Butte-Glenn Community College District
ADMINISTRATIVE PROCEDURE

AP 4021 Program Research and Recommendation

References: Title 5 Section 51022, 55130; Education Code 78016
Program Discontinuance: A Faculty Perspective, Revisited. ASCCC, 2012

Approved:

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Last Reviewed:

This administrative procedure covers key college processes related to educational programs, including:

- New Program Development
- Process for Program Review
- Program Revitalization
- Program Discontinuance

I. Program Research and Recommendation Committee

A. Committee Description

The Program Research and Recommendation Committee (PRR) is the primary mechanism for ensuring educational programs at Butte College remain vital and effective in serving students and the community. PRR evaluates and provides recommendations to decision-making bodies within the college on establishing new programs, strategies for program improvement and support to ensure program vitality, and program discontinuance. The PRR committee conducts holistic analyses of educational programs within the college when making recommendations on the development of new or revitalized programs. PRR defines "program" consistent with title 5 section 55000, which defines a program as an organized sequence of courses leading to a defined education outcome, such as a certificate or degree.

To inform all recommendations, PRR will consider broad sources of information, including Program Reviews, the District Educational Plan, annual and cyclical strategic plans, enrollment management analyses, labor market information, student success and learning outcomes data, and the expertise of program staff and faculty.

B. Membership

The committee is composed of the following members:

- Chief Instructional Officer (CIO)
- Academic Senate President

- Academic Senate Vice President
- Curriculum Committee Chair
- Four Full-time, Senate-approved Faculty serving three-year terms with staggered elections. Members may serve up to two, three-year terms. The four faculty will be selected from each of the following areas:
    - Career and Technical Education
    - Transfer / General Education
    - Counseling
- Articulation Officer (non-voting)
- Dean of Instruction
- A representative from the Office of Institutional Research (non-voting)

The CIO and the President of the Academic Senate co-chair the Program Research and Recommendation Committee and will collaborate to set agendas and facilitate meetings.

C. Scope and Responsibilities

PRR will have the following scope and responsibilities:

- Communicate and consult with the Technical Review and Curriculum Committee on issues related to program development, revitalization and discontinuance. Make recommendations to the Curriculum Committee regarding new program development.
- Coordinate the program discontinuance process and recommend program discontinuance to the Superintendent/President for consideration of the Board of Trustees.
- Make recommendations for augmentations for program resources, including personnel, operating budgets, equipment, and facilities, to the administration as part of program revitalization.
- Provide oversight for program review and recommend changes to program review processes, standards, and structures.
- Receive program review reports identifying programs requiring vitality analysis.
- Review current Labor Market Information and other workforce and career education data to develop recommendations to the CIO on areas for program expansion or development to meet regional labor market needs.
- Develop and maintain a taxonomy of programs to inform the schedule for program review.

D. Regular Operations

- Annually review AP 4021 and report revisions as needed to the Academic Senate
- Develop and maintain an annual calendar of committee work.
- Meet at least once each month during Fall and Spring semesters

The PRR committee is subject to the rules of the Brown Act and operates under Roberts Rules of Order as modified by Brown Act requirements.

E. Program Advisory Teams

Program Advisory Teams (PATs) will be assigned to programs under review in PRR for which additional expertise is needed. PAT membership will include full-time/part-time department faculty and the program administrator and may also include students, staff, administrators, advisory committee members, or CSU/K-12 partners. Appointed by PRR, the PAT is a temporary workgroup that is responsible for assisting PRR in gathering data, conducting program analyses, and developing

recommendations on new programs, revitalization and revision of existing programs, and program discontinuance. The PAT is organized and led by the department chair, director, or the area dean. Once the work of a PAT is complete, a final report outlining key recommendations and including all relevant supporting evidence is submitted to the PRR committee for discussion during an open meeting. After presenting this final report to PRR, the team is disbanded.

II. Proposal Workflows

The primary work of the PRR Committee is to conduct analyses and make recommendations on educational program requests for approval of a new educational program, analysis of program health and vitality, resulting either in a revitalization plan or a recommendation for discontinuance, or requests for program discontinuance without vitality review. To ensure that each program-related request is reviewed through the appropriate process, the committee will utilize the following workflow:

Step 1: Request Submission: The PRR process begins when a program request is submitted on the appropriate form.

Step 2: Co-chair Proposal Review: PRR co-chairs review requests and categorize them into one of the following groups:

- New educational program (degree or certificate) resulting from reconfiguring existing or mostly existing curriculum which does not require new resources.
- New educational program requiring new institutional resources (facilities, equipment, supplies, budget, personnel, etc.) and new curriculum.
- Request for program vitality review which may result in a revitalization recommendation or a recommendation for discontinuance with full review
- Request for program discontinuance without vitality review

Step 3: Based on the analysis in Step 2, the co-chairs will direct the proposal into one of the following workflows:

- Workflow 1: New Educational Program Configuration Approval
- Workflow 2: New Educational Program Approval
- Workflow 3: Program Vitality Analysis
- Workflow 4: Program discontinuance review w/o revitalization.

A. Workflow 1: New Educational Program Configuration Approval

This process will be used for new program requests that primarily repackage or reconfigure existing curricula. Program requests falling under this category only require a short review to determine if approval by the Board of Trustees will require any new resources. Examples of new programs that fall under this category include new certificates based on the core of an existing associate degree or a subset of an existing certificate; new associate degrees based on an existing certificate with general education and electives added to meet the 60-unit associate degree threshold; new degrees or certificates that are derived from existing associate degrees to create clearer, more discrete educational paths for students.

Program proposals in this category will be submitted on the New Educational Program proposal form and reviewed by the co-chairs of PRR, the Curriculum Committee Chair, and a representative of the Office of Instruction. If the co-chairs determine that the proposal is a simple reorganization of mostly existing curriculum and does not obligate the college to new, ongoing funding, then the new program(s)

will be placed on a future PRR agenda as an action item for committee consideration. The program may then be taken through the regular curriculum approval process.

If, after review, the co-chairs determine that the program proposal will require new, ongoing institutional resources or otherwise represents a substantive change to the existing educational programs, they will refer it to the longer New Educational Program Approval process outlined below. Faculty may appeal this decision to the PRR committee.

B. Workflow 2: New Educational Program Approval

Various constituents may propose new programs, including faculty, administrators, staff, curriculum committee members, advisory committees, community members, and students. To propose a new program, the constituent member will complete and submit all the following to PRR:

- New program proposal form
- Program narrative, including all information required by title 5 and the Program and Course Approval Handbook.
- Labor market information for CTE programs
- Program map

Once all forms and documents have been received, program proposals will follow the process outlined below.

STEP 1 – Initial PRR Committee Review

The PRR co-chairs will place New Educational Program proposals on an agenda for initial committee review. The department chair, program faculty, and area director or dean may be asked to attend the meeting and answer questions from the committee. PRR will consider the following criteria, based on the submitted documentation during the initial review:

- Alignment with the College Mission Statement as well as with current directions in the District Educational Plan and Strategic Plan.
- Appropriateness to the Community College mission of providing the first two years of a baccalaureate degree.
- How the proposal demonstrates need for/interest in the program.
- The impact on existing programs.
- Sufficiency of institutional resources to support the long-term vitality of the program.
- That the proposed program meets curriculum standards.
- For Career Education Programs: labor market information and other employer demand documentation demonstrating that there are jobs and careers available for program graduates.

If the proposed new program documentation sufficiently addresses the criteria outlined above, PRR will recommend it move to Step 2.

STEP 2 – Assignment of Program Advisory Team

After initial committee discussion of the proposed new program, PRR will form and assign a Program Advisory Team (PAT) with membership as outlined in Section I of this document. The PAT will conduct a comprehensive analysis on all new program development criteria and gather documentation that supports the development of the proposed new program.

STEP 3 – PAT Recommendation to PRR
After completing its analysis, the PAT will submit a New Program Research form to the PRR co-chairs and recommend one of the following actions:

- Recommend approval without qualifications
- Recommend approval with qualifications
- Do not recommend approval

STEP 4 – PRR Committee Review of PAT Findings
PRR will review the analysis, supporting documentation, and final recommendation of the PAT. Following a thorough review, the committee will vote on whether to recommend the program to President's Leadership Team (PLT) for consideration. The committee will base its recommendation on the following criteria:

- The extent to which the new program addresses a significant student and/or labor market demand
- Provides expertise/training not currently available
- Provides regulatory compliance and/or health and safety assurances
- Aligns with the College Mission Statement as well as with current directions in the District Educational Plan and Strategic Plan
- Is appropriate to the Community College mission of providing the first two-years of a baccalaureate degree,
- Builds on or enhances existing programs
- Is within the means of the college to provide sufficient institutional resources to support the long-term vitality of the program
- Meets curriculum standards

If the PRR does not support recommending the program to the PLT, the co-chairs will draft a written explanation to the program originator outlining why the program proposal was rejected by the committee.

STEP 5 - Submission of Program Approval Recommendation to President's Leadership Team
If the PRR recommends approval of the program, the CIO will take the recommendation to the President's Leadership Team for review. If the PLT supports the creation of the new program, the CIO will communicate this endorsement to PRR, who will then inform the program request originator that the program may be submitted through the curriculum process for approval. The PRR committee co-chairs will communicate the recommendation to the Curriculum Committee, Academic Senate, and Planning and Budget Committee.

If the PLT does not support the development of the program, the CIO will provide a written rationale to the PRR committee and the proposal originator outlining PLT's rationale for not endorsing the proposal. The program proposal originator may elect to either stop the process at this point or submit the program to the Curriculum Committee for approval with the understanding that, if approved by the curriculum committee, the President will recommend that the Board of Trustees not approve the new program curriculum proposal.

C. Workflow 3: Program Vitality and Discontinuance Analysis,
A program vitality analysis is a holistic, data-informed review of an existing educational program's health, currency, and viability that is conducted outside the regular program review cycle. PRR will

conduct a program vitality analysis at the request of program faculty and/or administration or when a vitality analysis is recommended through program review, including a two-year CTE program review. The program vitality analysis process has three potential outcomes:

- A recommendation that the program continue
- A recommendation that the program continue with a revitalization plan
- A finding that the program be recommended for discontinuance

Discussions of program vitality must include all parties potentially affected by recommendations for program continuance, revitalization, or discontinuance. Discussions of program discontinuance recommendations will be conducted in public as required under the Brown Act.

1. Initial Review and Program Advisory Team

Requests for program vitality analysis will be submitted to the PRR committee on the appropriate forms. The committee co-chairs will evaluate requests and place the item on an appropriate agenda for initial committee discussion. The dean/director, department chair, and program faculty may be asked to attend the meeting to answer questions. At this meeting, the PRR committee will discuss the request and consider forming a Program Advisory Team. If the committee votes to form a PAT to conduct a program vitality analysis, the membership of the PAT will include a reasonable representation instructors in the program or department, at least one representative associate faculty member in the program if possible, the Department Chair, the managing Administrator, Advisory Committee members if possible, and community representatives as appropriate. If a program under consideration has only one faculty member (full-time or Associate) or only Associate faculty to support it, PRR will make allowances to the membership of the PAT as needed.

The PRR Committe may determine that program proposal already contains sufficient information to immediately recommend it to one of the three outcomes listed in section II.C.3. of this AP. In these instances, the rationale of the committee in making this decision will be documented in writing and attached the to approved meeting mintues.

2. Vitality Analysis Process

Once established, the PAT will gather and analyze information about the program. Program vitality analysis will include qualitative and quantitative components for a fair and complete review leading to an informed recommendation to continue or discontinue a program. The PAT will have at least one full semester (summer and winter intersessions are not considered "full" semesters) to gather and analyze program data, discuss program strengths and weaknesses, and develop a recommendation for action to the PRR Committee. If a program under consideration has only one faculty member (full-time or Associate) or only Associate faculty to support it, the PRR committee will consider a longer timeline if it is deemed necessary to gather information and conduct a thorough program analysis.

To ensure that all relevant information is considered as part of the process, PATs will use the following types of information to conduct their review.

i. Quantitative Indicators

Quantitative indicators considered for program vitality analysis will include, but are not limited to, the following:

- The projected demand for the program in the future
- The persistence and retention rates for students in the program

- Enrollment trends over a sustained period
- Frequency of course section offerings
- Productivity, measured in terms of FTES per FTEF.
- Rate of graduation and/or transfer from the program over the past 3-5 years (where applicable)
- LMI, including the placement rate of students from the program in the job market and over the past 3-5 years (where applicable, if data is available)
- Contribution of the program to Student Centered Funding Formula (SCFF) metrics
- Other relevant program and service area data

ii. Qualitative Indicators

Qualitative indicators are based on the college's mission, values, and goals as reflected in the District Educational Plan and Strategic Plan. These may include but are not limited to the following:

- The balance of college curriculum and the place of the program within the overall portfolio of programs at Butte College
- The effect of revitalization or discontinuance of the program on students
- The potential for a disproportionate impact on diversity at Butte College or within the community if the program is allowed to continue without revitalization efforts or is recommended for discontinuance
- The quality of the program and how it is perceived by students, articulating universities, local businesses and industry, and the community
- The ability of students to complete their educational goals in a timely manner
- The replication of programs and the existence (or lack of) equivalent programs or services at Butte College and surrounding areas
- Recommendations or findings from program reviews
- Role of the program in meeting Strategic Enrollment Management goals
- Availability or changes in funding and other resource allocations.

In addition to the above quantitative and qualitative information, the PAT will review the history of program funding, identify changes to resource availability/allocation, and consider the full scope of resources necessary to offer the program, including:

- Facilities
- Operating Budget
- Equipment
- Staff
- Other institutional resources, including the most recent program review(s)

Program Advisory Teams may gather and use other types of information that are relevant to specific programs as part of their analysis, including the most recent BC program reviews and two-year CTE program reviews.

3. Outcomes of Program Vitality Analysis and Discussion

The Program Advisory Team will submit their findings and recommendations to the PRR committee by the deadline established at the time the PAT was formed. The PAT will recommend one of three actions to PRR: a program may be recommended to continue, to continue with qualification, or to be discontinued. PRR will place the recommendation for first reading on an appropriate agenda as a discussion item and on a subsequent agenda for second reading as an action item. All documentation

and analysis provided by the PAT will be included as publicly available attachments to the appropriate agenda.

i. Recommendation to Continue
A program will be recommended to continue when, after full and open consideration, it is decided that is in the best interest of the college, its students, and the larger community to do so. The conclusions resulting in this recommendation will be documented in writing, forwarded to the Academic Senate and forwarded by the CIO to the President's Leadership Team. No further action is required.

ii. Recommendation to Continue with Qualifications
A program may be recommended to continue with qualifications. These qualifications may include specific interventions designed to improve the viability and responsiveness of the program. A specific timeline will be provided by PRR during which these interventions will occur, and expected outcomes will be outlined in advance. All interventions and timelines will be published in writing. After the specified qualification period is complete, the program will be reviewed again.

Interventions may include, but are not limited to:

- A plan of action to enhance the performance and effectiveness of an existing program which could include establishing training/professional development for faculty and or curriculum changes/updates.
- A recommendation to restructure an existing program, discipline, or department for greater effectiveness.
- A recommendation to develop a new program from the existing program or otherwise revise the course and program curriculum for currency and relevance to labor market/employer needs or
- Recommendations to enhance or restructure institutional resource support for the program through facilities, equipment, operating budgets, and staffing.

Program interventions requiring ongoing or one-time allocation of new institutional resources will be included on the appropriate department unit plan. In the case of recommendations for new full-time faculty, those requests will be submitted as part of the annual faculty prioritization process and noted as recommendations from PRR.

iii. Recommendation to Discontinue
A recommendation to discontinue a program will occur when, after a full and open discussion, it is concluded that the program is no longer viable. Program discontinuance/reduction should not be based upon budgetary criteria alone except for the rare event in which the Board declares financial exigency because state, federal, agency, or private funding for the program has been severely reduced or eliminated. Even in such a case, all efforts will be made to convene the PRR committee to discuss proposed reductions with an understanding that an expedited process is in order.

PRR Any recommendation for program discontinuance will be documented in a comprehensive report that includes the all of the following:

- A detailed plan and timeline for phasing out the program with the least impact to students, faculty, staff, and the community. Students' catalog rights will be maintained and accounted for in allowing them to finish the program. This will include a "teach out" plan for all affected students.

- A plan for the implementation of collective bargaining for faculty and staff, including the application of policies for reduction in force.

The written report and recommendation of PRR will be submitted to the Superintendent/President for review and consideration for submission to the Board of Trustees. The Superintendent/President will respond in writing to the co-chairs of PRR whether they are taking the proposed discontinuance to the Board of Trustees

Final deliberations and conclusions of the President and Board of Trustees shall rely primarily upon the advice of the Academic Senate, as exercised through the processes described in this AP.

D. Workflow 4: Programs Recommended for Discontinuance without Program Vitality Analysis.
Departments seeking to discontinue an educational program for curricular reasons will submit a request to PRR on the appropriate form. The PRR Committee co-chairs will review the request and determine if the proposed discontinuance can move forward without program vitality analysis and a formal recommendation for discontinuance from PRR. Factors that will be considered include:

- Impact on students
- Impact on adjacent programs
- Impact on the scope of programs offered at Butte College
- Impact on the community employers, and the service area labor market

If the co-chairs concur that the proposed discontinuance does not significantly affect any of the above, the request will be placed on a subsequent agenda as an information item. The request initiators may continue through the regular curriculum process.

If the co-chairs determine that the proposed discontinuance will significantly affect any of the above, they will communicate this in writing to the initiators and Curriculum Committee chair and request that the proposal be resubmitted for full PRR review under the Program Vitality Analysis process.