requiring BoG action to amend: 13
 - Retained programs that will participate in the UNC Language Consortium: 9
- As part of campus-based academic review processes, 8 programs not flagged in the initial low productivity review process were identified by 5 campuses to be discontinued.

Introduction

The UNC BoG has the statutory responsibility to review academic programs biennially and identify those programs that are of low priority, are low productivity, or unnecessarily redundant. These comprehensive reviews complement institutional-level academic program assessments, self-studies for Southern Association of Colleges and Schools' (SACS) accreditation and professional accreditation for various disciplines. As a result of UNC GA's review, institutional administrators may decide to strengthen or consolidate programs and resources, initiate alternative recruitment or delivery strategies, or discontinue programs that are not productive. The productivity criteria and guidelines used to assess academic programs were established by the BoG's Committee on Educational Planning, Policies, and Programs and underwent a thorough review by the Academic Planning Review Work Group in November 2011. The workgroup found the low productivity processes both robust and meaningful, a sentiment echoed by Chancellor Emeritus James H. Woodward's report to the committee and work group.

Academic programs (as defined by the U.S. Department of Education six-digit Classification of Instructional Programs [CIPs]) are considered to be low productive if they meet all of the following criteria:

- **Bachelor's degree programs**

1. Authorized to enroll students for at least eight years
2. The number of degrees awarded in the last two years are fewer than 20
3. Upper division enrollment in the most recent year is fewer than 26
4. Degrees awarded in the most recent year are fewer than 11

- **Master's degrees**

1. Authorized to enroll students for at least six years
2. The number of degrees awarded in the last two years are fewer than 16
3. Enrollment in the most recent year is fewer than 23
 - a. Education Specialist and Certificate of Advanced Studies programs:
Enrollment in the most recent year is fewer than 10
4. Degrees awarded are fewer than 10

- **Research Doctoral degree programs¹**
 1. Authorized to enroll students for at least ten years
 2. The number of degrees awarded in the last two years are fewer than 6
 3. Enrollment in the most recent year is fewer than 19
 4. The number of degrees awarded in the most recent year are less than 3

- **Professional Doctoral degree programs²**
 1. Authorized to enroll students for at least eight years
 2. The number of degrees awarded in the last two years are fewer than 31
 3. Enrollment in the most recent year is fewer than 31
 4. The number of degrees awarded in the most recent year are fewer than 16

Following this initial analysis, UNC GA engages campuses to better understand the roles of these programs with respect to larger institutional missions and goals. Reasons for retaining a program that does not otherwise meet productivity guidelines include the following: centrality to the institutional mission, support provided for other necessary programs, high societal need, providing access and opportunity for underrepresented groups, maintaining institutional program diversity, regional uniqueness and relevance of the program, lack of any significant savings for program elimination, and recent developments that may lead to increased enrollments in the future. Conversely, program discontinuation or reorganization is an appropriate outcome for degrees that are no longer considered central for the campus mission, are chronically under enrolled, or no longer address the need for which they were created.

¹ Please note that the category “Research Doctoral” replaces the category “Doctoral” used in previous reviews. The criteria for identifying these programs are the same, but the terminology has changed to align with reporting categories that changed in the last two years at the federal and state levels.

² Please note that the category “First Professional” degree programs used in previous reviews is replaced in this review by “Professional Doctoral” degree programs. The criteria for identifying these programs are the same, but the terminology has changed to align with reporting categories that changed in the last two years at the federal and state levels. Doctoral programs in Audiology and Physical Therapy are included in these professional doctoral programs but were not previously part of the first professional category.

Low Productivity Review Process

The review process consists of four steps. First, all of the programs in the Academic Program Inventory (API) were reviewed in early October 2012 against the productivity criteria previously outlined and those below the productivity threshold were flagged. Second, lists of low productive programs, along with instructions to assist in reviewing the programs, were sent to all campuses in October 2012 and responses returned in December 2012 (a copy of the instructions sent to campuses is found in Appendix A). The campuses were asked to categorize low productivity in one of six ways:

1. *Retain the program in its present configuration with low enrollments likely to continue.* This response is for programs that are central to the university's mission but may not draw large numbers of majors and graduates. For example, lower division physical science courses are required as part of general education for many students and as a gateway for many pre-professional and engineering majors.
2. *Retain the program in its present configuration and include specific steps to increase enrollment.*
3. *Restructure the program by combining it with one or more other campus programs.* A campus may elect to discontinue low performing programs and add them as concentrations under similar programs (e.g., discontinuing a biology education program and adding a concentration to the bachelor's of biology degree).
4. *Actively investigate collaboration with other UNC campuses in order to conserve program resources and increase course enrollments.*
5. *Discontinue the program while assuring graduation for currently enrolled students.* Campuses that propose to discontinue programs do so for a variety of reasons, including consistently low enrollment and lack of student interest.
6. *Language programs participating in the UNC Language Consortium.* Any programs participating in the UNC Language Consortium received a waiver from the low productivity review process. For a listing of these programs, see Appendix B.

The third step of this process consisted of individual conversations between Dr. Suzanne Ortega, Senior Vice President for Academic Affairs at UNC GA, and all 16 Chief Academic Officers (CAOs). These discussions focused on the campus responses delivered to UNC GA in December 2012 and occurred throughout January and February 2013. The majority of these conversations focused on programs identified as low productive for a number of years that campuses proposed to retain with plans to increase enrollments. Each CAO discussed with Dr. Ortega the specific plans to increase enrollments in these degree programs.

Additionally, Dr. Alisa Chapman, Vice President for Academic and University Programs at UNC GA, worked with campuses that had low productive education programs to develop plans to increase enrollment, combine with other programs where appropriate, and to align this work with their campus-based Teacher Recruitment Plan (a specific initiative to increase the productivity of high need teacher licensure programs). UNC GA paid particular attention to education programs during this review as there are a number of factors that impact enrollment in education programs, including the state of the economy, teacher supply and demand trends, and the geographic distribution of teachers across all of North Carolina.

The final step in the low productivity data collection process was the communication of any campus revisions to their original submissions based on conversations between CAOs and Dr. Ortega. There were a number of changes made to campuses' original responses following these conversations, with some campuses conducting further assessment of their low productivity programs to improve their internal academic program review process. These campuses provided additional plans to increase enrollment or combine programs to maximize efficiency of available resources.

Beyond altering specific programs, some campuses took the initiative to expand their internal reviews and develop plans to assess their academic programs in greater depth, which resulted in the identification of additional programs to be discontinued. One campus, for example, conducted a focused review of their degree programs identified as low productive and developed comprehensive plans and timelines for increasing enrollment. These plans will be reviewed and implemented as appropriate in spring 2013.

Low Productivity Review Results

The number of bachelor's, master's, intermediate, and doctoral programs flagged in October 2012 as low productive in this biennial review totals 247 (11% of all active programs in the API).

Flagged programs to be altered (see Appendix C): 47

- Flagged programs identified by campuses to be discontinued: 25
 - Total flagged programs to be voted on by BoG for discontinuation: 20
 - Of the remaining 5 programs do not require BoG action at this time:
 - 2 programs were discontinued by the BoG in January 2013
 - 2 programs were previously discontinued by the BoG and not yet removed from the API (they have since been removed)
 - 1 program is expected to be presented at the June BoG meeting pending action at the campus
- Flagged programs identified by campuses to be combined with other programs: 22
 - Total programs to be combined with other programs requiring BoG vote: 16
 - Of the remaining 6 programs do not require BoG action at this time:
 - 2 programs were granted approval to combine programs by the BoG in November 2012
 - 1 program is expected to be presented at the June BoG meeting pending action at the campus
 - 1 program is requesting a change in their CIP code to more accurately reflect reporting of student data, a change that does not require BoG action
 - 1 program is combining with another on-campus program to increase productivity (the other program is being presented to the Board for discontinuation in this report)
 - 1 program is currently developing plans on campus to combine programs with a deadline to finalize the process by the end of 2013.
- Of the 47 flagged programs identified to be discontinued or combined:
 - 30 are baccalaureate degrees and
 - 17 are master's degrees.

Other programs to be altered (see Appendix D): 8

- During the academic program review process, an additional 8 programs were identified by campuses to be discontinued and require Board action. These programs were not flagged as part of the initial low productivity review process, but campuses utilized the biennial review to expand their academic program reviews to analyze additional programs.

Programs to Continue: 200

- Retained programs with campus plans to increase enrollments: 134
 - 69% were in the fields of Education, Visual & Performing Arts, Physical Sciences and Mathematics and Statistics.
- Retained programs that will continue to have low enrollments due to core mission of program or other campus-specific reasons: 44
 - 64% were in the fields of Education, Visual & Performing Arts, and Physical Sciences.
- Certificate programs identified in review process not requiring BoG action to amend: 13
- Retained programs that will participate in the UNC Language Consortium: 9
- Of the 200 programs to be retained:
 - 99 are baccalaureate degrees
 - 75 are master's degrees
 - 13 are doctoral degrees
 - 13 are certificates and associate's degrees

Among the data provided in the reports to campuses was an indicator for programs flagged as low productive in the past biennial review (2010). These “two-cycle” programs, which represented 80% of flagged programs, were of particular import to this process as they indicate programs that have failed to attract the necessary number of majors and produce a sufficient number of graduates for a number of years. Of these “two-cycle” programs, 21 were discontinued, 15 are to be restructured/combined, and 40 will continue with low enrollment due to their importance to campus strategy and mission. An additional 13 are certificate programs not requiring BoG action to amend, and nine are participants in the UNC Language Consortium. The remaining 100 will be retained for the next two years under detailed plans and strict timelines for increasing productivity. UNC GA will monitor these programs’ progress towards their stated enrollment and degree goals.

Appendix A. Instructions for Academic Program Review Responses

The University of North Carolina Program Review and Recommendations Form

Date (mm/dd/yyyy): [Click here to enter text.](#)

UNC Institution: [Click here to enter text.](#)

CIP Discipline
Number: [Click here to enter text.](#)

Degree Abbreviation (B.A., B.S., M.A., M.S., Ph.D.): [Click here to enter text.](#)

Department contact person: Name [Click here to enter text.](#)

Phone number [Click here to enter text.](#)

Email [Click here to enter text.](#)

1. The accompanying guidelines list questions about centrality to mission, quality, faculty and physical resources, demand, costs, duplication, and consequences of deletion. After considering those issues, which of the following does the campus recommend? (Please click on the box next to the appropriate answer to record your response.)

- Retain the program in its present configuration with low enrollments likely to continue
- Retain the program in its present configuration with specific steps to be taken to increase enrollments
- Restructure the program by combining it with one or more other campus programs
- Actively investigate collaboration with other UNC campuses in order to conserve program resources and increase course enrollments
- Discontinue the program while assuring graduation for any currently enrolled students

2. Explain the above response—either the rationale for leaving the program in its current configuration or specific steps proposed to increase enrollments and/or conserve resources.

[Click here to enter text.](#)

Guidelines for Program Productivity Review

In reviewing the degree program and completing the form accompanying these guidelines, please consider the following questions. A response to each question is not required, but please address these issues in your review wherever relevant.

1. Centrality to University's Mission

- How important to the mission of the institution is this program?
- Can this program be combined with a similar or related program in the present department or in another department?

2. Quality of the Program

- What is the quality of the program and what indicators are used to assess the quality?
- Is the program accredited or has accreditation been sought?

3. Faculty Involved

- How many faculty members are teaching in this program?
- What is the average teaching load of the faculty in the department?

4. Facilities/Equipment

- Are available space and equipment adequate and appropriate for the program?

5. Demand

- Is the program serving the predicted number of students?
- What are the job prospects for these graduates?
- Are there courses in the program that are essential supporting courses for other programs?

6. Costs

- Could some program options or concentrations be consolidated or eliminated?
- What is program productivity as it is reflected in course enrollments?
- Does the program have under-enrolled courses?
- Would the department rather spend those dollars on other programs/activities?

7. Duplication

- Can this program's objectives be accomplished equally well through another program?
- Are courses in the program duplicated in other programs/departments?
- Could enrollment be increased by sharing some courses through distance education?
- Is this program distinctive in the UNC system?

8. Critical Mass

- What would be the impact on departments or programs if the program under review were eliminated?

9. Recommendation about the Program

As a result of this review, your institution is to make recommendations that address these major questions:

- Should the program be continued as a separate degree program? If continuation is recommended, provide a sound and compelling reasons.
- If the recommendation is to continue the program, can it be made more productive? If so, how? What steps would be taken to strengthen the program and make it more productive? Should the program be consolidated or merged with other existing programs? If so, which ones?
- Should the program be discontinued? If so, on what timetable? If the program is discontinued, would there be any savings of funds or resources that could be reallocated to other programs and activities of greater productivity or higher priority? If so, what would be the savings?

Appendix B: Language programs participating in the UNC Language Consortium exempt from academic program review

Please note that programs formally electing to participate in the UNC Language Consortium Pilot, a productivity initiative intended to provide more efficient and broader delivery of world languages system-wide, were exempted from responding to the low productivity program review should they be identified by the specified criteria. Of the 247 programs reviewing during this biennial reporting process, *nine* programs have elected to participate in the UNC Language Consortium. These programs are:

1. German, B.A. – East Carolina University
2. French, B.A. – East Carolina University
3. German, B.A. – UNC Asheville
4. French, B.A. – UNC Charlotte
5. French, Secondary Education, B.A. – UNC Greensboro
6. Spanish, Secondary Education, B.A. – UNC Greensboro
7. German, B.A. – UNC Greensboro
8. French, B.A. – UNC Greensboro
9. German, B.A. – Western Carolina University

Appendix C: Low Productivity Program Recommendations by Campus

Appalachian State University

CIP Code	Program Title	Campus Recommendation
Bachelor's Degrees		
131322	Biology, Secondary Education	Propose to discontinue program and add as concentration under BS in Biology
131323	Chemistry, Secondary Education	Propose to discontinue program and add as concentration under BS in Chemistry
131324	Teaching Theatre Arts, K-12	Propose to discontinue program and add as concentration under BA in Theatre Arts
131329	Physics, Secondary Education	Propose to discontinue program and add as concentration under BS in Physics
131399	Geology, Secondary Education	Propose to discontinue program and add as concentration under BS in Geology
270501	Statistics	Propose to discontinue program and add as concentration under BS in Mathematics
Master's Degrees		
131305	English, Education	Propose to discontinue the program as combining program would not increase enrollment
422801	Psychology, Clinical Health	Propose to discontinue this program and combine with the General Psychology Master's Degree

East Carolina University

CIP Code	Program Title	Campus Recommendation
Bachelor's Degrees		
50207	Women's Studies	Propose to discontinue program due to consistently low enrollments
512305	Music Therapy	Propose to discontinue program due to consistently low enrollments
Master's Degrees		
512309	Recreational Therapy Administration	Propose to discontinue program and add as concentration under MS in Recreation and Park Administration

Fayetteville State University

CIP Code	Program Title	
Bachelor's Degrees		
131305	English Language and Literature, Secondary Education	Propose to discontinue program and add as concentration under BA in Language Arts and Literature
131311	Mathematics, Secondary Education	Propose to discontinue program and add as concentration under BS in Mathematics
131322	Biology, Secondary Education	Propose to discontinue program and add as concentration under BS in Biology
Master's Degrees		
260101	Biology	Propose to discontinue program due to consistently low enrollments
270101	Mathematics	Propose to discontinue program due to consistently low enrollments

North Carolina A&T

CIP Code	Program Title	
Bachelor's Degrees		
131209	Child Development: Early Education & Family Studies	Propose to discontinue program and add as a concentration under BS in Child Development
160999	Romance Languages and Literatures, Spanish	Propose to discontinue program due to consistently low enrollments
270301	Applied Mathematics	Propose to discontinue program and add as a concentration under BS in Mathematics

North Carolina Central University

CIP Code	Program Title	
Master's Degrees		
131202	Elementary Education	Propose to discontinue program due to consistently low enrollments
131203	Middle Grades Education	Propose to discontinue program due to consistently low enrollments
310301	Recreation Administration	Propose to discontinue program and add as concentration under MS in Physical Education

Western Carolina University

CIP Code

Program Title

Master's Degrees

139999 Community College Teaching

Propose to discontinue program as there are no students being enrolled due to campus plan to phase out program

Winston-Salem State University

CIP Code

Program Title

Bachelor's Degrees

131203 Middle Grades

Propose to discontinue and add as concentration under BS in Education

131305 English, Secondary Education

Propose to discontinue and add as concentration under BS in Education

131311 Mathematics, Secondary Education

Propose to discontinue and add as concentration under BS in Education

131312 Music Education

Propose to discontinue and add as concentration under BA in Music

Appendix D: Additional Discontinuation Recommendations For Programs Not Flagged As Low Productivity Programs

East Carolina University

CIP Code Program Title

Bachelor's Degree

90101 Communication, B.A. Propose to discontinue program due to low enrollment

North Carolina Central University

CIP Code Program Title

Master's Degree

130301 Curriculum and Instruction Propose to discontinue program while allowing for current students to complete program (last admitted cohort was Fall 2012)

University of North Carolina - Charlotte

CIP Code Program Title

Bachelor's Degree

131324 Theatre Education Propose to discontinue program due to low enrollment. Students will have access to some of the same courses through the Theatre program.

Master's Degree

260101 Biology Propose to discontinue program due to low enrollment

University of North Carolina - Greensboro

CIP Code Program Title

Bachelor's Degree

440701 School Social Work Propose to discontinue program due to low demand for major
520301 Accounting and Information Systems Propose to discontinue program due to low demand for major

University of North Carolina – Greensboro (cont.)

Master's Degree

310505	Kinesiology	Propose to discontinue program due to low demand
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Winston-Salem State University

CIP Code Program Title

Bachelor's Degree

131011	Special Education	Propose to discontinue program due to low demand and add as concentration in Education
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