

Mission College Academic Senate
PROGRAM REVITALIZATION PROCESS
Adopted by MCAS March 24, 2011

Program Revitalization is a process by which programs with significant challenges to success can be identified in a timely manner and assisted in developing effective responses to problems. If interventions are unsuccessful, it may lead to proceedings which will determine whether the program should be discontinued or significantly changed to support the academic directions of the college.

For purposes of this process, "program" means a single content area (i.e., department, subject or discipline). A given content area may offer multiple degrees or certificates, and archiving or inactivation of a specific degree or certificate within that content area may be carried out through the appropriate Curriculum Review process if the overall program will still continue essentially unchanged.

Stage 1: Identifying Programs for Revitalization

Committees such as the Program Review Committee, PGC, Division Chairs Council, or the Instructional Council should forward concerns about departments facing challenges to the Academic Directions Committee as soon as they become aware of issues. Programs should be considered for Program Revitalization on the basis of quantitative or qualitative criteria such as the following:

1. Demonstrated inability of department faculty to manage program effectively. Examples include:
 - o Failure to follow PGC plan
 - o Failure to hold advisory committee meetings (C/TE programs)
 - o Failure to complete program review
 - o Failure to assess SLOs
 - o Failure to update a significant portion of curriculum
 - o Failure to regularly evaluate faculty and maintain an adequate associate pool
 - o Failure to offer required courses on a schedule that ensures students can complete degrees/certificates or transfer requirements in a timely manner
 - o Failure to request adequate resources to support program
2. Declining enrollment trends out of synch with overall college trends
3. Student persistence, retention, or success rates out of synch with overall college trends

The above list is not exhaustive, nor is it absolute - referring committees or individuals may exercise discretion in applying these criteria. However, if multiple criteria apply it should raise a "red flag" with the ADC such that prompt action is taken.

Concerns about programs will be addressed by the Academic Directions Committee initially, prior to review by the Academic Senate. The ADC chair will notify the MCAS president and the VP of Instruction of programs which have been referred to them.

1. ADC will work with faculty in identified departments to identify challenges and assist in the development of Action Plans, timelines, etc.
 - o Parties involved: Dept/Division Chair; Office of Research; Program Review
 - o Timelines are predicated on the specific actions developed for the program so that the program has a reasonable amount of time to accomplish the action plan.
2. The Action Plan will be forwarded to Office of Instruction for follow-up (see below)

3. Follow-up activities:

- Implementation of action plans
- Assessment of results (data-driven; e.g. Program Review, PGC Plan)
- Revision of plans (if time schedule allows)
- Establishment of new, more frequent program-review cycle to monitor progress once the program has successfully completed its action plan

Stage 2: Assessment of Progress (Late Spring)

By the end of the fall semester following referral for revitalization, programs that were referred to ADC should be assessed for progress on the issues of concern. Program reviews (full or updates) should incorporate the results of the actions taken in Stage 1.

- If results are negative, the Office of Instruction should advise the Academic Senate President by the eighth week of instruction in the **Spring** semester of anticipated need for review by the Senate in the following **Fall** semester (**to accommodate schedule, PGC plan deadline, student needs**).
- The MCAS President and the VP of Instruction will meet with the affected program faculty to review and discuss the data and the interventions already recommended to the program.
- The program will provide periodic updates to the OI, the ADC, and the Senate of its progress toward meeting the specific items in its Action Plan.

Stage 3: MCAS Program Discontinuance Consideration

In the event that a program is unable to succeed in meeting the objectives of its Action Plan and is referred to the Senate for Program Discontinuance, the Mission College Academic Senate will agendize two meetings to discuss programs identified during the first month of the fall semester. The first meeting will allow time for presentations by both the Office of Instruction and by the identified department, while the second meeting will allow for discussion of the program and the making of recommendations by the Senate.

The meetings will be structured to accommodate the needs of each individual program but will include some version of the following:

Meeting 1: Presentations

1. Office of Instruction presentation - addressing problems, interventions tried, and anticipated consequences to the college if challenges not addressed.
2. Department presentation - addressing reasons for challenges faced, interventions attempted, department recommendations for the future of the program, and a detailed rationale for those recommendations.
3. Q&A from the senate
4. Public input

Meeting 2: MCAS discussion and deliberation on the recommendation for the program

1. Discussion will be restricted to Senators
2. Motion and discussion in consideration of each of 3 recommendations:
 - Program to continue with no further action
 - Program to continue with recommended interventions
 - Program to be discontinued.
3. A formal vote will be taken on each recommendation.

If a vote for “Continue with Recommendations” passes, the Senate may direct the MCAS President to consult with program faculty, the OI, the Division Chair Council and return with a proposed list of interventions for consideration at a future meeting.

Stage 4: Board Approval of Senate Recommendations

If the Mission College Academic Senate recommends complete discontinuance of an academic program such that all degrees and/or certificates in that content area (i.e., department, subject or discipline) are eliminated, the Board of Trustees must approve this discontinuance prior to any implementation of the recommendation.

Stage 5: Implementation of Senate Recommendations

The Office of Instruction is responsible for coordinating with Student Services, the Division Chair, and departmental faculty to implement the recommendations resulting from this process. In the case of Program Discontinuance, this may include, but is not limited to, any of the following actions:

- Identification and notification of students in the program
- Cancellation of scheduled classes (replace with independent/directed studies as needed to allow students to complete degrees or certificates per catalog rights)
- Changes to catalog, schedule, and website to reflect program discontinuance
- Administrative reassignment of faculty in the department if necessary
- Assignment of program oversight during the implementation of the recommendations
- Analysis of outcomes - budgetary, administrative, personnel, etc.
- Communication with industry or transfer partners about changes to the program
- Assessment of impact on other programs college-wide

If a program is recommended for continuation with changes, any of the above actions may be necessary. However, if the recommended changes involve a restructuring of the program, additional actions may be appropriate, including consolidation with another existing program or department, and the Office of Instruction will work with faculty involved to facilitate the merger.

These actions may be carried out directly by the Office of Instruction or assigned to appropriate college personnel as necessary. The Office of Instruction should report back to the Academic Senate on the implementation process at least once per semester until all recommendations are accomplished.

Coordination with other College/District Units

- Student Services (articulation, catalog rights, etc.)
- Office of Research
- Tech Prep (coordination with high schools)
- Workforce Development (industry)
- West Valley (as a courtesy; information item only)
- District Information Systems (restructure data for reporting purposes)

Timeline for Program Revitalization

1. Referral to MCAS/ADC for revitalization (any primary semester)
2. Development of action plan (ADC; within one semester following referral)
3. Implementation of action plan (variable; depending on specific needs of program)
4. Evaluation of action plan (OI, ADC/MCAS; last semester of action plan)
 - a. Referral to MCAS for removal from program revitalization process if program is successful
 - b. Referral to MCAS for program discontinuance (early in the semester following evaluation of the action plan)
 - i. Program discontinuance process (fall semester following MCAS recommendation for discontinuance)
 - ii. Implementation of discontinuance (spring semester following BOT approval in December)