



Academic Review Board Report

March 31, 2020

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Academic Review Board Report

Background

Declaration of Financial Emergency

On March 5, 2020, the Missouri Western State University (MWSU) Board of Governors declared the University to be in a state of Financial Emergency. According to MWSU's Academic / Programmatic Retrenchment (APR) Policy, Financial Emergency refers to "a financial condition so grave as to pose an immediate and continuing threat to the University's operation at an acceptable level of academic quality. Such a condition must be so extreme that financial considerations alone dictate that there is no reasonable way and no balanced alternative to alleviate the situation except by the dismissal of tenured faculty members and/or elimination of programs."

Academic Review Board

Establishment and Charge

As a result of this declaration and in accordance with the APR Policy, the Academic Review Board (ARB) was activated, consisting of one Department Chair from each College or School (appointed by the Deans of their respective College/School), the Academic Deans, and the Vice Provost (Provost designee) as Chair. On March 6, 2020, the Provost convened the ARB and charged it to a) review academic programs according to the guidelines and criteria listed in the APR Policy and b) provide one or more of the following recommendations, along with brief rationale, for each reviewed program:

- 1) Maintain the faculty staffing in that program at its present level.
- 2) Reduce faculty staffing in that program, including recommendations for the total staffing level.
- 3) Phase out part or all of the program.

According to the Provost's charge, all programs (i.e., undergraduate baccalaureate and associate degrees, certificates, and minors, as well as graduate degrees and certificates) were within the purview of the ARB for this review. However, the ARB was directed to focus analyses primarily upon undergraduate programs that have awarded ten (10) or fewer degrees for any single academic year during the most recent five-year period and graduate programs that have awarded five (5) or fewer degrees for any single academic year during the most recent five-year period. Further, the Provost stated that the ARB will "be guided by the fact that a state of financial emergency has been declared" and must work "to identify reductions in annual expenditures totaling in excess of \$5 million dollars." The Provost also stated that reductions in academic programs, positions, and operating expenditures would account for most, but not all, of the necessary reductions. Finally, the ARB was asked to provide specific suggestions for strategic

reorganization or reinvestment which would benefit the University's efforts toward financial well-being.

Academic Program Review Process

Process Guidelines

To conduct its work, the ARB met, beginning with the initial planning meeting on March 6, 2020, during which a program review process and timeline for review completions were established, again with special focus on programs which had not met the graduation rate standards listed above. As agreed to by the ARB members, reviews were grouped by discipline areas to include a combination of programs, majors, concentrations, minors and certificates at both the undergraduate and graduate levels. Each discipline review area was assigned to two members of the ARB, each of whom conducted their own independent reviews. The reviews were then presented to the entire ARB, which, in turn, provided evaluation, discussion, and recommendations for each discipline area.

Overall, the academic program review consisted of two separate phases. The objective of the first phase was to secure a recommendation as to whether a specific program (defined by its 6-digit CIP code) should be *maintained* or *phased out*, either partially or fully. During the second phase of the review, recommendations regarding faculty staffing levels were made for departments where a program had been recommended to be phased out. The ARB used a general estimation of \$75K (salary + benefits) in total compensation per faculty line to quantify the targeted financial impact target.

Considerations regarding general studies courses and/or service courses were discussed as well. Institutional data for the ARB's work was provided by IR and the Registrar's Office. State, regional, and national market demand data (e.g., job outlook projections, the number graduates / degrees granted in the state, typical educational attainment level required for careers by relevant degree six-digit CIP codes, etc.) was provided through Chmura's JobsEQ data service and education reports, which again were based upon six-digit CIP codes, and by the U.S. Bureau of Labor Statistics. The ARB met on March 30, 2020 to finalize its recommendations (See in the Appendix); the final report was sent to the Provost on March 31, 2020.

The ARB assumed its difficult and somber charge by recognizing that the catalyst for its work was the serious state of the University's financial situation and the need to realize in excess of \$5M in savings from faculty/programs. To that point, the ARB acknowledges the excellence of MWSU's undergraduate and graduate programs, which are supported by dedicated faculty of the highest caliber and expertise. Indeed, for those areas which have been suggested to undergo phase outs and/or faculty reductions, the ARB is emphatic that its reviews and recommendations not be taken as indications of deficiencies in academic quality, rigor, or representations of the program's value; this is simply not the case. To the contrary, the ARB's work was driven solely by financial considerations which have necessitated a re-envisioning of the scope and scale of Missouri Western State University's programs.

General Review Considerations

Per the Provost's charge, the ARB's review focused initially on undergraduate and graduate programs which had not met the Missouri Department of Higher Education and Workforce Development (MDHEWD) graduation rate standards for the past five academic years (i.e., both the past five academic years and a three-year rolling average were examined). To that end, 73 degrees and certificates fell into this category. The ARB then considered the following standard academic metrics to inform its recommendations:

- Student Credit Hour (SCH) production for programs/majors, service courses, and general education courses;
- Head Count (HC) for undergraduate degree programs by intended, pre-, and declared majors, for graduate programs, and for minor and certificate enrollments;
- Faculty counts by category to also include Student-Faculty (S:F) ratios and percentages of SCH taught by course level.

For example, the ARB considered overall SCH production but also as linked to general studies and/or service courses, HC/student enrollment as compared to graduation rates, and Student-to-Faculty (S:F) ratios as compared to the overall University's S:F of 16:1.

Additional information such as the installation date of a program, major, concentration, minor and/or certificate, association of a minor to a degree program (i.e., stackable minors to degree completion), assessment data and reviews, external funding, regional market demand (current and anticipated) for graduates, and the number of graduates produced state-wide by competing higher education institutions was also part of the analyses. More qualitative analyses such as program/major student demand, relationships with the broader community such as programmatic support, impact on donor relationships, and centrality to the mission of the University were also examined and discussed. The ARB declined to recommend eliminating any of the associate degree programs under review, given the institution's inability to secure new two-year degree programs despite regional market demand or our ability to deliver such programs, and instead offered suggestions to strengthen and improve these programs.

The ARB then developed recommendations for faculty staffing levels in departments with programs that had been recommended to be phased out. For example, in order to come up with reasonable staffing recommendations for these departments, the number of students taking general studies courses and/or courses necessary for a remaining major (e.g., Anatomy and Physiology for Nursing and Exercise Science majors) in Fall 2019 and Spring 2020 (census day enrollments) was divided by the typical maximum capacity for those courses to determine the number of sections needed.

College / School Recommendations

The specific recommendations listed below briefly summarize the ARB's determinations for each college and its departments, based upon the aforementioned criteria. All programs, majors, concentrations, minors, and certificates not mentioned below are represented in the Appendix.

The ARB suggests a campus-wide program re-evaluation should be implemented in 2023 (see also Renovation of Policies and Procedures – Academic Program Review below). The programs recommended to remain represent approximately 76% of the University’s 2018-2019 4-year graduates from only 31% of our degree programs with approximately 64% of our current faculty. This removes 69% of our degree offerings while impacting only 24% (at maximum) of MWSU graduates, simply because many students may opt to move into degree programs that are recommended to be retained. Further, the ARB recommendations allow for retention of all 2-year programs and 78% of the minors with which our students graduated.

School of Fine Arts

The ARB recommends the following actions:

Art

Graphic Design (degree and minor) should be considered an area of investment/growth due to its strong enrollment and graduation rates. Digital Animation (degree and minor) fell into the borderline category and could potentially be considered an area of investment for potential growth.

Theatre, Cinema, and Dance

The minor in Cinema is a strong area for potential growth. Given the number of students interested in this major, a minor might provide a more relevant option when combined with the Bachelor of General Studies.

Music

The number of students drawn to MWSU’s Music programs is significant; however low graduation rates are cause for real concern. At this point in time, maintaining the minor in Music and redirecting students to the Bachelor in General Studies (BGS) is a viable option, which would allow time for reconfiguration of degree programs and concentrations.

Craig School of Business and Technology

The ARB recommends the following actions for the Engineering Technology - Manufacturing Engineering Technology programs:

Maintain both the Associate of Applied Science and the Minor in Manufacturing Engineering Technology. However, significant revision of the A.A.S. degree needs to focus on current, state-of-the-art advanced manufacturing curriculum so as to better meet the workforce needs of our region and to provide a true 2+2 pathway into the manufacturing bachelor degree program. Reconstituted advisory boards and future faculty hires must incorporate current industry demands to create a reinvigorated curriculum in order to provide graduates who are day-one career ready.

College of Professional Studies

The ARB recommends the following actions:

School of Nursing and Health Professions

Today's market demands indicate a workforce need for programs in Population Health, Nurse Educator, and Health Information Management. However, given evaluation of the data previously mentioned, the financial considerations outweighed market demand estimations for the Health Information Management area.

Criminal Justice, Legal Studies, and Social Work

The curriculum for both the Criminal Justice and Legal Assistant associate degrees should be revised to provide clear, 2+2 pathways into the related bachelor degree programs. Opportunities to increase enrollments and matriculations into corresponding bachelor degree programs (e.g., adult education programs, high school partnerships) should be realized. Course offerings in the curriculum for minors in Criminal Justice and Legal Studies should be limited to provide for greater alignment with related degree programs.

Health, Physical Education, and Recreation

The minor in Athletic Coaching should be strengthened to reflect career and job outlook demand projections and to ensure that the minor is stackable toward degree completion. Physical Education - Health and Exercise Science concentrations should be renamed to better reflect current field nomenclature (e.g., a BS in Exercise Science).

Education

As all secondary education programs were recommended to be phased out, review and adjust course offerings in the department as necessary.

College of Liberal Arts and Sciences

The ARB recommends the following actions:

Biology

Biology majors/concentrations in Health Science, Wildlife Conservation, and Biochemistry and Molecular Biology represent growth and investment areas. Consider consolidating the Biochemistry and Molecular Biology degrees into the Biology department.

Chemistry

Consider consolidating the Biochemistry and Molecular Biology degrees into the Biology department and discontinue ACS certification for chemistry courses.

English and Modern Languages

Maintain the minor in Spanish, given its enrollments from Business, Criminal Justice, and Nursing majors.

Computer Science

Focus on emerging areas such as Cybersecurity.

Mathematics

Phase out programs and focus on general studies and service courses.

Physics

Phase out program and focus on general studies and service courses.

Psychology

Phase out the Organizational Leadership concentration due to low student enrollment; this will involve discontinuing one elective course in the general psychology degree.

Economics, Political Science, and Sociology

Phase out programs and focus on general studies and service courses.

History and Geography

Maintain the minor in Geography and merge into the Department of Biology as planned. Optimize student enrollment.

Philosophy and Religion

Phase out programs and focus on general studies and service courses.

Communications and Journalism

Phase out programs and focus on general studies and service courses.

Secondary Education Programs

Phase out all secondary education programs.

Interdisciplinary Programs

The ARB recommends the following actions:

Minors

Maintain the Childhood Studies minor which has demonstrated significant enrollment and growth potential. However, re-evaluate the Leadership minor for content specificity.

Graduate Certificates

Phase out the Professional Skills and Leadership certificates since enrollment has been low.

Strategic Recommendations

Academic Reorganization

Academic Affairs has begun initial cost saving measures, including the recent Administrative Restructuring initiative. As part of this process, MWSU is scheduled to undergo an academic restructuring in July 2020. This restructuring will result in a consolidation of the current number

of colleges from four to three and the movement of several departments to different and/or newly reorganized colleges. As charged by the Provost to consider strategic reorganization based upon its academic program review recommendations, the ARB suggests that exploration of additional college and academic unit realignment may be relevant to the final academic structure at MWSU.

For example, the departments of Art, Theatre/Cinema/Dance, and Music may find productive synergy if combined into one academic unit. Development of a Department of General Studies to include disciplines whose degree programs have been recommended to be phased out but which provide general education and/or service courses (e.g., English, math, communication) might be warranted. Because of these recommendations, department and college realignment which better reflects MWSU's re-envisioned academic profile should be considered. Finally, the ARB also suggests a reorganization of academic administrative structures where feasible.

Academic Re-investment

A review of the MWSU's academic programs revealed areas in which growth potential (i.e., an intersection of student interest by regional labor market/career demand) could be realized. For example, development of the BS in Cybersecurity, a MAT in Education, and a MSW in Social Work may require faculty with expertise in these areas. It is anticipated that strategic redeployment of University resources will have a significant positive impact on recruitment, enrollment, retention, graduation, and placement, again, to support the financial stability of MWSU.

Renovation of Policies and Procedures

Implementation of Core 42 and Reconsideration of the General Studies Curriculum

Per Missouri Senate Bill 997, the Missouri Education Core Transfer Curriculum (i.e., Core 42) was adopted, effective in the 2018-2019 academic year, for all Missouri public two- and four-year public institutions of higher education. The ARB recommends that MWSU adopt Core 42 for all students and to include an online option. The general studies program at MWSU does not follow Core 42 guidelines but instead provides for a general studies curriculum which requires credits beyond that of Core 42. Currently, only transfer students may pursue either Core 42 or MWSU's general studies curriculum. Further, the MWSU general studies program requirements for associate degree programs are currently listed as 15 required credits. However, the distribution of the required credits typically results in associate degree programs including general education courses as part of their core degree requirements. A re-examination of the general studies program, which would best serve both bachelor and associate degree-seeking students in the most efficient manner, would be well advised to ensure that MWSU is delivering the appropriate knowledge, skills, and abilities commensurate with the learning objectives and outcomes associated with a general studies program.

Undergraduate Honors Program

Considerations should be made regarding the future of the Honors Program, which incurs relatively large expenditures (i.e., primarily in staffing and operational costs) while also

providing significant tuition discounts (i.e., largely in scholarship funding) to students. Given the MWSU student body, what an Honors Program looks like and, importantly, how such a program is administered, in alignment with the mission of the University, should be examined.

Undergraduate Curriculum Development and Review

Curriculum is the life-blood of a university; faculty serve as the stewards of a university's curriculum, charged with ensuring its health and pertinence. Across the nation, there is a push to ensure that degree programs in higher education maintain a sense of relevancy for both the students seeking to embark on careers related to gainful employment and for the employers seeking to hire graduates who are day-one career-ready. The ARB acknowledges these changes and recognizes that curricular innovation requires flexibility, agility and efficiency. If MWSU is to become a leader in providing in-demand, applied learning degree programs, its ability to move quickly and effectively (without compromising academic integrity, quality, and/or rigor) must be realized. In response to these trends, the ARB recommends a significant overhaul of the undergraduate curriculum development review and approval processes and procedures. This overhaul should include, for example, opportunities for academic year-long, on-going curriculum proposal review and considerations, processes for expedited curriculum review, and reconstitution of the role, duties, and processes of the Undergraduate Curriculum Committee.

Academic Program Review

Program Review is a necessary academic function and has been generally recognized in academia as requiring an ongoing cyclical review process in order to be most effective. The ARB recommends that the creation of such a process be established at MWSU with a 2023 implementation date and suggests that the academic review process include accountability standards for under-performing programs as well as performance metrics for newly established programs.

Early College Academy

The Early College Academy (ECA) is an important recruitment and marketing tool for MWSU. Models for content delivery, faculty compensation, student fees and tuition, and overall structure of the program should be revisited.

Work Load

The ARB recommends that MWSU reconsider its definition and distribution of faculty workload, which should include a review of teaching loads, overload, and reassignment load.

Online Instruction

The demand for online course and degree programs is significant, particularly as related to online general education courses. In order to gain a foothold in this higher education market sector, MWSU should re-examine curriculum development, workload, and compensation issues.

Enrollment Management

Enrollment management is a responsibility shared across all academic units. It emanates from the faculty and moves forward through department chairs to deans and, ultimately, to the Provost. Course scheduling to encompass efficiencies in enrollment, course capacities, varieties in modality offerings, and innovations in offerings should become standard practice among all academic units.

Summary

The ARB concluded its work on March 31, 2020. As charged by the Provost, the ARB reviewed 172 programs, majors, concentrations, minors, and certificates. Given the recommendations herein, the ARB is hopeful that a more focused MWSU will fulfill our regional, open enrollment, and applied learning mission in a financially sustainable way so as to better serve the foundational core of our institution and move the University forward to a stronger future.

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level
FA	Art	BFA	Graphic Design	50.0409	Maintain	11	3
		MINOR	Graphic Design	50.0409			
		BFA	Digital Animation	10.0304	Phase Out		
			Studio Art	50.0702			
		BSE	Art	13.1302			
		MINOR	Art History	50.0701			
			Ceramics	50.0711			
			Digital Animation	10.0304			
			Drawing	50.0705			
			Illustration	50.0041			
			Painting	50.0708			
			Photography	50.0605			
			Printmaking	50.0071			
	Sculpture		50.0605				
	Music	MINOR	Music – MUSI	50.0901		Maintain	13
		BM	Music Performance & Industry	50.0901	Phase Out		
			Music Technology & Industry	50.0901			
		BME	Music/Instrumental	13.1312			
			Music/Vocal	13.1312			
		MINOR	Music Technology – MUTC	50.0901			
	Musical Theatre – MUST		50.0501				
	Theatre Cinema Dance	MINOR	Cinema – CINE	50.0602	Maintain	5	2
		BA	Theatre and Cinema/Cinema	50.0501	Phase Out		
Theatre and Cinema/Musical Theatre			50.0501				
Theatre and Cinema/Theatre			50.0501				
BSE		Speech and Theatre	13.1399				
MINOR		Dance – DANC	50.0301				
		Speech & Theatre –SPC2	13.1399				
		Theatre-THEA	50.0501				

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level
LAS	Biology	BS	Biochemistry & Molecular Biology	26.0202	Maintain	14	12
		BS	Biology/Health Science	26.0101			
		BS	Wildlife Conservation and Management	03.0601			
		MINOR	Biology – BIOL	26.0101			
		BS	Biology/Botany	26.0101	Phase Out		
			Biology/General	26.0101			
			Biology/Zoology	26.0101			
			Biotechnology	26.1201			
		Natural Science –Biology	26.0101				
	Chemistry	BS	Chemistry	40.0501	Phase Out	10	5
			Medical Laboratory Science Med Tech	51.1005			
			Natural Science – Chemistry/ChemBus	40.0501			
			Natural Science – Chem/Education	40.0501			
			Natural Science – Chem/Forensic Science	40.0501			
			Natural Science – Chem/Health Professions	40.0501			
		MINOR	Chemistry	40.0501			
	ComJourn	BA	Speech Communication	09.0101	Phase Out	8	3
		BS	Convergent Journalism	09.0999			
Strategic Communications			09.0101				
Speech Communication			09.0101				
MINOR		Journalism	23.0101				
	Speech Communication	09.0101					

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level			
LAS	History Philosophy Geography	MINOR	Geography – GEOG	45.0701	Maintain	1	1			
		BA	History	54.0101	Phase Out	5	3			
			History/Teacher Cert	54.0101						
		BS	History	54.0101						
			History/Teacher Cert	54.0101						
		MINOR	General History –GENH	54.0101						
			History European –HISE	54.0103						
			History US-HISU	54.0102						
		BA	Philosophy	38.0101				Phase Out	4	2
		BS	Philosophy	38.0101						
	Philosophy/Religion		38.0101							
	MINOR	Humanities – HUM	24.0103							
		Philosophy – PHIL	38.0101							
		Religion-RELG	38.9999							
	CS Math Physics	BS	Computer Science/General	11.0101	Maintain	6	4			
		MINOR	Computer Science – COMP	11.0101						
		MS	Info. Technology Assurance Administration (Cyber)	11.1003						
		BS	Applied Computer Technology	11.0103	Phase Out					
			Computer Science/Computer Info Systems	11.0101						
MINOR		Applied Computer Technology – APCT	11.0103							
	Computer Information Systems – COMI	11.0101								

College School	Department Discipline	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level
LAS	CS Math Physics	BS	Mathematics	27.0101	Phase Out	12	7
			Mathematics/Teacher Education	27.0101			
		MINOR	Mathematics – MATH	27.0101			
		MINOR	Physics – PHY2	40.0801	Phase Out	3	2
	English Mod Lang	MINOR	Spanish – SPA2	16.0905	Maintain	5	2
		BSE	English	13.1305	Phase Out		
			French	13.1325			
			Spanish	13.1330			
		MINOR	French – FREN	16.0901			
			German – GERM	16.0501			
		BA	English/Creative Writing & Publishing	23.0101	Phase Out		
			English/Literature	23.0101			
			English/Technical Communications	23.0101			
			Modern Languages/ Language & Culture	16.0101			
			Modern Languages/ Professional Applications	16.0101			
		GR Cert	Teaching of Writing	23.1304			
			Technical Communication – GTCO	23.1304			
		MINOR	Creative Writing – ECRE	23.1302			
			English Education – ENGE	13.1305			
			English Studies – ENGS	23.0101			
Literature – ENG2	23.0101						
Technical Communication – ENGT	23.0101						
					21	7	

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level	
LAS	Political Science Sociology Economics	BA	Political Science	45.1001	Phase Out	4	1	
		BS	Political Science	45.1001				
		MINOR	Political Science (Am Gov) – POL2	45.1001				
			Political Science (Int Affairs) – POL5	45.0901				
			Political Science – POLS	45.1001				
		BS	Sociology	45.1101		2	2	
		MINOR	Sociology – SOC	45.1101				
		BS	Economics	45.0601				
	MINOR	Economics – ECON	45.0601	3	2			
	PSY	BS	Psychology/General	42.0101	Maintain	8	8	
		MINOR	Cognitive Sciences – COGS	42.0101				
			Psych – PSYC	42.0101				
		BS	Psychology – PSYC Org Leadership	42.0101	Phase Out			
PS	CJ LS SW	AS	Criminal Justice	43.0107	Maintain	9	7	
			Legal Assistant	22.0302				
		BS	Criminal Justice/Law Enforcement	43.0104				
			Criminal Justice/Legal Studies	43.0104				
		Cert	Legal Assistant	22.0302				
		MAS	Forensic Investigations	43.0106				
		MINOR	Criminal Justice – CJ	43.0107				
			Legal Studies – LEGS	22.0302				
		BS	Criminal Justice/Corrections	43.0104				Phase Out
			Criminal Justice/Juvenile Justice	43.0104				
GR Cert	Forensic Investigations	43.0106						
BSW	Social Work	44.0701	Maintain	3	3			

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level
PS	EDU	BSE	Early Childhood Education	13.1210	Maintain	12	11
			Elementary Education	13.1202			
		GR Cert	TESOL	13.1401			
		MAS	Assessment, Differentiated Instruction	13.0601			
			Assessment/K-12 Cross-Categorical Special Ed. – GSPE	13.0601			
			Assessment/TESOL	13.0601			
	HPER	BS	Physical Education/Personal & Commercial Fitness	31.0501	Maintain	10	5
			Recreation Sports Management/Sport Management	31.0301			
			Physical Education/Health & Exercise Science	31.0501			
		MAS	Applied Science/Sport & Fitness Management	30.9999			
		MINOR	Athletic Coaching – ATHC	31.0501			
		BS	Physical Education/Teacher Education	31.0501	Phase Out		
			Recreation Sports Mgmt/Recreation Management	31.0301			
			Physical Education/General	31.0501			
MINOR	Recreation Sport Management – RESM	31.0301					
	Wellness – WELL	31.0505					

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level
PS	SNHP	AAS	Physical Therapist Assistant	51.0806	Maintain	19	18
		BS	Population Health Management	51.2201			
		BSN	Nursing	51.3801			
		GR Cert	Nurse Educator	51.3802			
		MSN	Health Care Leadership	51.3802			
			Nurse Educator	51.3802			
		BS	Health Information Management	51.0706	Phase Out		
		Cert	Health Information Technology	51.0707			
MINOR	Health Informatics & Information Mgmt. – HLTH	51.0706					
CSBT	CSB	BSBA	Accounting	52.0301	Maintain	17	17
			Finance	52.0081			
			Management	52.0201			
			Management/Human Resources	52.0201			
			Marketing	52.1401			
			Supply Chain Management	52.0203			
		MBA	Business Administration/General Business	52.0201			
			Forensic Accounting – GFAC	52.0201			
		MBA + MSN	MBA + Nursing	51.3801			
		MINOR	Entrepreneurship –ENTR	52.0701			
			Finance – FINA	52.0801			
			General Business –GENB	52.0201			

College School	Department	Degree Minor Certificate	Program Major Concentration	CIP Code	Program Review Recommendation	Current Faculty Staffing Level	Recommended Faculty Staffing Level
CSBT	ET	AAS	Manufacturing Engineering Technology	15.0613	Maintain	6	6
		BS	Construction Engineering Technology	15.1001			
			Manufacturing Engineering Technology	15.0613			
		MINOR	Construction Management – CONM	52.2001			
			Manufacturing Technology – MANU	15.0613			
		MAS	Applied Science/Engineering Technology Mgmt	15.1501	Phase Out		
Interdisc.	MINOR	Gender and Power Studies – GEND	30.2601	Inactivate	None Assigned	N/A	
		Leadership – LEAD	30.9999				
		Peace and Conflict Studies – PEAC	30.0501				
	BGS	General Studies	30.9999	Maintain			
	BST	Custom Major	30.9999				
	MINOR	Childhood Studies – CHL4 & CHLD	30.9999	Phase Out			
	BA	International Studies	30.2001				
	GR Cert	Leadership Studies	30.9999				
		Professional Skills	52.0010				
	MINOR	International Studies – INTL	30.2001				