

# **PRIORITIZING ACADEMIC PROGRAMS INDIANA STATE UNIVERSITY**

PROVOST REPORT TO THE CAMPUS

JANUARY 30, 2007

Modified February 15, 2007

When the Indiana State University Board of Trustees appointed Dr. Benjamin as President of the University, he was charged to lead the campus to a more aggressive review of its academic programs. The Trustees and Dr. Benjamin were fully aware that the North Central Association and the Indiana Commission for Higher Education had expressed serious concern over the large number of low enrolled programs/courses and its impact on faculty, students, and overall academic quality. Dr. Benjamin articulated the goal of addressing this concern as part of his strategic plan for this campus.

Upon my appointment, he charged me to lead the campus through this review. In my September 2004 address to the Faculty, I articulated this commitment. In my Spring 2005 address to the campus, I reaffirmed that commitment and indicated that a Task Force would be appointed to lead the efforts of the campus to prioritize programs. I shared with the campus my charge in October 2005 and appointed the Task Force to guide the process. From the beginning, this commitment was driven by the need to secure resources to reinvest in our core business, high quality academic programs.

The Task Force accepted the charge and issued a framework to the campus in February 2006 to guide this important work. Over the course of the next few months, every academic unit at Indiana State University spent a significant amount of energy reviewing its academic programs and responding to the Task Force. Each college dean and the appropriate college governance unit reviewed, rated, and ranked all programs in their college. In July, the Task Force released preliminary recommendations and invited departments and deans to respond. In late September 2006, the Task Force released their final recommendations regarding program prioritization. Since that time, CAAC, Graduate Council, and Faculty Senate have reviewed the recommendations and have provided their comments.

During December 2006, I spent considerable time reviewing all documents. I also scheduled a two-day retreat with the Provost Advisory Committee (Deans and Associate Vice-Presidents of Academic Affairs) reviewing, discussing, and developing a greater understanding of the implications of each recommendation. The following is my report to the campus. I invite the campus to review my recommendations carefully and to respond to these recommendations by April 1, 2007. At that time, I will present my final

recommendations to the President for his review. With his approval, he will forward the recommendations to the Indiana State University Board of Trustees for their consideration at the April meeting of the Trustees.

Before I present my recommendations, I want to take this opportunity to publicly thank each member of the Task Force for the professional manner in which they approached this important work. On behalf of the University, I thank them for their service to ISU. I am most appreciative and grateful for the good counsel they have provided me and the University community. I am confident that this work will lay the foundation for significant improvements across the campus.

### **Provost Recommendations**

The need for Indiana State University to be more aggressive in clarifying purposes, setting priorities, and allocating resources has been accepted by the University community. I am most impressed by the work of the faculty in responding to this serious issue. We all have acknowledged that prioritizing what we do is one of the most challenging tasks that that we have ever pursued. The Task Force, CAAC, Faculty Senate, each dean, and their respective faculty leadership are to be commended for the serious manner they approached this task. We have accepted the challenge and our students will be better served over time.

When we began this process, the Task Force identified 214 academic programs at ISU. They further identified that 90% of our students are enrolled in 50% of these programs. Approximately 8,800 students are enrolled in 107 programs and another 1,800 students are enrolled in the remaining 107 programs. It is obvious that we cannot continue to support programs with this type of overall distribution. **The recommendations contained in this report will reduce the number of programs from 214 to approximately 150.** The final number will not be determined until departments and colleges complete a number of curriculum revision projects.

We have reason to celebrate these recommendations. By reducing the number of programs we give greater focus to our work, we strengthen academic quality, we create conditions to support academic excellence, and finally, we create conditions that will support the growth of new academic programs. I have acknowledged that faculty are overextended in selected academic units and this action provides the foundation to begin to address that problem.

Perhaps the most difficult part of this charge was the goal of identifying two million dollars to reallocate to support the needs of existing programs and to support the addition of new programs that will support the enrollment of new students while serving the needs of ISU and the state of Indiana. We have identified some initial savings, but expect that additional savings will be identified over the next three to five years through the reduction of course redundancy,

revision our general education program, through selected course transformation, and through faculty retirements and resignations.

I am pleased with where we are at this point in time. We have made significant progress and the campus should celebrate. We are reducing the number of low enrolled programs, we have initiated significant curriculum revision at all levels, and we have begun to identify dollars to reallocate.

President Benjamin has supported program excellence through initiatives such as “Distinctive Programs” and “Promising Scholars” and has supported this work from its conception - he is very pleased with our progress. He also recognizes that much of our savings for reinvestment will not be realized for several years and he believes that there is a pressing need to move aggressively to strengthen key programs and to invest in new programs. As such, he is hoping to allocate an additional \$500,000 to support high-quality, academic programs over the next three years. These funds are to be used as one time investments for program enhancement, growth, and expansion and to jump-start our efforts to strengthen core programs. This fund will supplement the base budget savings that we are able to realize through implementation of the program prioritization recommendations. These funds will support programs that are aligned with student demand, regional, state, and community needs, and the University’s strategic goals. In particular, funds will be earmarked for course redesign or transformation, which is the process of redesigning whole courses (rather than individual classes or sections) to achieve better and more consistent learning outcomes at a lower cost by rethinking the way we deliver instruction, focusing on student learning, and taking advantage of the support of information technology.

In the following sections of this report, I will present, by College, my recommendations. Many of these recommendations, both revisions and eliminations, have already been initiated by the colleges.

- **Programs that are recommended for elimination** will be charged to present a plan for phasing out the program that will ensure that any student enrolled in the program has the opportunity to complete the program and/or transfer to another program without harm. The phase-out plans are due no later than June 1, 2007. Admission to these programs are to be suspended at this point in pending the final action of the President and Board of Trustees.
- **Programs recommended for merging or other action** will be charged to present a recommendation to the campus for that reorganization by December 1, 2007 unless otherwise stated. This time frame will provide the opportunity for faculty committees to take their action during the remainder of the academic year. These programs will be permitted to continue to admit students.

## **Teacher Education**

1. Program(s): Graduate programs, especially master's degrees, in teacher education are currently housed in CAS, COT, COB, CHHP, and COE. A number of these programs are low enrolled.

Action: Faculty across all colleges must work together to present a new plan to support the needs of teachers at graduate level. A plan from these units is due no later than December 1, 2007. This plan must address curriculum, delivery, and resources.

## **General Education**

1. Programs – General Education

Action: The provost will work in partnership the Faculty Senate and with TAFFY, CAAC and General Education Council to establish a task force to review general education and develop a plan for a revised curriculum. The Task force will be expected to present recommendations to campus by January 2008.

## **College of Arts and Sciences**

1. Program(s): Art History AB

Action: Eliminate

2. Program(s): Communication – Communication Studies, General Studies, and Radio/TV/Film, MA/MS

Action: Merge these three master's program into one master's program.

3. Program(s): Communication – Communication Studies, Journalism, and Radio/TV/Film, AB/BS

Action: Merge these programs to one program with three tracks.

**4. Program(s): Life Sciences – Clinical Lab Science, AB/BS**

Action: Eliminate

**5. Program(s): Life Sciences – Sports Medicine, PhD.**

Action: Eliminate

**6. Program(s): Life Sciences – Ecology, Microbiology, Systematics, and Physiology, PhD**

Action: Merge into two programs, one in the Department of Life Sciences and one in the Department of Ecology and Organismal Biology (or a successor department). Both new programs must develop a plan that will result in significantly increased sponsored research, including the requirement that at least 50% of graduate research assistants must be supported by external funding. Both programs will have 5 years to achieve these goals or face reduction or elimination.

**6a. Program(s): Life Sciences, MS**

Action: Divide into two programs, one in the Department of Life Sciences and one in the Department of Ecology and Organismal Biology (or a successor department). Both new programs will be subject to the plan and related requirements noted above for the doctoral programs.

**7. Program(s): Geography – Physical Geography and Economic Geography, PhD**

Action: Merge into one program. The new program must develop a plan that will result in increased sponsored research, including the requirement that at least 50% of graduate research assistants must be supported by external funding. The program will have 5 years to achieve these goals or face reduction or elimination.

**8. Program(s): Anthropology, Geology, and Ecology and Organismal Biology, BA/BS**

Action: Combine into one new program

**8a. Program(s): Geology, MA and MS**

Action: Eliminate. New MS program with the Department of Ecology and Organismal Biology (or successor department) in development. See 6a above.

**9.** Program(s): English – Theater, MA

Action: Eliminate

**10.** Program(s): Geography – Information Sciences Minor

Action: Eliminate

**11.** Program(s): History and History/Labor & Reform, MA/MS

Action: Merge to one History Master's program

**12.** Program(s): Language, Literature, & Linguistics - Undergraduate

Action: Details are being finalized.

**13.** Program(s): Language, Literature, & Linguistics - Graduate

Action: Details are being finalized.

**14.** Program(s): Information Technology

Action: This program is shared with Colleges of Arts & Sciences, Business and Technology. It is acknowledged that it is not functioning as planned. All three colleges must work together to present a plan to address issues.

**15.** Program(s): Music – Merchandising and Business, BS

Action: Merge

**16.** Program(s): Music – All Master's program

Action: New plan to collapse and revise under development. Details are pending.

**17. Program(s):** Music – Composition, Education, History & Literature, Theory, and Performance, BS

Action: Activity is underway to merge to two tracks.

**18. Program(s):** Philosophy, AB/BS

Action: Eliminate Bachelor's degree, maintain selected service courses.

**19. Program(s):** Physics, BS

Action: Eliminate Bachelor's degree, maintain selected service courses.

**20. Program(s):** Sociology, AB/BS

Action: Eliminate Bachelor's degree, maintain selected service courses.

**21. Program(s):** Women's Studies Graduate Certificate

Action: Eliminate

**22. Program(s):** A number of programs such as Women's Studies minor, African & African American Studies, International Studies, etc.

Action: Create new interdisciplinary units to house and support. Appropriate curriculum revisions should follow.

### **College of Business**

**1. Program(s):** Masters of Business Administration

Action: Concern over the future of program. College is to review future of the degree program and to make appropriate recommendations for changes in curriculum and/or delivery. Report is due January 2008.

**2. Program(s):** Information Design and End-User Computing, AB/BS

Action: Monitor program. Review in three years to determine if program is successful in attracting a base of student enrollment.

### **College of Education**

1. Program(s): Curriculum, Instruction, and Media Technology – Doctoral programs with specializations in History, Language, Mathematics, Secondary Education, Special Education, Teaching & Learning, Elementary Education, English, Industrial Technology, Early Childhood, and Educational Technology, PhD

Action: Merge programs to one degree program with opportunities for selected concentrations.

2. Program(s): Counseling – Counselor Education, PhD

Action: Eliminate

3. Program(s): EESE – Early Childhood, BE

Action: Change to a minor within Elementary Education

4. Program(s): EESE – Early Childhood, Literacy (DART), and Elementary Education, MED

Action: Merge to one Master's degree program

5. Program(s): CIMT – Educational Technology (Library Media Strand), MS

Action: Curriculum modifications pending.

6. Program(s): ELAF – Director of Exceptional Needs

Action: Curriculum modifications to eliminate two courses.

## **College of Health and Human Performance**

1. Program(s): Health – Community Health Promotion and School Health, BS

Action: Merge to one program.

2. Program(s): Athletic Training – Doctoral Program with Life Sciences

Action: Eliminate

3. Program(s): Recreation and Sports Management – Recreation Therapy, BS

Action: Probation – Three years to develop adequate enrollment base.

4. Program(s): Health - Environmental Health Sciences, BS

Action: Eliminate

5. Program(s): Physical Education – Adult Fitness and Exercise Science, MS

Action: Merge to one degree program

6. Program(s): Physical Education – Master Teacher, MS

Action: Eliminate

## **College of Nursing**

1. Program(s): Adult Health Track, MS

Action: Eliminate

2. Program(s): Community Health Track, MS

Action: Eliminate

**3. Program(s): General Recommendation**

Action: Establish enrollment limits for new undergraduate and graduate students to ensure that faculty can provide quality education. These limits are to be set by June 1, 2007.

**College of Technology**

**1. Program(s): ITE – Career and Technical Education, AS**

Action: Eliminate

**2. Program(s): MCT – Construction Technology, AS**

Action: Eliminate

**3. Program(s): IMT – Packaging Technology, BS**

Action: Plans for major revisions underway.

**4. Program(s): IMT and MCT – Industrial Technology and Industrial Supervision, BS**

Action: Merge to one program with 2 +2 option.

**5. Program(s): MCT – Manufacturing Technology and Computer Integrated Manufacturing Technology, BS**

Action: Merge to one program.

**6. Program(s): ITE – Career & Technical Education (Teaching and Non-Teaching Tracks), BS**

Action: Merge

**7. Program(s): COT – Technology Management, PhD**

Action: College needs to complete an assessment of the program. It appears that the program is attempting to support too many options and

courses. One year to complete the study and develop plan for future of this program (January 31, 2008).

February 15, 2007