



2025 Biennial Program Productivity Review Report

April 9, 2025

University of North Carolina System Office

Raleigh, North Carolina

Introduction

The Board of Governors (the Board) of the University of North Carolina (UNC) is responsible for “determin[ing] the functions, educational activities, and academic programs of the constituent institutions” [G.S. 116-11(3)] and reviewing the “quality, efficiency, and productivity of academic degree offerings” (UNC Policy Manual § 400.1). In 2024, the Board revised § 400.1 to (1) provide clear guidance on the metrics to be reported in the Biennial Program Productivity Report (the Report); (2) mandate an institution-based program review process with prescribed metrics around cost, student return-on-investment (ROI), student demand, workforce alignment, and similar matters; (3) foreground student ROI, student demand, and workforce alignment in the review process for new academic program proposals, and (4) create a state workforce alignment report, which will be delivered to the Board next academic year and every second year thereafter.

This Report seeks to (1) provide a holistic view of areas of student demand growth and decline across the UNC System, (2) couple the student demand data with the student ROI data obtained through the Deloitte study commissioned by the General Assembly in 2021 to create a matrix for evaluation of individual academic programs, and (3) provide an update on institutional efforts to improve students’ outcomes in low ROI programs.

Overall, the news is positive. Areas of growing student demand are numerous and well-positioned in student ROI and workforce alignment metrics. On an individual program level, there is evidence that students are sorting into high ROI programs and out of low ROI programs, which dovetails with the Deloitte study’s findings that only three percent of undergraduates and five percent of graduate students were enrolled in a low-ROI program. The Board’s emphasis on student ROI and workforce alignment, combined with market forces, is shaping the UNC System’s academic program inventory, and we expect that percentage will decline even further.

Nevertheless, significant ongoing work remains in the near term. First, the UNC System, the United States Census Bureau, and the North Carolina Department of Commerce have entered an agreement for the UNC System to participate in the Postsecondary Education Outcomes initiative, which will enable the UNC System to measure the earnings of graduates who live and work outside of North Carolina. This eliminates a major limitation of the Deloitte study and will provide a clearer baseline for identifying programs in need of interventions. Moreover, the first set of institutional program reviews required by the Board’s 2024 revisions are in progress and will be reported to the UNC System by the end of the calendar year. Finally, in the next academic year, the Board will receive the state workforce alignment report, which will complement this Program Productivity Report by analyzing how well the UNC System’s program portfolio matches the state’s projected workforce needs.

Systemwide Undergraduate Trends

Six broad undergraduate subject areas have seen significant enrollment growth across the UNC System between academic year 2018-2019 and academic year 2023-2024. In that same timeframe, overall UNC System undergraduate enrollment growth was 3.1 percent.

Undergraduate Disciplines with significant, positive Enrollment Trend							
Systemwide Headcount of Enrollment by Major per Academic Year, duplicated count for multiple majors							
2-digit CIP	CIP Code Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
11	COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES	9,319	9,595	10,265	10,709	11,322	12,216
14	ENGINEERING	13,313	13,204	13,416	13,461	13,593	14,158
26	BIOLOGICAL AND BIOMEDICAL SCIENCES	13,400	13,748	14,825	15,174	15,104	15,117
42	PSYCHOLOGY	10,174	10,815	11,510	10,576	10,711	10,803
49	TRANSPORTATION AND MATERIALS MOVING	78	116	148	169	210	299
52	BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES	26,892	25,256	26,563	26,844	27,643	28,298

Four of those fields have seen significant completion growth over the same period.

Undergraduate Disciplines with significant, positive Degree Completion Trend							
Systemwide Degrees Awarded by Major per Academic Year, duplicated count for multiple majors							
2-digit CIP	CIP Code Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
11	COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES	1,918	2,017	2,295	2,255	2,475	2,501
26	BIOLOGICAL AND BIOMEDICAL SCIENCES	2,817	2,898	3,189	3,315	3,446	3,473
49	TRANSPORTATION AND MATERIALS MOVING	9	18	15	21	34	30
52	BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES	7,081	7,290	7,522	7,461	7,679	7,794

Conversely, the following areas have shown significantly decreased student enrollment over the past six academic years.

Undergraduate Disciplines with significant, negative Enrollment Trend Systemwide Headcount of Enrollment by Major per Academic Year, duplicated count for multiple majors							
2-digit CIP	CIP Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
05	AREA, ETHNIC, CULTURAL, GENDER, AND GROUP STUDIES	1,162	1,085	996	844	777	817
09	COMMUNICATION, JOURNALISM, AND RELATED PROGRAMS	9,035	9,031	8,573	7,773	7,566	7,805
13	EDUCATION	10,037	9,633	9,702	9,483	8,710	8,103
15	ENGINEERING/ENGINEERING-RELATED TECHNOLOGIES/TECHNICIANS	4,075	4,039	3,951	3,726	3,633	3,632
16	FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS	2,246	2,132	1,876	1,675	1,525	1,630
19	FAMILY AND CONSUMER SCIENCES/HUMAN SCIENCES	2,301	2,160	2,073	1,949	1,821	1,694
24	LIBERAL ARTS AND SCIENCES, GENERAL STUDIES AND HUMANITIES	4,189	4,103	3,518	3,580	3,799	3,680
38	PHILOSOPHY AND RELIGIOUS STUDIES	1,004	1,013	919	808	808	807
40	PHYSICAL SCIENCES	4,841	4,632	4,586	4,287	4,250	4,404
54	HISTORY	2,528	2,514	2,425	2,317	2,186	2,167

Areas of declining enrollment largely overlap with areas of declining completions.

Undergraduate Disciplines with significant, negative Degree Completion Trend Systemwide Degrees Awarded by Major per Academic Year, duplicated count for multiple majors							
2-digit CIP	CIP Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
05	AREA, ETHNIC, CULTURAL, GENDER, AND GROUP STUDIES	410	379	347	273	240	246
09	COMMUNICATION, JOURNALISM, AND RELATED PROGRAMS	2,639	2,692	2,685	2,488	2,206	2,330
16	FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS	626	592	509	452	424	399
19	FAMILY AND CONSUMER SCIENCES/HUMAN SCIENCES	634	611	520	515	489	458
31	PARKS, RECREATION, LEISURE, FITNESS, AND KINESIOLOGY	2,024	2,169	2,141	1,946	1,792	1,764
38	PHILOSOPHY AND RELIGIOUS STUDIES	259	264	268	243	205	217
40	PHYSICAL SCIENCES	964	955	947	900	821	830
41	SCIENCE TECHNOLOGIES/TECHNICIANS	16	19	17	18	10	9

Over the last several years, the UNC System has launched significantly more programs in these high-growth fields than in fields with declining demand. Since 2021, the Board has approved 44 new bachelor's programs. Fourteen of these were in areas of significantly increasing student demand, and four were in fields with significantly declining Systemwide demand as measured by completions.

Systemwide Graduate Trends

Six graduate fields as measured by enrollments and five graduate fields as measured by completions experienced high demand growth between the academic year 2018-2019 and academic year 2023-2024. Overall, UNC System graduate student enrollment increased 10.4 percent in that period.

Graduate Disciplines with significant, positive Enrollment Trend								
Systemwide Headcount of Enrollment by Program and Degree Level per Academic Year								
Degree Level	2-digit CIP	CIP Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Doctoral, Professional Practice	04	ARCHITECTURE AND RELATED SERVICES			20	28	28	32
Master's	09	COMMUNICATION, JOURNALISM, AND RELATED PROGRAMS	223	283	390	460	471	491
Master's	11	COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES	2,542	2,737	2,381	2,765	2,961	3,224
Doctoral, Professional Practice	42	PSYCHOLOGY				32	46	53
Master's	44	PUBLIC ADMINISTRATION AND SOCIAL SERVICE PROFESSIONS	2,931	3,016	3,200	3,212	3,213	3,365
Master's	51	HEALTH PROFESSIONS AND RELATED PROGRAMS	4,667	5,036	5,502	6,168	6,216	6,602

Graduate Disciplines with significant, positive Degree Completion Trend								
Systemwide Degrees Awarded by Program and Degree Level per Academic Year								
Degree Level	2-digit CIP	CIP Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Master's	09	COMMUNICATION, JOURNALISM, AND RELATED PROGRAMS	103	97	113	145	180	163
Master's	15	ENGINEERING/ENGINEERING-RELATED TECHNOLOGIES/TECHNICIANS	144	126	113	113	156	202
Master's	25	LIBRARY SCIENCE	295	337	422	432	444	408

Master's	44	PUBLIC ADMINISTRATION AND SOCIAL SERVICE PROFESSIONS	1,040	1,077	1,108	1,135	1,134	1,222
Master's	51	HEALTH PROFESSIONS AND RELATED PROGRAMS	1,621	1,715	1,779	1,976	2,180	2,134

Five graduate fields as measured by enrollments and two graduate fields as measured by completions experienced significantly declining demand.

Graduate Disciplines with significant, negative Enrollment Trend Systemwide Headcount of Enrollment by Program and Degree Level per Academic Year								
Degree Level	2-digit CIP	CIP Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Doctoral, Research/Scholarship	04	ARCHITECTURE AND RELATED SERVICES	73	79	81	58	46	43
Master's	19	FAMILY AND CONSUMER SCIENCES/HUMAN SCIENCES	232	238	231	225	161	131
Master's	24	LIBERAL ARTS AND SCIENCES, GENERAL STUDIES AND HUMANITIES	237	208	189	168	118	105
Master's	27	MATHEMATICS AND STATISTICS	631	643	668	563	505	492
Master's	30	MULTI/INTERDISCIPLINARY STUDIES	588	536	437	460	414	492

Graduate Disciplines with significant, negative Degree Completion Trend Systemwide Degrees Awarded by Program and Degree Level per Academic Year								
Degree Level	2-digit CIP	CIP Name	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Master's	24	LIBERAL ARTS AND SCIENCES, GENERAL STUDIES AND HUMANITIES	78	64	69	59	35	58
Master's	27	MATHEMATICS AND STATISTICS	280	237	269	225	208	175

Since 2021, the UNC System has launched 31 new master's degrees. Fifteen have been in areas of high growth, and none were in areas of significant declining demand as measured by completions. Two were in areas of declining demand as measured by enrollments. In that time, no doctoral programs were launched in areas of either significant growth or significant decline.

Student Return-on-Investment and Student Demand

In the UNC System, student demand often tracks student return-on-investment. There were 21 undergraduate programs that showed significant student demand growth in enrollments, completions, or both and a lifetime student ROI of greater than one million dollars as measured in the Deloitte study.

Undergraduate Programs with significant, positive Enrollment Trend and very high ROI University Programs Headcount of Enrollment by Major per Academic Year							
Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ASU	Computer Science	527	520	568	591	632	655
ASU	Logistics, Materials, and Supply Chain Management	214	253	230	246	305	311
ASU	Construction Management, General	482	533	590	660	712	830
ECU	Engineering/Engineering-Related Technologies	598	596	665	636	678	736
NC State	Computer Science	890	910	1,013	1,153	1,278	1,388
NC State	Elementary Education and Teaching	236	257	279	312	315	318
NC State	Engineering, General	2,047	2,073	1,990	2,135	2,436	2,610
NC State	Bioengineering and Biomedical Engineering	311	338	369	357	402	460
NC State	Computer Engineering, General	531	507	514	518	526	592
NC State	Mechanical Engineering	988	1,016	1,012	1,004	1,037	1,116
NC State	Biology/Biological Sciences, General	1,961	1,992	2,033	2,055	2,139	2,178
NC State	Business Administration and Management, General	2,232	2,462	2,705	2,767	2,793	2,844
NCA&T	Computer Science	251	271	295	384	406	487
NCA&T	Civil Engineering, General	157	171	192	191	201	282
NCA&T	Registered Nursing/Registered Nurse	325	322	420	574	662	641
UNC-CH	Information Science/Studies	143	148	140	135	180	265
UNC-CH	Bioengineering and Biomedical Engineering	239	221	257	269	313	341
UNC-CH	Neuroscience	157	339	590	638	717	824
UNC-CH	Physics, General	128	143	155	147	174	203
UNC-CH	Business Administration and Management, General	954	999	1,030	1,053	1,122	1,208

Undergraduate Programs with significant, positive Degree Completion Trend and very high ROI University Programs Degrees Awarded by Major per Academic Year							
Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
NC State	Computer Science	239	232	244	281	287	373
NC State	Biology/Biological Sciences, General	305	336	397	415	436	435
NC State	Business Administration and Management, General	675	665	803	841	918	916
NCA&T	Civil Engineering, General	21	28	33	28	37	45
UNC-CH	Computer Science	297	379	416	432	427	404
UNC-CH	Bioengineering and Biomedical Engineering	77	63	76	127	149	148
UNC-CH	Neuroscience	6	48	93	152	155	190

In addition, there were seven graduate programs that showed significant student demand growth in enrollments, completions, or both, and a lifetime student ROI of greater than one and a half million dollars.

Graduate Programs with significant, positive Enrollment Trend and very high ROI University Programs Headcount of Enrollment by Program per Academic Year								
Degree Level	Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Master's	NC State	Computer Science	519	551	400	535	651	712
Master's	NC State	Computer Engineering, General	225	244	204	258	420	389
Doctoral, Research	NC State	Electrical and Electronics Engineering	233	243	236	254	262	266
Master's	UNC-CH	Medical Informatics	34	45	66	100	108	97
Master's	UNCC	Computer Science	506	579	470	618	717	837
Master's	UNCC ¹	Computer and Information Systems Security	62	84	89	113	99	122

¹ Also high growth for completions.

Master's	UNCC	Management Sciences and Quantitative Methods, Other	166	189	217	241	269	300
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A smaller number of undergraduate programs were identified as low-ROI in the Deloitte study and show significantly decreasing student demand measured by enrollments.

Undergraduate Programs with significant, negative Enrollment Trend and significant, negative ROI University Programs Headcount of Enrollment by Major per Academic Year							
Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ASU	Parks, Recreation, and Leisure Facilities Management, General	401	364	323	311	273	294
ECU	Music, General	151	152	135	137	125	120
UNCW	Cinematography and Film/Video Production	318	325	338	319	280	274
WCU	Entrepreneurship/Entrepreneurial Studies	100	74	54	40	37	43

One graduate program in the UNC System showed low-ROI in the Deloitte study and significantly decreasing student demand by enrollment and completions.

Graduate Programs with significant, negative Enrollment Trend and significant, negative ROI University Programs Headcount of Enrollment by Program per Academic Year								
Degree Level	Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Master's	UNC-CH	Nutrition Sciences	83	60	9	6	7	7

Student demand trends in a few programs are not as intuitive. Four undergraduate programs and one graduate program display significant growth in enrollments but were low-ROI in the Deloitte study.

Undergraduate Programs with significant, positive Enrollment Trend and Negative ROI University Programs Headcount of Enrollment by Major per Academic Year							
Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ASU	History, General	185	192	195	239	227	224
ECU	Drama and Dramatics/Theatre Arts, General	120	121	119	117	132	141
UNCA	Art/Art Studies, General	101	109	98	121	145	161
UNCG	Art/Art Studies, General	312	349	316	351	366	419

Graduate Programs with significant, positive Enrollment Trend and Negative ROI University Programs Headcount of Enrollment by Program per Academic Year								
Degree Level	Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Doctoral, Research	ECU	Biological and Biomedical Sciences, Other	55	63	76	82	86	87

Likewise, student demand is significantly decreasing in some undergraduate programs with Deloitte-measured ROI of over one million dollars, including in several nursing programs. There were no very high ROI graduate programs with significantly decreasing demand.

Undergraduate Programs with significant, negative Enrollment Trend and very high ROI University Programs Headcount of Enrollment by Major per Academic Year							
Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ASU	Registered Nursing/Registered Nurse	690	633	701	675	585	594
NC State	Poultry Science	99	92	84	84	71	58
NC State	Wood Science and Wood Products/Pulp and Paper Technology/Technician	267	267	266	233	209	190
NC State	Mathematics, General	248	225	219	211	195	189
NC State	Accounting	544	557	585	532	452	466
UNCC	Electrical and Electronics Engineering	433	439	425	383	327	320
UNCC	Registered Nursing/Registered Nurse	434	401	366	330	338	349
WCU	Electrical and Electronics Engineering	128	121	126	119	96	96
WSSU	Registered Nursing/Registered Nurse	704	679	519	372	281	227

Undergraduate Programs with significant, negative Completion Trend and very high ROI University Programs Headcount of Completions by Major per Academic Year							
Institution	Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ASU	Registered Nursing/Registered Nurse	177	183	143	123	100	90
ECU	Chemistry, General	87	65	75	65	52	35
UNC-CH	Economics, General	386	409	362	384	330	345
UNCC	Registered Nursing/Registered Nurse	218	191	197	140	135	150
WSSU	Registered Nursing/Registered Nurse	342	268	262	213	158	139

Update on Institutional Efforts to improve Low-ROI Programs

In April 2024, at the Board's direction, UNC System Office staff required institutions to propose improvement plans for each program the Board identified as low-ROI based on the Deloitte study's results. Institutions planned and implemented numerous initiatives. Broadly, the interventions can be grouped into six categories:

1. **Student Outcomes Tracking**: Investment in personnel or tools used to track graduate job placement and/or earnings, particularly for groups of graduates not captured in the ROI survey such as 1099 earners and graduates who are outside of North Carolina.
2. **Time-to-Degree Improvements**: Substantial curricular or other changes designed to decrease the amount of time it takes students to complete the program. Examples include creating alternatives to theses in master's programs, decreasing the number of credit hours required to graduate, mandating counseling/degree audit each semester, and similar measures.
3. **Improved Industry Alignment/Career Services**: This category includes the creation of industry advisory groups, curricular reforms to add industry-recognized credentials and/or concentrations within degree programs, substantial new investment in career services and/or advising, substantial new investment in preparing students for professional licensure examinations, substantial new investment in student professional development/networking, and substantial new investment in facilities and equipment necessary for industry-specific education.
4. **Program Discontinuation/Consolidation/Reboot**: Program discontinuation and consolidation means that, at the institution's request, the Board has formally taken action to discontinue or consolidate one or more programs that was at the degree level and six-digit CIP code indicated. Program reboot means that the institution has ceased enrollments in the program while it overhauls its subject matter, degree title, etc.
5. **Institutional Aid Increases**: Increasing the amount of institutional aid provided to students through assistantships, grants, or scholarships, or directly decreasing the cost to students, such as by allowing undergraduate students to begin work on graduate programs prior to graduating while paying the undergraduate tuition rate.
6. **Other Curricular Reforms**: Curricular reforms not explicitly captured in the "improved industry alignment" category which nevertheless may have a substantial positive effect on student ROI. Examples include modality changes if designed to improve student ROI, integrating job search skills into the curriculum, creating new experiential learning opportunities or requirements, and similar measures.

The chart found at Appendix A presents, in aggregate form, progress made on implementing each institution's improvement plan since the plans were submitted last April. The interventions include both efforts to lower student costs, such as improving student time-to-degree, and efforts to improve student earnings post completion. In addition, six low-ROI programs have been discontinued or consolidated. In many cases, a shaded box indicated multiple new interventions being carried out in the same broad category. Boxes shaded as "green" indicate that the institution has implemented the intervention. Boxes shaded "yellow" mean that the institution has an actionable plan to implement the intervention in the near term.

Appendix A

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/Discontinuation/Reboot	Institutional Aid Increases	Other Curricular Reforms
Elizabeth City State University – BS in Birth – Kindergarten Education						
East Carolina University						
MA in Anthropology (45.0201)						
BFA (50.0702)						
Ph. D. in Biomedical Sciences (26.9999)						
BFA – Dance (50.0301)						
MA in History (54.0101)						
Interdisciplinary Doctorate in Biology, Biomedicine, and Chemistry (26.9999)						
Bachelor of Music (50.0901)						
MS in Physics (40.0801)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
BFA and BA in Theater Arts (50.0501)						
Fayetteville State University						
BA in History						
BA in Intelligence Studies						
BA in Visual Arts						
BA in Spanish Language and Literature						
BA in Health and Physical Education						
MA in Sociology						
NC State University						
MS/Ph. D. in Aerospace Engineering (14.0201)						
MS/Ph. D. in Fisheries, Wildlife, and Conservation Biology (03.0101)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
Masters in Industrial Design (11.0105)						
Masters/Ph. D. in Material Science and Engineering (14.1801)						
Masters/Ph. D. in Mathematics (27.0101)						
Masters/Ph. D. in Operations Research (14.3701)						
Masters/Ph. D. in Physics (40.0801)						
Graduate – Art and Design (50.0401)						
Graduate – Creative Writing (23.1302)						
Graduate – Entomology (26.0702)						
Graduate – Forestry (03.0501)						
Graduate – History (54.0101)						
Graduate – Natural Resources (03.0201)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
UNC Asheville						
BA in Art/BFA (50.0701)						
BS in Atmospheric Science (40.0401)						
BA in Drama (50.0501)						
BA in History (54.0101)						
BS in Music Technology (50.0913)						
BA in Philosophy (38.0101)						
BS in Physics (40.0801)						
Master of Liberal Arts and Sciences (24.0101)						
UNC Charlotte						
BA in Music (50.0901)						
BA in Art History (50.0703)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
MA in Anthropology (45.0201)						
MA in Applied Ethics (38.0103)						
MA in English (23.0101)						
MA in History (54.0101)						
MA in Sociology (45.1101)						
MA in Spanish (16.0905)						
UNC Chapel Hill						
MFA in Dramatic Art (50.0501)						
MS and Ph. D. in Physics (40.0801)						
MA and Ph. D. Psychology (30.1701)						
Graduate - Maternal and Child Health (51.2209)						
MA and Ph. D. in Political Science (45.1001)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
MS and Ph. D. in Nutrition (30.1901)						
MA and Ph. D. in Romance Languages and Literatures (16.0999)						
MA and Ph. D. in Communication Studies (09.0101)						
MFA in Studio Art (50.0702)						
MA and Ph. D. in Art History (50.0703)						
MA in Linguistics (16.0102)						
MA and Ph. D. in English and Comparative Literature (23.0101)						
MA, MS, and Ph. D. in Mathematics (27.0101)						
UNC Greensboro						
Graduate – Educational Research, Measurement, and Evaluation (13.0604)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
Graduate – Human Development and Family Studies (19.0901)						
Undergraduate – Art (50.0701)						
Undergraduate – Music Performance (50.0903)						
Graduate – MFA in Drama (50.0501)						
Graduate – Master’s Music in Performance (50.0903)						
Graduate – MA in Creative Writing (23.1304)						
Graduate – History (54.0101)						
Undergraduate – Philosophy (38.0101)						
Graduate – Psychology (42.0101)						
Undergraduate – Drama (50.0501)						
UNC Pembroke						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
Undergraduate – Music (50.0901)						
Undergraduate – Theater (50.0501)						
Undergraduate – Philosophy and Religious Studies (38.9999)						
Western Carolina University						
Undergraduate – Art (50.0701)						
Undergraduate – Entrepreneurship (52.0701)						
Undergraduate – BFA in Film and Television (9.0799)						
Undergraduate – Theater Arts (50.0501)						
Undergraduate – Parks and Rec Management (31.0301)						
Graduate – Biology (26.0101)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
Graduate – English (23.0101)						
Graduate – Higher Education Student Affairs (13.1102)						
Graduate – History (54.0101)						
Graduate – MFA in Studio Art (50.0702)						
Appalachian State University						
BA – Music Therapy (51.2305)						
BA – Religion (38.0201)						
BA – Music Industry (50.1003)						
BFA (50.0702)						
Bachelor – Interdisciplinary Studies (24.0101)						
BA – Recreation Mgmt (31.0301)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
BA – Philosophy (38.0101)						
BA – History (54.0101)						
Bachelor of Music (50.0903)						
MA - Appalachian Studies (05.0199)						
MA - History (54.0101)						
Masters of Music – Performance (50.0903)						
Master of Music Therapy (51.2305)						
MA – English (23.0101)						
NC A&T State University						
MS in Agriculture and Environmental Systems (01.0000)						
Ph. D. in Energy and Environmental Systems (03.0104)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
MS in Chemical Engineering (14.0701)						
Graduate – Computational Science and Engineering (14.9999)						
Graduate – Nanoengineering (14.9999)						
MS in Food and Nutritional Science (19.0501)						
BFA in Theatre (50.0501)/BA in Music (50.0901)						
NCCU						
Graduate – Chemistry (40.0501)						
Graduate -Jazz Studies (50.0910)						
Bachelor – Hospitality Admin (52.0901)						
Bachelor – Music (50.0901)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
Bachelor – Theatre and Dance (50.0101)						
UNC School of the Arts						
BFA – Dance (50.0301)						
BFA – Drama (50.0501)						
BFA/MFA – Theatre Design and Tech (50.0502)						
BFA/MFA – Film (50.0602)						
Bachelor of Music (50.0903)						
Masters of Music (50.0903)						
UNC Wilmington						
BA – Studio Art (50.0702)						
Bachelor – Music (50.0901)						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
BA – Anthropology (45.0201)						
BA – Art History (50.0703)						
BA – Theatre (50.0501)						
BA – Film Studies (50.0501)						
MFA – Creative Writing (23.1302)						
MA – History (54.0101)						
MA – Liberal Studies (24.0101)						
MA – Spanish (16.0905)						
MA – English (23.0101)						
BA – Geography (45.0701)						
MS – Geoscience (40.0601)						
MS - Gerontology						

	Student Outcomes Tracking	Time-to-Degree Improvements	Improved Industry Alignment/Career Services	Program Consolidation/ Discontinuation/ Reboot	Institutional Aid Increases	Other Curricular Reforms
MS – Mathematics (27.0101)						
WSSU- BA – History (54.0101)						