



Academic Program Initiation, Review, Reduction, or Closure

Domain/Division:	Academic / Program Administration	Index	20-06.20
Responsible Unit(s):	Academic Council	Page:	1 of 8
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Authorization Date: March 5, 2007

If checked, policy requires Faculty Council Approval. Most recent approval date: 5-7-2012

Review History: Includes Effective Date, Review and Revision History:

02/15/06: Posted for Faculty & Staff Comment
 02/26/06: Academic Council review of substantive comments received to date
 03/05/07: Faculty Council vote approved adoption of policy
 04/01/11: Office of Academic Affairs clarifies admission vs. matriculation language and approvals bodies to be considered
 April 2011 through April 2012: FAC and Office of Academic Affairs review policy edits & insert program closure content; Begun work with Academic Council co-chairs regarding continuation policy and processes; Graduate Council Review and Revision; Baccalaureate Council, Graduate Council, and Academic Council Reviews and Discussions
 04/25/12: Academic Council approved content and organization of policy and included procedures.
 05/07/12: Faculty Council approved

POLICY STATEMENT:

To ensure equitable and consistent assessment of requests for curricula, or major, or degree initiation or modification and articulate the evaluation of existing programs, this policy outlines the necessary protocols for approval. Additionally, the policy outlines the shared decision making processes that faculty and administration should engage in regarding the initiation, modification, reduction, and closure of OHSU School of Nursing (SON) academic programs.

The policy also requires that any *Substantive Changes*, defined as changes in degree outcomes, program delivery modality, major program content, or course sequencing/addition/deletion, cohort expansion, cohort addition, and sub-specialty/track additions. Program faculty, Program Director, and appropriate curriculum committee and/or council must approve substantive changes prior to implementation in the following academic year.

PROGRAM INITIATION:

All new academic programs within the OHSU School of Nursing (SON) share a common program initiation and approval process that must be engaged in prior to the admission of students. Faculty groups interested in putting forth new academic programs must gain the appropriate approvals from the faculty governing bodies as specified in the School of Nursing By-Laws with full approval coming from SON Faculty Council.

It is recommended that the initial proposal gain Faculty Council approval two years prior to the admission of the first cohort of students. The Faculty Council must approve the full proposal at least nine months prior to the admission of the first cohort of students. Refer to Appendix A for required elements of an initial and full proposal.

Proposed new degrees or graduate certificates may require review by OHSU Faculty Senate, OHSU Office of Academic Affairs, OHSU Registrar, Oregon University System (OUS) Office of Academic Affairs, OUS Office of Degree Authorization, and the appropriate accrediting and approval bodies. . The faculty group initiating the program initiation request is responsible for ensuring all protocols for these approvals are followed and must confirm with the OHSU Office of Academic Affairs the approvals required. The SON Dean, or delegate, will provide the administrative support for the administrative approval processes once new program proposals has been approved by the SON Faculty Council.

ANNUAL PROGRAM REVIEW:

The Program Director must hold an annual faculty meeting to review the program data and summarize the review and discussion in the *Annual Report* to the appropriate undergraduate or graduate council annually by October 1. A cover sheet with the following elements will be prepared by academic program support staff and provided to each Program Director for inclusion in their *Annual Report*; however, Program Directors are responsible for the initiation of the process:

- Campus Designation
- Degree/Major/Program
- Program Director Name, Title, Credentials
- Cohort Analysis to Include:
 - Total number of students at beginning of academic year
 - Total number of students at end of academic year
 - Total number of student withdrawals
 - Total number of student in part-time and full-time status
- Leave of Absence Summary with totals for each reason (e.g., Military, Maternity, Personal)
- Graduation Counts by Term
- First-time pass rates for licensure or credentialing (including date ranges reported)

In addition, Program Directors will provide the following attachments:

- List of teaching faculty
 - Three pages or fewer summary of program issues, concerns, future plans or anticipated changes, and resource sustainability needs. Including:
 - Recommended faculty FTE for the change or expansion
 - Existing faculty availability vs. recruitment and hiring needs
 - Budget implications
 - Summary of evaluation activities and findings with an examination of courses and curriculum for appropriate and current:
 - Learning activities
 - Teaching methods
 - Course/curriculum content
 - Course sequencing, congruence, and integration of learning throughout program
 - Faculty expertise and capacity to deliver to program
 - Assessment of student degree outcomes
 - Faculty review of programs and consideration of recommendations will be undertaken in
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collaboration with appropriate representation from SON administration.

The Baccalaureate and Graduate Council chairpersons will maintain a schedule of courses and the review dates that must be included in the annual review. Courses must be reviewed at least once every three years. Additionally, any new courses developed and delivered in during the past academic year within a program must include a summary of the end of term evaluation results, evaluation of the syllabus and course materials/learning activities, and faculty or student feedback collected regarding new course.

The appropriate undergraduate and graduate council will complete an annual review of all academic programs in their respective purview using the *Annual Report* submitted by each Program Director. This *Annual Report* can be used to inform decisions regarding program reduction or closure in the event of a budget shortfall. Recommendations from respective councils will be forwarded to the Academic Council for review by the first Academic Council meeting of the subsequent calendar year. Academic Council may consult with Program Directors and other SON faculty and administrators for additional information if deemed necessary for the review.

PROGRAM REDUCTION OR CLOSURE:

When conditions such as unsatisfactory program quality, limited enrollments, fiscal resources, or lack of qualified faculty to deliver program require the reduction or closure of programs, processes of decision-making and review in the School of Nursing and the University must be followed unless mandated by external accrediting or regulatory bodies.

The *Annual Report(s)* submitted to Academic Council will be used for reference in the event that program reduction or closure becomes necessary during the following academic year. The SON administration should be included in one or more meetings prior to completion of the Annual Report. Academic program representatives should seek budgetary information from SON administration to inform decision-making processes related to Program Reduction or Program Closure as appropriate.

To ensure that there is adequate time for faculty involvement in the review process, Academic Council and Program Directors will review the *Annual Reports* to consider what programs should be reduced or closed.

Faculty review of programs and consideration of recommendations should be undertaken in collaboration with appropriate representation from SON administration. In the event that action to reduce or close academic programs becomes necessary, academic program representatives will meet with the SON Dean and may refer back to Annual Reports to provide a basis for final faculty recommendations. These final recommendations should be reviewed and voted on by Faculty Council. However, there is no requirement that academic program representatives come to an agreement with SON administration on program reduction or closure recommendations.

DEFINITIONS:

Admissions:	Notification to students that they are admitted to School of Nursing program for matriculation into an approved OHSU SON academic program
Closure:	Discontinuation of an academic curriculum or program.
Continuation:	Approval to continue recruiting for the program, enrolling students, admitting students, and offering courses in the curricula, program, or graduate specialty
Curriculum:	A series of courses leading to a specified degree or certificate
Initiation:	Approval to begin student recruitment activities and admissions processes for student matriculation for a specified academic term in the future. Program initiation refers to the development and approval of a new academic major or a new academic degree. Variations to currently offered majors, refer to <i>Program Modification</i> .
Matriculation:	Enrollment of students into an approved academic program.
Modification:	Changes to currently offered academic majors including but not limited to significant changes in course sequencing, course or degree requirements, or delivery methods.
Program:	A course of academic study leading to a specified degree or certificate.
Reduction:	Changes in programs that necessitate a significant reduction in student enrollment and/or reduction in faculty
Substantive Change:	Changes in degree outcomes, program delivery modality, major program content, or course sequencing/addition/deletion, cohort expansion, cohort addition, and sub-specialty/track additions

IMPLEMENTING PROCEDURES FOR ACADEMIC PROGRAM INITIATION:	
Responsible Party:	Action:
Undergraduate and Graduate Program, Faculty	<ul style="list-style-type: none"> • Responsible for overall preparation and submission of preliminary and full program proposals to Undergraduate or Graduate Council for approval. • Refer to Exhibit A for preliminary and full proposal guidelines.
Undergraduate and Graduate Councils	<ul style="list-style-type: none"> • Appropriate council reviews and votes to approve, disapprove, or table (pending additional information or clarification) submitted proposals. Provides written critique of disapproved or tabled proposals. • Upon approval of preliminary and full or program proposals, recommends the proposal to Academic Council.
Academic Council	<ul style="list-style-type: none"> • Reviews new and revised program proposal for implications and impacts on programs affecting both undergraduate and graduate students. • Formulates recommendation for proposal to Faculty Council.
Faculty Council	<ul style="list-style-type: none"> • Votes on preliminary program proposals for development and full proposals for the initiation of new programs. • Affirmative votes for initiation of new or revised programs are recommended to the Dean by the Academic Council and Faculty Executive Committee on behalf of the Faculty Council.
Undergraduate and Graduate Program Faculty	<p>Initiates discussions with:</p> <ol style="list-style-type: none"> a. SON Administrative Operations regarding operational support and resources needed for the program. b. OHSU Registrar to confirm/create administrative structure that will allow for on-line applications, authorization of degree or major, etc. c. Office of Recruitment, Admission, and Progression (ORAP) regarding future recruitment and marketing materials needs and/or plans. <p>Other OHSU or SON unit that will be involved in the implementation of the curriculum or programs to ensure adequate preparedness and awareness at the operations level.</p>
Dean, School of Nursing	<ul style="list-style-type: none"> • Approves program initiation or revision on recommendation of Faculty Council. • If the Dean decides not to implement a new r program recommended by the Faculty Council, a detailed written explanation of the rationale for this decision must be communicated in writing to the faculty via the Academic Council and Faculty Executive Committee.

IMPLEMENTING PROCEDURES FOR PROGRAM REVIEW:

Responsible Party:	Action:
Program Director	Submits <i>Annual Report</i> to Undergraduate or Graduate Council by October 1 of each year for review and amendment if necessary.
Undergraduate and Graduate Council Chairpersons	Submits review of <i>Annual Report(s)</i> to Academic Council by January 1 of subsequent calendar year (see Appendix A)
Academic Council	<ul style="list-style-type: none"> • Reviews <i>Annual Report(s)</i> (see Appendix A) • Reports findings and decisions to Faculty Council and Dean.

IMPLEMENTING PROCEDURES FOR REDUCTION OR CLOSURE OF CURRICULA OR PROGRAMS:

Responsible Party:	Action:
Academic Council	<p>Reviews recommendation(s) for reduction or closure of curricula or programs, and evaluates implications and impacts on other programs, the state, and the discipline. Formulates recommendation for reduction or closure of curricula or programs to Faculty Council.</p> <p>In the event that program reduction or closure becomes necessary Academic Council and other academic representatives meet with the SON Dean and determine final faculty recommendations for program reduction or closure.</p> <p>Final recommendations are brought for review and vote by Faculty Council unless an emergency budget situation precludes such action.</p>
Faculty Council	<p>Votes on recommendation(s) for reduction or closure of curricula or programs.</p> <p>Affirmative votes for reduction or closure of curricula or programs are recommended to the Dean by the Faculty Executive Council on behalf of the Faculty Council.</p>
Dean, School of Nursing	<p>Approves reduction or closure of curricula or programs on recommendation from Faculty Executive Committee on behalf of Faculty Council.</p> <p>If the Dean decides not to implement a reduction or closure of curricula or programs as recommended by the Faculty Council, a detailed written explanation of the rationale for this decision must be communicated in writing to the faculty via the Faculty Executive Committee.</p>
School of Nursing Faculty Affairs Committee	<p>Reviews proposals for termination of faculty positions to ensure the rights under academic tenure will be protected, such that the services of a tenured professor will not be terminated in favor of retaining someone without tenure. Tenured faculty members should be given every opportunity to readapt within the school or elsewhere within the institution. In some cases, arrangement for the early retirement of a tenured faculty member may be desirable if the faculty member is agreeable. In those cases where there is no realistic choice other than to terminate the position of a tenured faculty member, the granting of at least one year of notice should be given.</p> <p>The granting of adequate notice to non-tenured faculty will also be given high priority. Advanced notice for the non reappointment of non tenured faculty, when dictated by reduction or closure of curricula or programs, should be given; the duration of the fixed term appointment (9 months or 12 months) is optimal and 6-months duration is minimal. Consideration should be given to financial compensation to the degree of lateness of notice when reappointment is not feasible. A change from full-time to part-time service may be a feature of an acceptable settlement but not as a substitute for adequate notice.</p>
OHSU Faculty Senate	<p>Reviews reduction or closure of curricula or programs on recommendation from the schools for implications and impacts for the institution and state. Formulates recommendations to the Provost's Office.</p> <p>Implements OHSU Program Reduction, Elimination and Reorganization of Academic Programs (OHSU 01-15-001) as appropriate.</p>

RELATED REFERENCES (if applicable):

- School of Nursing Faculty By-Laws:http://www.ohsu.edu/xd/education/schools/school-of-nursing/faculty-staff/policies_bylaws.cfm
- OHSU Policy: 01-15.001 Program Reduction, Elimination & Reorganization

Supersedes the following policies:

- 20-06.01 *Determination of Graduate Options/Specialties* (Initiated July 1986 & last reviewed Jan 2003)
- 20-06.02 *Course Review, Scheduling and Procedure Baccalaureate and Graduate Councils*
- 20-06.11 *Post-Master Certificate Option* (Initiated 8/1/92 & last reviewed 10/02)
- 20-06.16 *Pilot Programs* (Initiated June 1999 & last reviewed Oct 2002) 20.06-19 *Graduate Specialty Evaluation for Initiation or Continuance* (Initiated Jan 2000 & last reviewed Oct 2002)

Academic Council Approval	
Signature	Date
Printed Name Launa Rae Mathews, MS, RN Baccalaureate Council Chair	

Faculty Council Approval	
Signature	Date
Printed Name Gail Houck, PhD, RN Graduate Council Chair	

Administrative Approval Original Signed Copies Stored in Office of Academic Affairs	
Signature	Date
Printed Name Christine Tanner, PhD, RN Interim Dean	

Administrative Approval Original Signed Copies Stored in Office of Academic Affairs	
Signature	Date
Printed Name Jeanette Mladenovic, MD, MBA OHSU Provost	

Appendix A: Proposal Guideline for Curricula, Program, or Graduate Specialty Initiation (CPGS)

Preliminary proposals should address each of the following elements, except the Executive Summary, and be limited to 10 single-spaced pages. Full proposals have no length limitation.

- I. Cover Page
 - a. Title of Proposed CP GS
 - b. Initiator of Proposal (Individual, Authorized Faculty Group, etc)
 - c. Faculty Review & Approval History. Refer to Faculty Governance By-Laws for review and approval bodies.
 - d. Academic Administrative Review History
 - e. CP GS Contact
- II. Executive Summary (Include in Full Proposal, max 5 pages)
- III. Body of Proposal
 - a. Need & Demand
 - i. Alignment with SON Strategic Framework
 - ii. Stakeholders identification and analysis
 - iii. Community, regional and/or national needs for CP GS
 - iv. Prospective student demand analysis and demonstrated sustainable student demand for location and method of delivery of program
 - v. Credentialing or licensing requirements (Oregon and National)
 - b. Curriculum
 - i. Student Learning Outcomes
 - ii. Admission and progression criteria
 - iii. Program of Study
 - iv. Titles, Credit Hours, and Course Description for all new courses
 - v. Articulation with existing degree requirements (i.e., fit between other curricula, programs or graduate specialties)
 - vi. Articulation with OSBN curriculum standards for education programs in nursing (OAR 851-21-050) or Nurse Practitioner education standards (OAR 851-50-001).
 - vii. Clinical placement experience requirements
 - c. Resources
 - i. Faculty
 1. New faculty requirements
 2. Current faculty workload implications
 3. Clinical site availability
 - ii. Administrative Operations¹:
 1. Recruitment & marketing plan
 2. Budget Scenarios
 3. Current staff workload implications and support requested
 4. Space allocation requests
 5. Academic administrative oversight (i.e., where in the org chart)
 6. Academic administrative needs
 7. Overall resource sustainability
 8. Implementation Timeline
 - iii. Required external approvals
 - iv. Faculty recruitment plans if necessary
 - v. Student recruitment plan Matriculation of students (Full Proposal approval required one year before students may be admitted)
 - d. Prospective Formative and Summative Evaluation Plan
 - e. Summary analysis of pros and cons related to proposal acceptance.

¹ It is recommended that initiators of proposals meet with the appropriate Assistant Deans to ensure that all parties impacted by new program proposals are involved early in the process and can provide support for development of the required proposal elements.