MEMORANDUM

TO: Academic Affairs Deans, Department Chairs and Faculty

FROM: James H. Wyche, Provost and Chief Academic Officer

SUBJECT: Implementation of Academic Renewal Programmatic Change Recommendations in the Division of Academic Affairs

DATE: March 2, 2011

Following approval of President Ribeau’s final Academic Renewal recommendations by the Howard University Board of Trustees, President Ribeau has charged the Office of the Provost with establishing timelines and managing the process of implementing of those recommendations affecting units in the Academic Affairs Division. Associate Provost for Academic Affairs Joseph Reidy and I have begun to visit and confer with those programs most impacted by the recommendations. For your convenience, the final Board approved academic renewal report and recommendations can be accessed at http://www.howard.edu/president/letters/20110129Boardapprovedacademicrenewalprogramchanges.htm.

This memorandum outlines basic guidelines for the initial stages of program revitalization in the following categories:

I. Improvement of program quality and increasing efficiency in all academic units in the Academic Affairs Division
II. Undergraduate Programs approved for discontinuation
III. Graduate Programs approved for discontinuation
IV. Transformed or new academic programs

I am asking that all final proposals for programmatic changes be completed and submitted by deans to the Office of the Provost no later than April 30, 2011. For those programs in Category IV, Transformed Programs, a summary describing new alternatives and projected timelines should be submitted.

In addition to the above referenced programmatic changes, several new initiatives will be included in the academic renewal process. In a forthcoming separate communication, I will provide information about the processes for developing initiatives related to a new undergraduate studies curriculum, interdisciplinary centers including Diaspora studies, and international studies.

I appreciate the effort, thoughtfulness, and creativity that our campus community has given to transforming Howard into a greater institution that will make us more competitive with a greater global presence.
GUIDELINES FOR IMPLEMENTATION OF ACADEMIC RENEWAL
PROGRAMMATIC CHANGE RECOMMENDATIONS IN THE DIVISION OF ACADEMIC AFFAIRS

I. ALL ACADEMIC AFFAIRS DEPARTMENTS AND DEGREE PROGRAMS
Plans for improving program quality and increasing efficiency [Due April 30, 2011]

A. Emphasize program quality
   1. Focus on relevant external benchmarks
   2. Challenge faculty and students with high expectations

B. Improve the student learning experience
   1. Enable and maintain a strong system of academic advising
   2. Engage faculty in the scholarship of teaching and learning in the respective academic disciplines
   3. Emphasize student research
   4. Promote interdisciplinary and international learning opportunities
   5. Promote service-learning

C. Improve program efficiency
   1. Reduce number of specializations and concentrations
   2. Enforce minimum enrollment requirements
      a. Cancel under-enrolled classes
      b. Carefully manage the scheduling and sequencing of classes
   3. Cross-list courses with other related programs/disciplines
   4. Manage faculty workloads and other resources to the best advantage

D. Begin envisioning program clusters
   1. To promote interdisciplinary collaboration
   2. To achieve more efficient use of resources
   3. To provide cutting edge research and learning experiences for faculty members and students

E. Align curriculum and pedagogy with current trends in the discipline
   1. Develop learning objectives for students at each program level
      a. Assure progressive mastery of core competencies as well as discipline-specific skills and knowledge
      b. Develop appropriate assessment measures and feedback loops
      c. Emphasize research, including international research experiences
   2. Revise and update courses
      a. Delete obsolete courses from catalogue listings
      b. Take advantage of instructional technology
      c. Create challenging and engaging learning environments for students
      d. Enable the most dynamic senior faculty to teach introductory courses
      e. Engage faculty in mentoring and advising students

F. Anticipate program’s role in a revised undergraduate studies (general education) program
   1. Assume that the current model of distribution requirements is obsolete
   2. Consider what the program’s faculty members may contribute toward achieving core learning objectives
   3. Begin developing appropriate new courses
I. ALL ACADEMIC AFFAIRS DEPARTMENTS AND DEGREE PROGRAMS
Plans for improving program quality and increasing efficiency [Due April 30, 2011]
(continued)

G. Anticipate program’s role in proposed interdisciplinary initiatives
   (e.g. Undergraduate studies, Diaspora studies, environmental studies)

H. Begin managing resources to achieve a higher student-faculty ratio
   1. Current ratio of 8:1 is at the low end of the spectrum for peer institutions
   2. Anticipate moving to a ratio of 10:1 over the next five years
   3. Assume the need for larger enrollments in selected classes to enable smaller enrollments in others
   4. Anticipate the need to meet benchmark headcounts of students taught per FTE faculty member

I. Identify administrative and cost saving opportunities
   1. Consolidate services where practical to avoid duplication
   2. Increase class sizes to room capacity unless special instructional requirements dictate otherwise
   3. Schedule classes in non-peak hours
   4. Reduce the number of under-enrolled courses
   5. Re-examine workloads of faculty (based on numbers of students taught not number of classes taught)
   6. Assure that assignments of graduate teaching and research assistants help to achieve departmental instructional and research goals
II. UNDERGRADUATE PROGRAMS APPROVED FOR DISCONTINUATION

A. Notification and initial advising to students currently enrolled or seeking admission into undergraduate programs approved for discontinuation
   1. 5-year completion window [August 2015]
   2. All students notified by April 30
   3. All students advised with “teach-out” plan by April 30 [Forms and guidelines for this item will be forthcoming]
   4. Confirm program census

B. Academic Advising
   1. Ensure and maintain a strong system of academic advising within the school and department
   2. Develop a roster of enrolled students and projected timelines for each student’s degree completion

Affected programs

- Anthropology
- Classical Civilization
- Fashion Merchandising
- German
- Interior Design
- Music Education
- Russian
- Communication Sciences and Disorders
- Hospitality Management
- Insurance
III. GRADUATE PROGRAMS APPROVED FOR DISCONTINUATION

A. Notification and initial advising to students currently enrolled or seeking admission on to graduate programs approved by BOT for discontinuation
   1. 3-year completion window for master’s students [August 2014]
   2. 7-year completion window for doctoral students [August 2018]
   3. All students notified by April 30
   4. All students advised with “teach-out” plan by April 30 [Forms and guidelines for this item will be forthcoming]
   5. Confirm current program census

B. Academic Advising
   1. Ensure and maintain a strong system of academic advising with the school and department
   2. Develop a roster of enrolled students and projected timelines for each student’s degree completion

Affected programs
- Philosophy (M.A.)
- Music Education (M.Mus. Ed)
- Political Science (M.A.P.A.)
- Education: Curriculum & Instruction [M.A. & M.S.]
- Education: Ed. Administration & Policy [M.A. & M.S.]
- Education: Human Dev. [Ed.D; C.A.G.S.; M.S.]
- Art History [M.A.]
- French [M.A.]
- Spanish [M.A.]
- Communication & Culture [Ph.D.]
IV. TRANSFORMED PROGRAMS
This category is comprised of programs in varying stages of development. Where possible proposals concerning affected programs should provide the information outlined below. In those cases where a complete proposal is not practical, the dean and chair of the affected unit should submit a brief summary of the program description by April 30.
A. New curricula
B. Faculty assignments
C. Program description
D. Projected start-up after vetting
E. Arrangements to accommodate continuing and new students
F. Academic Advising
   a) Ensure and maintain a strong system of academic advising within the school and department

Affected programs and expected initial actions

Undergraduate Programs
- Fashion Design—Develop Fashion Design concentration with the BFA in Design degree program
- Interior Design—Develop Interior Design concentration with the BFA in Design degree program
- Business—Develop a Hospitality Management concentration with the BBA in Management degree program
- Business—Develop an Insurance concentration with the BBA in Finance degree program
- Sociology—Develop new undergraduate concentration in Anthropology
- Philosophy/Divinity—Develop Religious Studies concentration/certificate
- Classical Civilization—Develop new concentration in Classical Mediterranean Studies
- Education—Create new teacher education program

Graduate Programs
- Political Science—Reduce MA and Ph.D. concentrations
- Sociology—Reduce MA and Ph.D. concentrations
- Architecture—Reconceptualize the Architecture program
- Chemical Engineering—Phase out M.S. and develop interdisciplinary doctoral program
- Civil Engineering—Phase out MS and develop interdisciplinary doctoral program
- Divinity—Phase out D.Min (2012) develop Ph.D.
- Divinity—Phase out MARS (2012) and develop M.T.S.
- Education—Create dual M.Ed. degree in School Psychology and Counseling Services
- Arts and Sciences—Develop interdisciplinary master's program in Public Administration