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## Program Review Mechanism

University of Rhode Island Faculty Senate

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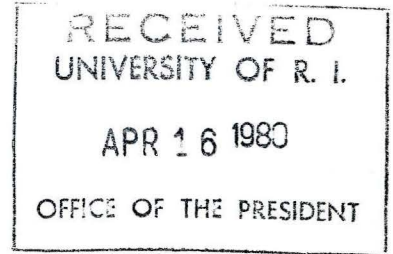
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UNIVERSITY OF RHODE ISLAND  
Kingston, Rhode Island

FACULTY SENATE  
BILL

Adopted by the Faculty Senate



TO: President Frank Newman  
FROM: Chairperson of the Faculty Senate

1. The attached BILL, titled Program Review Mechanism  
\_\_\_\_\_

is forwarded for your consideration.

2. The original and two copies for your use are included.

3. This BILL was adopted by vote of the Faculty Senate on April 10, 1980  
(date)

4. After considering this bill, will you please indicate your approval or disapproval. Return the original or forward it to the Board of Regents, completing the appropriate endorsement below.

5. In accordance with Section 8, paragraph 2 of the Senate's By-Laws, this bill will become effective on May 1, 1980 (date), three weeks after Senate approval, unless: (1) specific dates for implementation are written into the bill; (2) you return it disapproved; (3) you forward it to the Board of Regents for their approval; or (4) the University Faculty petitions for a referendum. If the bill is forwarded to the Board of Regents, it will not become effective until approved by the Board.

April 11, 1980  
(date)

Alvin K. Swonger  
Alvin K. Swonger  
Chairperson of the Faculty Senate

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ENDORSEMENT

TO: Chairperson of the Faculty Senate  
FROM: President of the University

- 1. Returned.
- 2. a. Approved ✓.
- b. Approved subject to final approval by Board of Regents \_\_\_\_\_.
- c. Disapproved \_\_\_\_\_.

4/23/80  
(date)

F. Newman  
President

UNIVERSITY OF RHODE ISLAND  
Kingston, Rhode Island

FACULTY SENATE

On April 10, 1980, the Faculty Senate adopted the following recommendation of the Executive Committee:

That the Faculty Senate approve the new manual paragraphs under recommendations in the Report of the Faculty Senate Executive Committee: Program Review Mechanism (attached); that the name of the currently existing Program Review Committee be changed to the New Program Review Committee and the University Manual paragraphs be changed from 5.67.10-11 to 5.68.10-11.

UNIVERSITY OF RHODE ISLAND  
Kingston, Rhode Island

FACULTY SENATE

REPORT OF THE FACULTY SENATE EXECUTIVE COMMITTEE

PROGRAM REVIEW MECHANISM

March 20, 1980

5.67.10 The Program Review Committee shall conduct reviews of existing academic entities in order to determine whether these programs should be continued, redesigned, reassigned, expanded, reduced significantly in scope, or eliminated. A review may focus on an academic department, subunit, degree program or track which ~~can potentially be eliminated, reduced, reassigned, expanded, or eliminated in other academic units and which~~ has a clearly identifiable budget associated with it. For the purpose of this legislation, such entities will be referred to as separable academic entities.

5.67.11 The membership shall comprise the Vice President for Academic Affairs, four members appointed by the Faculty Senate, and two members appointed by the Vice President for Academic Affairs, one of which shall be a dean and one of which shall represent the graduate constituency. The Vice President for Business and Finance and Registrar shall serve as resource persons in compiling the data needed for the conduct of reviews. Members shall be appointed for one program review cycle. The Vice President for Academic Affairs shall chair the meetings. At the end of a program review cycle, one faculty member from the out-going committee shall be designated by the Faculty Senate Executive Committee to serve as an advisor to the new committee during the first year of the next cycle.

8.67.10 The Program Review Cycle shall consist of a two-to-four year period comprising data collection, identification of programs for in-depth review, the carrying out of the in-depth reviews, and the forwarding of recommendations to the Faculty Senate via the appropriate committees for action by the Senate, the President, and as appropriate, the Board of Regents. All separable academic entities shall be included in the data collection phase of each program review cycle, but only a limited number shall be identified for in-depth review.

8.67.11 Data Collection. In preparation for its task, the Program Review Committee shall, with the assistance of representatives of academic programs (i.e. deans, directors, chairpersons, as applicable), compile and maintain uniform data on all academic programs, ~~which are potential candidates for review~~. During the process of collection of these data, the committee shall make a determination as to which units, subunits, programs, or tracks fit the definition of separable academic entities as given in 5.67.10. The data to be collected and maintained on each program shall include the following, as applicable:

- a. Number of FTE faculty positions used to maintain the program.
- b. Costs of the program (personnel, facilities, supplies, etc.)-- including three year budget projections.
- c. Number of students served by the program:
  1. majors
  2. students enrolled in parts of the program in order to fulfill requirements for other programs, general education requirements, or using these parts as electives
  3. enrollment trends for majors and non-majors
  4. number of credit hours generated

5. average number of graduates from the program each year
  6. average number of years required for graduation from the program
- d. Number of graduate assistants used to run the program.
  - e. Employment opportunities for graduates from the program.
  - f. Past record of placing graduates from the program if known.
  - g. Average student-faculty ratio for faculty members participating in the program, taking into consideration other regular teaching duties in which these faculty members may be engaged.
  - h. Income generated by a program:
    1. to support the program itself (in relation to overall budget of the program)
    2. to support other operations of the university
  - i. Estimate of actual savings for the university if the program is eliminated (taking into consideration direct and indirect costs and income in terms of grant money generated by the program as well as tuition income and other income, as applicable).

8.67.12 Identification of Programs for In-Depth Reviews. ~~The data collected shall be used by the committee to determine which programs shall be reviewed in depth to determine whether they should be continued, redesigned, reassigned, expanded, significantly reduced, or eliminated.~~ Examples of factors which might motivate the Program Review Committee to conduct an in-depth review of a program are:

- a. Lack of relevance to the mission of the University as defined in 8.67.14.
- b. Indications of low cost/effectiveness based on one or more of the following:
  1. High cost of a program (relative to similar programs) or substantial increase in cost to the University (e.g. because of "drying up" of outside funding);
  2. Small number of students served by a program or significant decline in students served (percentage decline relative to other programs);
  3. Significant decline in employment opportunities for graduates from the program or poor record of placing graduates from the program;
  4. Low student-faculty ratio or significant decrease in student-faculty ratio compared to similar programs;
  5. Duplication with other nearby institutions.
- c. Request for review by a program's director or the appropriate Dean.

A judgment that a program is to be reviewed is not to be construed as prejudicing its elimination, reduction, reassignment or redesign. If, because of some of the reasons cited above, or because of other reasons, the Program Review Committee deems a review of a given program desirable, the question of elimination, reduction, expansion or the like shall be considered, taking into account the data maintained on the program as well as data maintained on similar programs.

8.67.13 In-Depth Reviews. The Program Review Committee (see sections 5.67.10-11) shall appoint a subcommittee for each program identified for an in-depth review. Each subcommittee shall be chaired by a member of the parent committee. Other members of the subcommittee need not be members of the Program Review Committee. Each subcommittee shall report its findings to the Program Review Committee. The four criteria by which programs are to be judged, in order of importance are 1) centrality to the mission of the University of Rhode Island (8.67.14); 2) contribution to the three

UNIVERSITY OF RHODE ISLAND  
Kingston, Rhode Island

FACULTY SENATE

MINUTES

Faculty Senate Executive Committee Meeting #32 - March 3, 1980

1. The meeting was called to order at 8:30 a.m. in the Faculty Senate Office, Chairperson Swonger presiding. All members were present except Senators Kelly and Wenisch.
2. The Minutes of Executive Committee Meeting #31, February 25, 1980 were approved as corrected.
3. The revised Proposal for a Program Review Mechanism was reviewed and its final form agreed to by the Executive Committee.
4. Chairperson Swonger read a February 26 memorandum from Registrar Demitroff which reported that the Registrar's Advisory Committee had voted unanimously to support both the proposed legislation to shorten the drop period and Professor Kowalski's amendment proposing that academic deans be given authority to grant exceptions to students. It was agreed that Professor Kowalski should report to the Senate on the Registrar's Advisory Committee's action when the Academic Standards and Calendar Committee Report #78-79-7 is again considered by the Senate.
5. Chairperson Swonger announced that Professor Edna Steeves had agreed to replace Professor John Leo on the Library Committee.
6. Chairperson Swonger reported that he had received two memorandums from Senator Maslyn, Chairperson of the Faculty Welfare Committee. In one memorandum, Senator Maslyn reported that the Faculty Welfare Committee had approved the charge to the committee which had been proposed by the Executive Committee. The other memorandum, which was written to Assistant Vice President Snyder, stated that the Faculty Welfare Committee had reviewed the draft policy on Employee Assistance Program and endorsed it with one suggestion.
7. The Executive Committee reviewed a list of 17 "Summer Session Only" courses and 3 "Extension Division Only" courses prepared by Ms. Grubman in response to their request earlier in the year. Following discussion, it was agreed that the courses be included in the Undergraduate and/or Graduate Bulletins.
8. Chairperson Swonger reported that he and Vice Chairperson Swan had met with President Newman on Friday, February 29 and had discussed a possible compromise on Senate Bill #79-80--13 "Report of the Ad Hoc Administrator Evaluation Coordinating Committee." Chairperson Swonger distributed a proposal he had drafted which recommended amendments to Senate Bill #79-80--13. Professor Bergen, Chairperson of the Ad Hoc Administrator Evaluation Coordinating Committee, joined the Executive Committee for their discussion of the proposed amendments.
9. President Newman and Assistant Vice President Pezzullo met with the Executive Committee from 9:10 a.m. to 10:00 a.m. The following matters were considered:
  - a. The proposal to amend Senate Bill #79-80--13 was discussed by President Newman, Assistant Vice President Pezzullo, Professor Bergen and the Executive Committee. It was agreed that the Executive Committee would recommend the following to the Faculty Senate on March 6:

1. That the Faculty Senate amend the vetoed Senate Bill #79-80--13 by adding the following paragraph:

4.49 The membership of the committee shall include six Faculty appointed by the Faculty Senate Executive Committee with the approval of the Faculty Senate and two administrators appointed by the President, one of whom shall be a Dean.
  2. That the Faculty amend paragraph 4.46 of Senate Bill #79-80--13 by deleting from line two and line three the words ", and such other administrators deemed appropriate by the Administrator Evaluation Committee,".
  3. That the Faculty Senate approve the following additional recommendation to be appended to Senate Bill #79-80--13:

Recommendation for implementation: The Administrator Evaluation Committee shall prepare the evaluation questionnaires in consultation with each administrator. The questionnaires shall be utilized for a trial period on one year during which time results will be transmitted only to the administrator. Based on the one year trial experience, the committee will revise the forms as they deem necessary. In addition, the committee will recommend to the Senate for its action and approval by the President which items or portions of the questionnaire results are to be disclosed to the administrator's supervisor and which items or portions to the administrator's faculty constituency, and the procedures for such disclosure. Full implementation of the evaluation procedure shall be delayed until final approval of these procedural recommendations.
  - b. A Curricular Affairs Committee proposal to amend section 8.66.13 of the University Manual was discussed. President Newman suggested that he would find the proposal more acceptable if some modifications were made in the wording. The Executive Committee agreed to recommend that the Senate approve an appropriate amendment to the proposal.
  - c. President Newman reported on the Legislative Committee's Report on Campus Security. He stated that it would be on the Agenda for Wednesday's meeting of the Regents Subcommittee for Post Secondary Education.

The Executive Committee requested a copy of the Report.
  - d. Chairperson Swonger asked President Newman to discuss the University's plans for an Alumni Center in his report to the Faculty Senate.
10. Ms. Grubman informed the Executive Committee that they had been asked to interview, Dr. John Walter, a candidate for Dean of University College, on Friday, March 7 at 10:00 a.m. in the Ballentine Hall conference room. She reported that Dean Donovan had promised that a copy of the candidate's vita would be available early in the week.

The meeting was adjourned at 10:10 a.m.

Respectfully submitted,  
Sheila Black Grubman

main responsibilities of the University (8.67.15); 3) relationship to developmental plans (8.67.16) and 4) cost/effectiveness considerations (8.67.17). It should be noted that although cost/effectiveness considerations shall be of utmost importance in identifying programs for in-depth review, the other three criteria shall be given greater weight in arriving at the final recommendations.

8.67.14 Of the criteria according to which programs are to be judged, the first--centrality to the mission of the University of R.I.--is of major importance. The mission of the University of Rhode Island is embodied in its name and consists of two components -- one being those responsibilities that distinguish it as a University (not a state or community college, junior college or technical institute) and the other being those local and regional concerns that derive from its being "of Rhode Island." A program is to be considered as being central to the mission of this University as an institution of higher learning to the extent it fulfills both aspects of the University's mission. A program shall be considered appropriate to the mission of U.R.I. as a University to the extent it fits one of the following descriptions:

- a. the program constitutes a theoretical pursuit;
- b. the program contains many aspects of practical application, but these aspects require a strong theoretical foundation (e.g. certain professional programs, applied fine arts, etc.);
- c. the program provides some general skills needed for students to be able to engage in theoretical pursuits or to understand the theoretical foundations of practical aspects of other programs. Taking into consideration the present situation within higher education, a university must, in this context, also provide skills which are judged by some to be remedial in nature.

A program may be considered appropriate to the mission of U.R.I. as an institution of higher learning of Rhode Island to the extent it fits one of the following descriptions:

- a. the program is of general or universal interest or applicability -- one that typically exists at all quality universities;
- b. the program is in keeping with the mission of a land-grant institution (e.g. agricultural experiment station, cooperative extension program);
- c. the program has special regional or local relevance because of its relationship to social/demographic characteristics of the geographical area, unique collaborative opportunities with institutions or organizations in the area, or present and projected employment opportunities or needs of the area.

8.67.15 A second criterion of major importance is the extent to which the program contributes to the University's fulfillment of its three main responsibilities: to provide the opportunity for education at the undergraduate, graduate, and postgraduate levels; to conduct research and other scholarly and creative activities; and to serve the people of the state by making knowledge, information, and expertise available to individuals, to other educational organizations, and to business, industry, and government. It is envisioned that review of a program with respect to this criterion will be the most time consuming and thorough-going component of the review process. In carrying out this aspect of its task, the subcommittee reviewing an identified program will interview faculty, students and staff involved in the program, program directors, department chairpersons, and the appropriate Dean. The committee will examine the record of opportunities and accomplishments that derive from the program including examination of the following:

- a. What opportunities does the program make available which are not otherwise available to the people of the state?

- b. How does program effectiveness measure up based on national reputation, peer evaluation, accreditation reviews, and test scores of program graduates on licensing exams, graduate record exams, etc.?
- c. How much research support is obtained by faculty associated with the program? What is the quality and quantity of scholarly activity, both sponsored and unsponsored, in terms of national reputation and other measures?
- d. What special University, community, and state services are provided by faculty or students associated with the program?

8.67.16 A third criterion of major importance is the relationship of the program to the developmental plans of the University. Is the program inside or outside the areas where greater emphasis is envisioned?

8.67.17 A fourth set of criteria related to cost/effectiveness considerations, of less importance than the three defined in paragraphs 8.67.14-16, shall include the following:

- a. How does the program compare with others based on cost/revenue relationships (overall cost and income and per student)?
- b. How does the program compare with others based on numbers of students served (majors, etc.)?
- c. How does the program compare with others considering student-faculty ratio?
- d. How does the program compare with others in terms of employment opportunities and actual placement of graduates?
- e. Are there special facilities or equipment needed or uniquely available for the program?

This set of criteria shall be applied uniformly to all programs as far as such criteria are relevant.

8.67.18 Recommendations. It shall not be assumed that each program review cycle shall necessarily result in at least one program being recommended for reductions or elimination. If the Program Review Committee (see sections 5.67.10-11) arrives at a conclusion that a program reviewed is to be redesigned, reassigned, or eliminated, the committee shall report its recommendations to the Faculty Senate Curricular Affairs Committee, Faculty Senate Research Policy and Facilities Committee or the Graduate Council as appropriate and for information to the appropriate dean, college committee, department chairperson and/or director. A representative of the Program Review Committee shall be present during the deliberations of the designated committees and the Faculty Senate when the recommendations are under review. The designated committee will review the recommendations, express its opinion on the recommendations and forward recommendations and opinions to the Faculty Senate within three months. The recommendations shall be accompanied by a statement of cost reductions to be achieved by such program adjustments as well as a statement of disadvantages to the University connected with the proposed change in the status of the program. The recommendations shall be supported by a clear statement of the reasons, as to why the committee judges that the program under review should be changed or terminated as recommended. Analogous procedures shall apply if the committee deems appropriate a significant reduction in scope of a program except that, if no part of a program is to be eliminated (e.g., if only a lesser frequency of offerings of given courses is recommended), the recommendations shall be addressed to the appropriate administrative channels. If the recommendations from the committee call for elimination or significant reductions in a program, the committee's report should address the following matters:

- a. What accommodations should be made with respect to tenured and non-tenured faculty or other employees?
- b. What are the implications of program curtailment for bargaining unit relationships?
- c. What provisions are to be made for currently enrolled students?

8.67.19 Nothing in 8.67.10-8.67.18 shall prohibit college or university committees or administrative officials from making recommendations directly to the appropriate Senate committees without prior review and recommendation by the Program Review Committee.

UNIVERSITY OF RHODE ISLAND  
Kingston, Rhode Island

FACULTY SENATE

UNIVERSITY COLLEGE AND GENERAL EDUCATION COMMITTEE REPORT #79-80-2

The Committee recommends the following changes in the Undergraduate Bulletin in accordance with the Board of Regents' Guidelines for Articulation and Transfer between and among Public Institutions of Postsecondary Education in Rhode Island:

- I. On page 11 of the 1979-80 Undergraduate Bulletin, change the section titled General Education Requirements as follows:

General Education Requirements

STUDENTS MUST MEET THE CURRICULAR REQUIREMENTS OF THE COLLEGES IN WHICH THEY PLAN TO EARN THEIR DEGREES (pages 37-87)

ALL UNDERGRADUATE STUDENTS in baccalaureate degree programs at the University and in its Division of University Extension are required to select and pass 45 credits of course work from Division A, B, and C. Of these, 18 credits shall be taken in one division, 15 credits in a second, and 12 credits in a third. For exceptions to these requirements, see Division D and the ROTC exception below.

TRANSFER STUDENTS may receive General Education credits for courses taken at another institution in so far as such credits are in courses equivalent to courses given General Education credit at the University of Rhode Island. The assignment of courses to General Education divisions at URI is as follows:

- II. On page 21 of the 1979-80 Undergraduate Bulletin, add the following sentence at the end of the paragraph headed "Transfer students...":

The transfer of General Education credits is described on page 11.

To reflect the above changes, the Index should read: Transfer, pp. 11, 21.