

Responsibility

The process of program revitalization and discontinuance is linked directly to program review and under the purview of the Academic Affairs Committee. The annual program review process is described in Board Policy 4020–Program, Curriculum, and Course Development.

Criteria

At the end of the annual program review process, the Institutional Program Review Committee will forward to the Academic Affairs Committee a list of academic programs that were not validated (reference the Program Review Handbook). The Academic Affairs Committee will then, based upon this list, identify those academic programs exhibiting, in any combination, the following indicators:

- A. Continued declining or low enrollment for a sustained period of time of not less than three consecutive years.
- B. Continued declining or low retention/persistence/completion rates for a sustained period of time of not less than three consecutive years.
- C. Continued declining or lack of demand in the work place for a sustained period of time of not less than three consecutive years.
- D. Continued declining or lack of institutional resources to support the program for a sustained period of time of not less than three consecutive years.

Once a program has been identified using the above criteria, the Academic Affairs Committee may recommend, in consultation with the program faculty and program dean, that a program revitalization plan be initiated.

Program Revitalization

Program revitalization may take many forms, though central to its process is a commitment to develop a comprehensive plan to strengthen the program before program-discontinuance procedures are considered. The program revitalization plan is

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Reference: Education Code §78016
Title 5 §§51022, 55130
Accrediting Commission for Community and Junior Colleges
Accreditation Standard II.A.15
CCLC Update: #26, 4/16
Steering: CPC/AAC / AS

to be developed by an ad hoc program revitalization task force, which is specific to the program and created when the Academic Affairs Committee recommends a program revitalization plan be initiated.

This task force is to be comprised of at least the following members:

- A. The program faculty.
- B. A majority of the department faculty, including the department chair.
- C. The program dean.
- D. At least one additional dean to be appointed by the vice president, Instructional Services.
- E. At least two additional discipline-related faculty members, one to be selected by the program faculty and one to be selected by the program dean.
- F. For career and technical education programs, the advisory committee must be involved in the construction of this plan.
- G. Additional members maybe added, with the final composition to be approved by the Academic Affairs Committee chair in consultation with the Academic Senate president.

The program revitalization plan should address, where applicable, at least the following considerations.

- A. Continued declining or low enrollment issues:
 - 1. Active recruitment of targeted populations.
 - 2. Cooperative ventures with local employers, transfer institutions, and/or other community colleges.
 - 3. Enhanced career and academic counseling services (career/transfer center, job fairs, transfer day, etc.).
 - 4. Adjustment of course scheduling – times of day, block scheduling, short and flexible courses, instructional modality changes, frequency and number of sections.
 - 5. Analysis of demand for the program through use of labor market information.
 - 6. Curriculum modifications, updates, and creation.
 - 7. Related professional development and training of faculty to teach modified and updated curriculum.
 - 8. Realignment, reduction, and right sizing of offerings.

9. Analysis of demand for the program at other community colleges in the region, including an analysis of how those programs may be structured differently or if different curriculum is offered.
 10. Feedback from regional deans.
 11. Articulation of programs and courses (e.g., K-12, CTE Transitions) and a four-year sequencing of offerings to ensure student ability to transition to subsequent levels.
 12. Visitations of other similar programs to consider best practices.
- B. Continued declining, low-retention, or retention/persistence/completion rates issues:
1. Faculty development in classroom techniques such as addressing alternative learning styles, student course contracts, etc.
 2. Analysis of the curriculum to ensure alignment with course outcomes with next course entry skills in sequences.
 3. Enhanced student support services, such as: tutoring, financial aid, learning and study skills, childcare, etc.
- C. Continued declining or lack of demand in the work place issues:
1. Analysis of local and regional labor market trends.
 2. Analysis of advisory board feedback.
 3. Meetings and job shadowing with potential employer internship and career resource development.
- D. Continued declining or lack of institutional resources to support the program issues:
1. Analysis of the ways in which institutional resources might be shifted or combined to assist the program.
 2. Analysis of adequate faculty, both in numbers of full-time faculty and in their particular expertise.
 3. Analysis of physical resources including facilities, equipment, and supplies.
 4. Analysis of external funding opportunities such as grants, partnerships, and workforce-development initiatives.
 5. Analysis of levels of outside support such as classified staff, course offerings, library materials, and work-place learning opportunities.

6. Analysis of cost savings through offering instruction in different facilities, locations, and instructional modalities.

The program revitalization plan must include a timeline of not more than two years and must be submitted to the Academic Affairs Committee no later than the second to last meeting of the following semester in which the program revitalization plan was recommended. The Academic Affairs Committee will either approve the plan or make recommendations to modify the plan. The plan will go into effect immediately upon final approval.

If, upon completion of the approved program revitalization plan, the program continues to exhibit, in any combination, the indicators listed in the criteria section above, the ad hoc program revitalization task force will recommend, vis-à-vis a formal report to the Academic Affairs Committee, one of the following options:

- A. Giving the program an extension of one year. At the end of the extension, the committee will reconvene and re-evaluate.
- B. Accept the program in its current state if it serves a community, instructional, or training need.
- C. Create a new program revitalization plan.
- D. Recommend discontinuance of the program.

Once this task force's work is finished, it will be disbanded.

Program Discontinuance

If the ad hoc program revitalization task force recommends discontinuance of the program, a new ad hoc program discontinuance task force, specific to the program, will be created. The task force will be comprised of the following members:

- A. The chair of the Academic Affairs Committee.
- B. The chair of the Courses and Programs Committee (CPC).
- C. Two Academic Affairs Committee faculty members to be appointed by the Academic Affairs Committee chair.
- D. One student ASG member appointed by the Associated Student Government president.
- E. Two faculty appointed by the Academic Senate president.
- F. The Academic Senate president.
- G. One Academic Senate member appointed by the Academic Senate president.
- H. The dean of the program being recommended for discontinuance.
- I. One additional dean appointed by the vice president, Instructional Services.

- J. The vice president, Instructional Services.
- K. One additional vice president appointed by the superintendent/president.

The ad hoc program discontinuance task force will meet and complete a comprehensive review of all information available. Special attention will be given to both quantitative and qualitative factors. In addition, primary consideration is to be given to the college's need for a comprehensive set of offerings and appropriate mix of transfer, career and technical education, and basic skills courses in serving its overall mission to the community. As part of this comprehensive review, a public forum will be held by this task force to hear from members of the community.

Upon completion of the comprehensive review, this task force will create a report along with a recommendation that addresses the following specific issues:

- A. Justification for program discontinuance.
- B. A timeframe for notifying affected faculty, students, staff, advisory committees, and other interested individuals.
- C. A support and transition plan for students currently enrolled in the program.
- D. Where program discontinuance will result in a full-time tenured faculty member(s) having less than a full teaching load, a retraining and reassignment plan will be developed as part of the recommendation.

Upon completion of the report and recommendation, this task force will submit their report and recommendation to the Academic Affairs Committee.

The Academic Affairs Committee will vote on the report and recommendation from the task force. The report and recommendation may not be altered by the Academic Affairs Committee.

If the Academic Affairs Committee votes to accept the report and recommendation, the recommendation will be sent to the Academic Senate. The Academic Senate will vote on the report and recommendation from the task force. The report and recommendation may not be altered by the Academic Senate.

If the Academic Senate votes to accept the report and recommendation, the report and recommendation will be sent to the Board of Trustees.

The Board of Trustees will vote on the report and recommendation.

If the Board of Trustees votes to accept the report and recommendation, the timeframe for notifying affected faculty, students, staff, advisory committees, and other interested individuals will be implemented, the support and transition plan for students currently enrolled in the program will begin, and the affected full-time tenured faculty member(s) will be offered the retraining and reassignment plan. If the affected full-time tenured faculty member(s) choose to not accept this plan, Human Resources will notify affected full-time tenured faculty member(s) of their employment rights and begin layoff procedures.

If the ad hoc program discontinuance task force, Academic Affairs Committee, Academic Senate, or Board of Trustees does not recommend or affirm the program for discontinuance, the program will be reevaluated, similar to any other program, the following year by the Academic Affairs Committee using the indicators listed in the criteria section above. If the same program is identified a second time as exhibiting, in any combination, the indicators listed in the criteria section, the Academic Affairs Committee may recommend, in consultation with program faculty and program dean, that a program revitalization plan be initiated or program discontinuance procedures be initiated. In either recommendation, no more than fifty percent (50) of the individuals comprising the new ad hoc program revitalization task force or the new ad hoc program discontinuance task force may be the same.

Faculty-Initiated Program Discontinuance

Faculty responsible for curriculum may initiate discontinuance of any degree, certificate, or course via the procedures outlined in the CPC Handbook. When programs are discontinued, the Office of Instruction will make appropriate arrangements on a case-by-case basis so that enrolled students may complete their education in a timely manner with a minimum of disruption.