PROGRAM REVITALIZATION, SUSPENSION, OR DISCONTINUATION

Philosophy and Purpose
The College of the Redwoods District is committed to the vitality and integrity of its educational programs through processes of regular and ongoing evaluation. This may lead to instances where there are concerns about program viability. Many indicators may cause a program to be recommended to the President/Superintendent for evaluation (see Appendices A, B and C). This procedure provides a transparent and data-driven process to consider the relevant issues and come to an appropriate and timely resolution regarding program revitalization, suspension or discontinuation. Though program review data is used in the evaluative process, the purpose of Program Review is not to target programs for discontinuance.

Definition of a Program
An instructional program is defined as a discipline and/or as an organized sequence or grouping of courses leading to a defined objective such as a major (area of emphasis), degree, or certificate.

Consideration of Collective Bargaining Rights
Nothing contained in this Administrative Procedure is intended to infringe upon, diminish, or supersede any collective bargaining rights established for employees of the District. It is the intention of the District that consideration of issues that fall under the scope of bargaining be addressed through the regular processes established for such consideration by the District and its collective bargaining units.

Program Revitalization, Suspension or Discontinuation Evaluation Process

Step One: Program Analysis Request
Program revitalization, suspension, or discontinuance discussions can be initiated by administration, faculty, Program Review Committee or Academic Senate. The Program Analysis Request (Appendix A) submitted to the appropriate Dean/Director will be forwarded to the Chief Instruction Officer/Chief Student Services Officer (CIO/CSSO). The Academic Senate Co-Presidents will be consulted on whether to move the recommendation forward to the President/Superintendent.

Step Two: Appointment of the Task Force
If a Program Analysis Request is approved by the President/Superintendent, a task force will be appointed in consultation with Expanded Cabinet. The Task Force shall be composed of
the following:

- 2 Deans or Directors not connected to the program
- Academic Senate Co-President or member of the Executive Committee
- 2 faculty members who are not members of the program or division, appointed by the Academic Senate (or designee appointed by the President if a faculty member is not available)
- 1 representative appointed by the President/Superintendent

The Task Force will be co-chaired by one Dean/Director and one faculty member, and their responsibilities include, but are not be limited to, the following:

- Consult with the Office of Institutional Research and other resources to validate information being used in determining recommendations
- Prepare a written summary of each meeting
- Produce a Task Force Recommendation Report

The Dean/Director and faculty who are responsible for, or teach in, the program under review will not serve as members of the task force but shall provide information to the task force.

The work of the Task Force is strictly confidential. Information relating to the process may only be discussed with other task force members or administrators in the chain of command of the program under review.

**Step Three: Program Analysis**

Program Analysis involves completion of Appendices B and C. The Office of Institutional Research is responsible for completing the quantitative data within Appendix B. The Task Force is responsible for researching and gathering the qualitative data within Appendix C. The tasks are to be completed within two weeks of the President/Superintendent’s approval of the Program Analysis Request. At this point, the Dean/Director and faculty from the program shall be given the opportunity to review and/or supplement the data from Appendices B and C. The Task Force will then commence analysis of all data.

Current and past quantitative and qualitative data on the program must be researched and reported so that the Task Force can make an informed recommendation to the President/Superintendent and Expanded Cabinet regarding the program’s revitalization, suspension, or discontinuance.

Deans/Directors who are responsible for, and Faculty who teach in the program under
review will have the opportunity to review the initial recommendation for findings of fact.

*Step Four: Task Force Program Recommendation Report*

Subsequent to review of all of the relevant information, the Task Force will present its report including a recommendation, to the CIO/CSSO and President/Superintendent.

The Task Force’s written report will consist of

1. A summary of the data,
2. An analysis of the data,
3. The recommendation,
4. The factors used to make the recommendation, and
5. A detailed assessment of the recommendations’ impact on the college.

This recommendation report shall be submitted no more than 60 days after formation of the Task Force unless otherwise agreed to between the CIO/CSSO and the task force co-chairs.

The three possible recommendations that may be provided by the Task Force include:

1. **Program Revitalization**: A program may be recommended to continue with qualifications.
   - These qualifications may include, but are not limited to, specific interventions designed to improve the viability and responsiveness of the program. Examples of Program Revitalization may include:
     - A plan of action to enhance the performance and effectiveness of an existing program, which could include training/professional development for faculty, and/or curriculum changes/updates;
     - A recommendation to restructure an existing program for greater effectiveness;
     - Reallocation of resources;
     - A recommendation to develop a new program from the existing program;
     - Creating a full-time faculty position and ranking this position highly in the Faculty Prioritization Process.
   - The Task Force Recommendation Report for Program Revitalization shall include:
     - a timeline during which these interventions will occur,
     - an assessment plan, and
     - expected outcomes.
   - All interventions and timelines will also be communicated in writing to the appropriate administrator. After the specified revitalization period is completed the program will be reviewed again on a regular program review cycle.

2. **Program Suspension**: A program may be recommended for a one or more year
suspension. Any recommendation for program suspension must include the criteria used to arrive at the recommendation. Examples or reasoning for the temporary suspension may include but are not limited to:

- Safety issues
- Lack of required equipment or facilities
- Lack of available fulltime or associate faculty
- Regulatory suspension,
- Lack of funding resources
- Misalignment with state, Chancellor’s Office priorities, the College’s mission, accreditation standards, federal law/mandates
- Budget concerns and lack of sufficient funding

The Task Force Recommendation Report for Program Suspension shall include:

- A detailed plan and recommended timeline for the suspension of the program with the least impact on students, faculty, staff and the community;
- An impact report explaining how phasing out the program for suspension will affect students, faculty, staff, and the community based on the Program Analysis data;
- The amount of cost savings achieved by virtue of the program’s suspension; recommendations for how currently enrolled students may meet their educational objectives through alternative means while the program is under suspension;
- And the requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff, if necessary, while the program is under suspension.

4. Program Discontinuance: A recommendation to discontinue a program will occur when, after a full evaluation study, it is concluded that it is no longer in the best interest of the College, its students, and the larger community for the program to continue. Any recommendation for program discontinuance must include the criteria used to arrive at the recommendation.

The Task Force Recommendation Report for Program Discontinuance shall include the following:

- A detailed plan and recommended timeline for phasing out the program that minimizes the impact on students, faculty, staff and the community;
- An impact report explaining how phasing out the program will affect students, faculty, staff, and the community based on the Program Analysis data;
- The amount of cost savings achieved by virtue of the program’s discontinuance;
- Recommendations for how currently enrolled students may meet their educational objectives through alternative means;
And the requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff.

Step Five: Decision

The President/Superintendent has full responsibility and authority to implement the decision as designee of the Board of Trustees. If the President/Superintendent decides to implement the recommendation for revitalization, suspension, or discontinuance, the President/Superintendent will task the appropriate administrators to work with faculty and staff to develop the program revitalization, suspension or discontinuance timeline, taking into consideration the following:

- Faculty reassignment by FSA or termination
- Staff reassignment or termination
- Alternatives for students to complete program degrees and/or certificates
- Redistribution/discontinuance of equipment, supplies, facilities, and budget

If the President/Superintendent decides not to implement the recommendation for revitalization, suspension, or discontinuance, then he or she shall communicate the reasons in writing to the Expanded Cabinet. If the final decision is to suspend or discontinue the program, then the Chief Instructional Officer or the Chief Student Services Officer, Chief Human Resources Officer, Academic Senate, CRFO, CSEA, and appropriate deans/directors will participate in the following steps:

- Consult with affected faculty and staff member(s) regarding their employment rights
- Consult with students regarding their options for program completion or transfer

History:
Interim edition implemented July 1, 2013
Revisions September 2013, February 2014 (Academic Senate and College Council feedback)
2nd Interim edition implemented Spring 2014
Revisions ongoing by ASPC Fall 2014
PROGRAM REVITALIZATION, SUSPENSION, OR DISCONTINUATION

Philosophy and Purpose
The College of the Redwoods District is committed to the vitality and integrity of its educational programs as validated through processes of regular and ongoing evaluation. There may be instances where there are concerns about program viability. Many indicators may cause a program to be recommended to the President/Superintendent for evaluation (see Appendices A, B and C). This procedure provides a transparent and data-driven process for effective engagement to consider the relevant issues and to come to an appropriate and timely institutional resolution regarding program revitalization, suspension or discontinuation. Though program review data is used in the evaluative process, the purpose of Program Review is not to target programs for discontinuance.

Definition of a Program
An instructional program is defined as a discipline and/or as an organized sequence or grouping of courses leading to a defined objective such as a major (area of emphasis), degree, or certificate.

Consideration of Collective Bargaining Rights
Nothing contained in this Administrative Procedure is intended to infringe upon, diminish, or supersede any collective bargaining rights established for employees of the District. It is the intention of the District that consideration of issues that fall under the scope of bargaining be addressed through the regular processes established for such consideration by the District and its collective bargaining units.

Program Revitalization, Suspension and/or Discontinuance Evaluation Process

Step One: Program Analysis Request
Program revitalization, suspension, or discontinuance discussions can be initiated by the administration, faculty within the discipline, the Program Review Committee or the Academic Senate, at any time by submitting a Program Analysis Request (Appendix A) submitted to the appropriate Dean/Director. Recommendations will be forwarded to the Chief Instruction Officer/Chief Student Services Officer (CIO/CSSO), who will consult with the Academic Senate Co-Presidents will be consulted on whether to move the recommendation forward to the President/Superintendent.
Step Two: Appointment of the Task Force

If a Program Analysis Request is approved by the President/Superintendent, a task force will be appointed in consultation with Expanded Cabinet. The Task Force shall be composed of the following:

- 2 Deans or Directors not connected to the program (Co-Chair, with one of the faculty members described below)
- Academic Senate Co-President or member of the Executive Committee
- 2 faculty members who are not members of the program or division, appointed by the Academic Senate (or designee appointed by the President if a faculty member is not available)
- 1 representative appointed by the President/Superintendent

The Task Force will be co-chaired by one Dean/Director and one faculty member, and the responsibilities of the co-chairs of the Task Force include, but are not be limited to, the following:

- Consultation with the Office of Institutional Research and other resources to validate information being used in determining recommendations
- Maintenance of objectivity and integrity during the entire process
- Prepare a written summary recorded for each meeting
- Production of a Task Force Recommendation Report

The Deans/Directors or faculty who are responsible for, or teach in, the program under review will not serve as members of the task force but are expected to provide information to the task force.

To protect the revitalization, suspension, or discontinuance process, all task force members are required to maintain confidentiality throughout and after the conclusion of the process. Confidential information includes issues discussed during the process. The work of the Task Force is strictly confidential. All information relating to the process may only be discussed with other task force members or administrators in the chain of command of the program under review.

The Task Force will be co-chaired by a faculty member to be selected from and by the membership of the Task Force.

The responsibilities of the co-chairs of the Task Force include, but are not be limited to, the following:

- Consultation with the Office of Institutional Research and other resources to validate information being used in determining recommendations
- Maintenance of objectivity and integrity during the entire process
Written summary recorded for each meeting

Production of a Task Force Recommendation Report

Step Three: Program Analysis

Program Analysis involves completion of Appendices B and C. The Office of Institutional Research will be responsible for completing the quantitative data within Appendix B. The Task Force is responsible for researching and gathering the qualitative data within Appendix C. The tasks are to be completed within two weeks of the President/Superintendent’s approval of the Program Analysis Request. At this point, the Dean/Director and faculty from the program shall be given the opportunity to review and/or supplement the data from Appendices B and C. The Task Force will then commence analysis of all data, and submit this to the co-chairs of the Task Force, who will then begin work analyzing both quantitative and qualitative data provided.

Current and past quantitative and qualitative data on the program must be researched and reported so that the Task Force can make an informed recommendation to the President/Superintendent and Expanded Cabinet regarding the program’s revitalization, suspension, or discontinuance.

Deans/Directors who are responsible for, and Faculty who teach in the program under review will have the opportunity to review the initial recommendation for findings of fact.

Step Four: Task Force Program Recommendation Report

Subsequent to review of all of the relevant information, the Task Force will present its report including a recommendation, to, working with the Office of Institutional Research, will present its findings, including a recommendation on a course of action, and a timeframe for resolution to the CIO/CSSO and President/Superintendent.

The Task Force’s written report will consist of

5. A summary of the data,
6. An analysis of the data,
7. The recommendation,
8. The factors used to make the recommendation, and
9. A detailed assessment of the recommendations’ impact on the college’s overall educational program and budget, as well as its impact on students, faculty, and staff involved.

This recommendation report shall be submitted no more than 60 days after formation of the Task Force unless otherwise agreed to between the CIO/CSSO and the task force co-chairs.

The three possible recommendations that may be provided by the Task Force include:

5. Program Revitalization: A program may be recommended to continue with
qualifications.

5.6. These qualifications may include, but are not limited to, specific interventions designed to improve the viability and responsiveness of the program. Examples of Program Revitalization may include:

- A plan of action to enhance the performance and effectiveness of an existing program, which could include training/professional development for faculty, and/or curriculum changes/updates;
- A recommendation to restructure an existing program for greater effectiveness;
- Reallocation of resources;
- A recommendation to develop a new program from the existing program;
- Creating a full-time faculty position and ranking this position highly in the Faculty Prioritization Process.

The Task Force Recommendation Report for Program Revitalization shall include:

- a timeline during which these interventions will occur,
- an assessment plan, and
- expected outcomes.

All interventions and timelines will also be communicated in writing to the appropriate administrator. After the specified revitalization period is completed the program will be reviewed again on a regular program review cycle.

6.7.2. Program Suspension: A program may be recommended for a one or more year suspension. Any recommendation for program suspension must include the criteria used to arrive at the recommendation. Examples or reasoning for the temporary suspension may include but are not limited to:

- Safety issues
- Lack of required equipment or facilities
- Lack of available fulltime or associate faculty
- Regulatory suspension,
- Lack of funding resources
- Misalignment with state, Chancellor’s Office priorities, the College’s mission, accreditation standards, federal law/mandates
- Budget concerns and lack of sufficient funding

The Task Force Recommendation Report for Program Suspension shall include:

- A detailed plan and recommended timeline for the suspension of the program with the least impact on students, faculty, staff and the community;
- An impact report explaining how phasing out the program for suspension will affect students, faculty, staff, and the community based on the Program Analysis data;
- The amount of cost savings achieved by virtue of the program’s suspension;
recommendations for how currently enrolled students may meet their educational objectives through alternative means while the program is under suspension;

- And the requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff, if necessary, while the program is under suspension.

7.8 Program Discontinuance: A recommendation to discontinue a program will occur when, after a full evaluation study, it is concluded that it is no longer in the best interest of the College, its students, and the larger community for the program to continue. Any recommendation for program discontinuance must include the criteria used to arrive at the recommendation.

The Task Force Recommendation Report for Program Discontinuance shall include the following:

- A detailed plan and recommended timeline for phasing out the program that minimizes the impact on students, faculty, staff and the community;
- An impact report explaining how phasing out the program will affect students, faculty, staff, and the community based on the Program Analysis data;
- The amount of cost savings achieved by virtue of the program’s discontinuance;
- Recommendations for how currently enrolled students may meet their educational objectives through alternative means;
- And the requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff.

The Task Force’s written report will consist of

9.8 A summary of the data;
10.9 An analysis of the data;
11.10 The recommendation;
12.11 The factors used to make the recommendation, and
13.12 A detailed assessment of the recommendations’ impact on the college’s overall educational program and budget, as well as its impact on students, faculty, and staff involved.

Step Five: Decision

The President/Superintendent has full responsibility and authority to implement the decision as designee of the Board of Trustees. If the President/Superintendent decides to implement the recommendation for revitalization, suspension, or discontinuance, the President/Superintendent will task the appropriate administrators to work with faculty and staff to develop the program revitalization, suspension or discontinuance timeline, taking into
consideration the following:

- Faculty reassignment by FSA or termination
- Staff reassignment or termination
- Alternatives for students to complete program degrees and/or certificates
- Redistribution/discontinuance of equipment, supplies, facilities, and budget

If the President/Superintendent decides not to implement the recommendation for revitalization, suspension, or discontinuance, then he or she shall communicate the reasons in writing to the Expanded Cabinet. If the final decision is to suspend or discontinue the program, then the Chief Instructional Officer or the Chief Student Services Officer, Chief Human Resources Officer, Academic Senate, CRFO, CSEA, and appropriate deans/directors will participate in the following steps:

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