

## **Procedure 20xx – Life Cycle of Academic Programs**

### **I. Purpose**

To describe the procedures authorized by the Stockton Board of Trustees and the State of New Jersey for obtaining approval of new academic programs (or programs promoted by level from concentration-minor-certificate-major-baccalaureate-masters-doctoral), for managing programs during their life cycle, and for program closure.

For the purpose of this document, academic programs are defined as majors, minors, course sets, interdisciplinary or disciplinary concentrations, certificate programs or college services whose expressed primary function is to deliver instruction or directly enhance or mentor student academic growth. The latter would include library services aimed at student learning and specific academic enhancement programs such as EOF or the Honors program.

### **II. Obtaining Approval of New or Expanded Academic Programs**

#### *A. Program Genesis*

Most new concentrations, (and/or expanded) minors to majors emanate from faculty members, and new programs may also emanate from demonstrated market need reported to faculty members by admissions, continuing studies, marketing or research officials at the College.

#### *B. Program Approval Process*

Occasional changes in specialized fields may also necessitate a change from an interdisciplinary minor or program to a newly-adopted or more specialized/focused program.

1. Academic Programs and Planning Committee Approval: All faculty proposing new programs will use the proposal development materials found on the web site for the Academic Programs and Planning Committee (APPC) of the Faculty Senate. These materials include the New Jersey state program approval process through its Academic Issues Committee (AIC) of the President's Council. The faculty will submit the proposal to the APPC, who will provide feedback to the faculty until the proposal meets the criteria for approval at the next level.

2. Faculty Senate and Provost Council Approval: Every new program requires both faculty member(s) and an administrative lead to navigate the proposal between existing Faculty Senate and Provost's Council parallel internal shared governance structures. These parallel processes ensure full consideration, feedback and consultation from all affected parties. Consultation continues until both Faculty Senate and Provost's Council communicate their decision to the Provost.
3. Provost Approval: In the case of new concentrations or minors, or concentrations promoted to minors where the College already offers a program in that instructional area as defined by Classification of Instructional Program (CIP) code, final internal approval culminates with the Provost notifying the Board of Trustees Academic Affairs and Planning Committee, all internal administrative offices impacted by the change, and the Office of Institutional Research. The Provost will then notify the Department of Higher Education of the change. In the case of a new degree program (CIP code) or level, the Provost's office will send a Program Announcement to the New Jersey President's Council, as outlined in the AIC procedures.
4. Board of Trustees Approval: In the case of new programs (by CIP) on any level or promoted majors and degree levels (e.g., baccalaureate to masters or masters to doctoral) the Provost shall consult the Board of Trustees Academic Affairs and Planning Committee, the chair of which is responsible to bring the new program before the full Board for action, if/when approved, and
5. Department of Higher Education Approval: Upon receiving Board approval, the lead faculty member and dean will work with the Office of Academic Affairs to complete the AIC President's Council process all the way through to securing Department of Higher Education approval and the Provost will notify all internal administrative offices impacted by the change.

### **III. Managing Programs during their Life Cycle**

#### **A. *New Program Implementation***

Upon completion of II.B., the school dean and program faculty will follow applicable agreements and procedures already in place for securing program resources that include: faculty leadership (e.g., coordinators' agreement), physical space (e.g., campus master plan) and budgetary resources (e.g., annual program review, presidential initiatives or special funding sources).

Routine tasks such as those associated with program and course acronyms, course numbering, grading systems and other operational procedures shall be administered by the Offices of Academic Affairs, Academic Advising, Student Records, Institutional Research and the school office of the new program.

1. Location: While most academic programs at Stockton are designed to be offered on the main campus in the Pomona section of Galloway Township, faculty and administration may jointly plan for new programs to be offered elsewhere (e.g., MSW at Carnegie). Offering a new program away from the main campus involves compliance with a Middle States delineation between:
  - a. Instructional sites (Fifty percent or less of the degree may be earned at the location and the location must appear each year on the Middle States Association Institutional Profile.)
  - b. Additional locations (Fifty percent or more of the degree may be earned at the location and the institution must obtain Middle States' approval of a Substantive Change request in advance, usually a one-year process.)
  - c. Branch campuses (Generally more than one degree program and some version of all the student services required in the *Characteristics* such as Admissions, Advising, Bursar, Financial Aid, Library, Registration, etc. are offered at the branch campus. A substantive change with a site visit is required in advance, usually a two-year process.)
2. Delivery: New programs designed for traditional, hybrid or distance education delivery modes will be coordinated by the Vice Provost for E-Learning in collaboration with program faculty and the appropriate school office.

*B. Program Maintenance*

1. Annual Program Reports: Each spring, the Office of Institutional Research prepares templates for each academic program, to be used in the Coordinators' or Directors' Annual Program Reports. These reports are part of the Coordinators' & Directors' responsibilities, in a locally-negotiated agreement.
2. Five-Year Program Review: Similarly, on a five-year calendar maintained by the Office of Academic Affairs, approximately 20 percent of all programs will undertake a five-year Program Review each year. The Office of

Institutional Research prepares templates for each academic program according to the five-year calendar. These reports are also included in the Coordinators & Directors agreement.

3. External accreditation: The Coordinators and Directors agreement also contains provisions for those programs responsible for maintaining external accreditation. These procedures reference that agreement for the most current guidelines.

Most programs will repeat this cycle, noting periods of expansion and contraction, given student demand for the program, mission centrality of the program, and institutional capacity for the program. These programs will continue to follow the procedures outlined in III.B. above, making adjustments as needed and documented in their annual or five-year reports.

Some programs will experience significant growth during these cycles, resulting in proposals to expand or to add additional programs, as noted in II.B, above. Still other programs will experience stagnation or even significant decline in either student demand or institutional capacity (or both) for the program. During periods of stagnation or decline, program faculty, in consultation with their school dean, will evaluate the feasibility of the program in pursuing any of the following options outlined below for option C. Program Redesign, option D. Suspension, option E. Change or Consolidation, or IV., Program Closure.

### *C. Program Redesign*

Programs that have declining numbers of enrolled students and/or are experiencing decreased demand from new applicants, and/or a significant change in the field of study have the option to initiate this procedure for redesign (a two semester period).

1. Initiation: Either program faculty or school dean(s) may initiate a meeting to analyze previous reports from III.B above.
2. Vote: Program faculty vote by simple majority to recommend program redesign to the area dean(s). If a majority of faculty vote for program redesign, this procedure advances to the Dean (s). If a majority of faculty do not vote for redesign, this procedure ends, and faculty meet with dean(s) to consider other options available.
3. Acceptance or Rejection: Dean(s) may reject or accept a program faculty vote to redesign a program. If dean(s) and faculty disagree, this procedure ends, and dean(s) meet with faculty to consider other options available.

4. Implementation: Program faculty work with the dean(s) and other administrative services to implement the best redesign option(s) for the program. Options may include (but are not limited to) surveying market research for program demand indicators, delivery options or some combination; benchmarking competitor programs for changes in curricular and enrollment trends; and reviewing previous consultants' reports for improvement recommendations. The dean(s) will provide assistance to the program in accordance with the Master and all local agreements in place during the period of program redesign.
5. Substantive Change: If the program redesign involves a substantive change, the faculty and dean will work with the appropriate College offices to seek approval (i.e., Middle States, New Jersey Department of Higher Education and/or AIC of the President's Council). Upon request for such approval, the program Coordinator, Director or Convener will notify the Faculty Senate with a copy of the request; the dean will notify the Provost's Council of same.
6. Workload: Faculty will continue to teach in accordance with current agreements during the two-semester period of redesign. If appropriate, in-load assignments within the parameters of existing agreements may be granted to facilitate the redesign.
7. Monitoring: During the first semester of redesign period, the program faculty and dean will meet at least once to monitor the impact of the redesign efforts on other units and to notify any affected areas of the College (E-Learning, Financial Aid, Academic Advising).
8. Enrollment: During the second semester of the redesign period, the program faculty and dean will meet at least once to set targets for enrollment and new application demand to return to Program Maintenance status. Should the program fall below these targets within the next two semesters, this procedure ends and faculty meet with dean(s) to consider other options available.

*D. Program Suspension*

Programs that have declining numbers of enrolled students and/or are experiencing decreased demand from new applicants, and/or a significant change in the field of study have the option to initiate this procedure for suspension (a four semester period).

1. Initiation: Either program faculty or area dean(s) may initiate a meeting to analyze previous reports from III B. above. The program Coordinator, Director or Convener will notify the Academic Programs and Planning Committee of the Faculty Senate about this meeting for informational purposes. The dean(s) will notify the Provost and Provost's Council of this meeting for informational purposes.
2. Vote: Program faculty vote by simple majority to recommend program suspension to the area dean(s). If a majority of faculty vote for program suspension, this procedure advances to the Dean (s). If a majority of faculty do not vote for suspension, this procedure ends, and faculty meet with dean(s) to consider other options available. The program Coordinator, Director or Convener will notify the Academic Programs and Planning Committee of the Faculty Senate about this outcome for informational purposes.
3. Acceptance or Rejection: Dean(s) may reject or accept a program faculty vote in favor of program suspension to the Provost. If dean(s) and faculty disagree, this procedure ends, and dean(s) meet with faculty to consider other options available. The dean(s) will notify the Provost and Provost's Council of this outcome for informational purposes.
4. Provost Level: The Provost may accept or reject a recommendation for program suspension. If the Provost rejects the recommendation, the dean(s) and faculty meet with the Provost to consider other options available.
5. Implementation: If all parties agree to suspend the program, the dean(s) notify Admissions to suspend recruiting and new enrollments in the program, setting a duration between one – four semesters within which time a decision will be made by the Provost to consider either a return to Program Maintenance, a path to Consolidation, or a path to Program Closure (IV. below).
6. Workload: Program faculty will continue to “teach out” required program courses and conduct precepting to the remaining enrolled students in accordance with master, workload and class size agreements in place during the period of suspension. For the duration of program suspension (a maximum of four semesters), program faculty will also meet with dean(s) and Admissions to reach a decision among the options outlined above.

*E. Program Change or Consolidation*

For programs experiencing a reduction in enrollments and/or demand from new applicants and/or for which program suspension is not a viable option, program consolidation may follow these progressions:

- Merging of any programs at any level
- Minor to Concentration
- Baccalaureate Major to Minor
- Baccalaureate Major (closing) to Masters (e.g., SPAD)
- Specific Masters to Concentration within General Masters
- Masters Major to Doctoral (e.g., DPT)

and the following procedures:

1. Initiation: Either program faculty or area dean(s) may initiate a meeting to analyze previous reports from III.B above. The program Coordinator, Director or Convener will notify the Academic Programs and Planning Committee of the Faculty Senate Committee about this meeting for informational purposes. The dean(s) will notify the Provost and the Provost's Council of this meeting for informational purposes.
2. Multi-Program Meeting: In cases where consolidation involves decision-making by additional programs, the Coordinators, Directors and/or Conveners of all affected programs will meet to discuss the possible paths to consolidation.
3. Vote: Program faculty vote by simple majority to recommend program consolidation to the area dean(s). If a majority of faculty vote for program consolidation, this procedure advances to the Dean (s). If a majority of faculty do not vote for consolidation, this procedure ends, and faculty meet with dean(s) to consider other options available. The program Coordinator, Director or Convener will notify the Academic Programs and Planning Committee of the Faculty Senate about this outcome for informational purposes.
4. Acceptance or Rejection: Dean(s) may reject or accept a program faculty vote in favor of program change or consolidation to the Provost. If dean(s) and faculty disagree, this procedure ends, and dean(s) meet with faculty to consider other options available. The dean(s) will notify the Provost's Council of this outcome for informational purposes.
5. Provost Level: The Provost may accept or reject a recommendation for program consolidation. If the Provost rejects the recommendation, the dean(s) and faculty meet with the Provost to consider other options available.
6. Notification: If all parties agree to consolidate the program, the dean(s) notify Admissions, Academic Advising, Registrar, Academic Affairs and the Office of Institutional Research of the timeline and pathways for the consolidation.
7. Workload: Program faculty will continue to "teach out" required program courses and conduct precepting to the remaining enrolled students in accordance with master, workload and class size agreements in place during the

path to consolidation. During the duration of program consolidation, program faculty and the dean(s) will also notify students of their own options to matriculate into the consolidated program.

#### **IV. Program Closure**

Programs that have declining numbers of enrolled students and/or are experiencing decreased demand from new applicants, and/or a significant change in the field of study have the option to initiate this procedure for closure.

1. Initiation: Either program faculty or area dean(s) may initiate a meeting to analyze previous reports from III B. above. The program Coordinator, Director or Convener will notify the Academic Programs and Planning Committee of the Faculty Senate about this meeting for informational purposes. The dean(s) will notify the Provost and Provost's Council of this meeting for informational purposes.
2. Vote: Program faculty vote by simple majority to recommend program closure to the area dean(s). If a majority of faculty vote for program closure, this procedure advances to the Dean (s). If a majority of faculty do not vote for closure, this procedure ends, and faculty meet with dean(s) to consider other options available. The program Coordinator, Director or Convener will notify the Academic Programs and Planning Committee of the Faculty Senate about this outcome for informational purposes.
3. Acceptance or Rejection: Dean(s) may reject or accept a program faculty vote in favor of program closure to the Provost. If dean(s) and faculty disagree, the dean(s) notify the Provost of this outcome.
4. Provost Level: The Provost will refer the matter to the Faculty Senate President for the Academic Programs and Planning committee to deliberate.
5. Faculty Senate Level: The Academic Programs and Planning committee will make a recommendation to the Faculty Senate for a vote. The results of the vote will be conveyed to the Provost. The dean(s) will notify the Provost and Provost's Council of this outcome for informational purposes.
6. Provost and President Decision: The Provost may accept or reject a recommendation for program closure. The President may accept or reject a positive vote, maintaining final authority over the decision.

7. Detailed Plan: If a program is to close, the academic program faculty and dean will draft a detailed plan for the future role of all faculty or other employees currently considered to be part of that program. In addition, the program notifies these employees of the possibility that the program might be closed.

All parties recognize the critical importance of this plan for all faculty/AFT professional staff and the significance of insuring that they will have the opportunity to continue contributing to the mission of Stockton College after any formal action takes place.

Any faculty member or professional staff member in such a situation will have the opportunity, in accordance with relevant collective bargaining agreements, either to move to another program or academic unit with a similar function to the one being phased out or to another available position at Stockton College for which they are qualified at the same level as their current position.

8. Notification: Upon receiving the plan outlined above, the Provost shall notify all appropriate administrative offices of the program closure, including the President, the Board of Trustees Academic Affairs and Planning Committee, Admissions, Academic Advising, Financial Aid, Human Resources, deans and faculty of other affected academic programs, Registrar and Institutional Research.
9. Board of Trustees Decision: After the Board of Trustees makes its decision about program closure, the Provost notifies the Academic Issues Committee of the President's Council.
10. Workload: Program faculty will continue to "teach out" required program courses and conduct precepting to the remaining enrolled students in accordance with master, workload and class size agreements in place during the period for which students remain enrolled.