

**Academic Portfolio Review  
Program Viability Results**

**A. Degree Program, Major, or Area of Emphasis (AOE) Discontinuation**

1. College of Health Professions
  - a. M.S. Athletic Training (2-year degree)—Content available through M.S. in Exercise Science
  
2. College of Liberal Arts
  - a. B.A. major in German
    - i. Anticipated retirement of senior faculty member (no replacement)
    - ii. Teach out plans for current students majoring in German
    - iii. Continuation of German as lower-division foreign language sequence
  
3. College of Science
  - a. AOE within BSC degree:
    - i. Ecology and Evolutionary Biology
    - ii. Microbiology
    - iii. Natural History and Conservation Biology
  - b. AOE within Chemistry
    - i. Environmental Chemistry (BS)
  - c. Within Geology
    - i. B.A. in Geology
  - d. Majors within Integrated Science and Technology
    - i. Biotechnology
    - ii. Integrated Science and Technology

**B. Administrative Restructuring**

1. College of Liberal Arts
  - a. Collapsing multiple academic units in the Humanities, i.e., Philosophy, Classical Language, Classical Studies, and Religious Studies, into one administrative/budgetary unit with one chair.
  - b.
  
2. College of Science
  - a. Restructuring six departments (undergraduate and graduate) in four Schools:
    - i. Mathematics and Applied Informatics
    - ii. Biological and Natural Resource Sciences
    - iii. Physical Sciences
    - iv. Forensics and Criminal Justice Sciences

**Academic Portfolio Review:**

**Procedure for Determining Program Viability**

1. Context: Academic Portfolio Review—3 parts

Part III: Explore Program Development

- How could program additions be accomplished and to what end??
- What are possible sources of savings within a program?
- What are possible sources of potential revenue generation?
- **What [current] programs should be overhauled or eliminated?**

2. **Procedure for Determining Program Viability**

**A. Undergraduate Programs**

- a. Review number of Juniors and Seniors declared majors: 30 and below triggers initial viability review (5-year rolling average)
- b. 2<sup>ND</sup> level data review involves:
  - i. degrees conferred (5-year rolling average)
  - ii. 2<sup>nd</sup> majors and content areas (e.g., teacher education)
  - iii. SCHs per faculty (*Pro Forma* income/cost analysis)
  - iv. Course enrollments (5-year average)
- c. Other considerations: 5-year program review, APR Niche Statements; mission, service, value added; Honors College, FYS, WI, Multicultural, International
- d. SP 2016 Related Actions: Review with department chair/division head re: program elimination/restructure
  - i. Reduction in adjunct faculty
  - ii. Reduction in term faculty
  - iii. TT/Tenured faculty workload realignment
- e. Other SP 2016 Activities:
  - i. Review and Eliminate (where possible) course redundancies
  - ii. Review and Re-evaluate use/offerings of Special Topics courses
- f. Follow BOG Policy AA-32 on program elimination

**B. Graduate Programs**

- a. Review number of students in program: 20 minima, 5 graduates per year (5-year rolling average)
- b. 2<sup>nd</sup> level data review includes:
  - i. SCHs per faculty
  - ii. Section size enrollments—12/15 minimum combined UG and Grad?
- c. *Pro forma* income/cost analysis
- d. % of faculty time/workload devoted to UG/Grad teaching/advising
- e. Other considerations: 5-year program review, APR Niche Statements; value added, mission, service, new areas under development
  - i. GA assignments
  - ii. competitiveness of GA stipends/tuition waivers
- f. Follow BOG policy AA-32 on program elimination





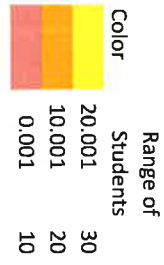
Major College	Degree Program	Major	Code	Term														
				Fa06	Fa07	Fa08	Fa09	Fa10	Fa11	Fa12	Fa13	Fa14	Fa15					
LA	BA Foreign Languages	BA, Modern Language	LM10	18.0	19.0	19.0	19.0	19.0	19.0	19.5	19.0							
LA	BA Foreign Languages	BA, Spanish	LM60				3.0	4.5	6.0	7.8	9.2	10.4	11.2					
LA	BA Humanities			22.0	21.5	21.0	20.3	19.6	17.8	16.0	15.4	14.8	15.0					
LA	BA International Affairs			26.0	26.0	27.3	25.5	25.0	23.8	22.4	20.2	18.8	17.0					
LA	<del>BA Literary Studies</del>																	
LA	BA Sociology	BA, Anthropology	LA10				7.0	11.5	15.7	16.8	15.6	16.8	16.2					
LA	BA Sociology	BA, Sociology	LS10	41.0	42.0	44.3	38.8	33.8	29.0	24.2	17.6	16.6	16.6					
LA	BA/BS Geography			10.0	13.5	14.7	15.5	16.2	18.8	19.6	20.4	22.0	24.6					
SC	BA/BS Geology			15.0	18.0	18.3	18.5	18.4	20.6	20.8	21.0	21.2	20.4					
SC	BS Biological Science	Bio. Scie. B.S.	1611	1.0	1.0	1.0	1.0	1.0	1.0	1.0								
SC	BS Biological Science	BS, Botany	SB20	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0					
SC	BS Biological Science	BS, Cellular/Molecular Biology	SB80	5.0	6.0	5.0	6.0	7.4	8.4	8.2	9.4	8.4	6.2					
SC	BS Biological Science	BS, Environmental Biology	SB30	4.0	4.5	3.7	3.3	2.8	2.2	1.4	1.2	1.0	1.0					
SC	BS Biological Science	BS, Microbiology	SB40	3.0	3.5	5.7	7.0	7.0	7.6	8.0	7.4	7.2	7.0					
SC	BS Biological Science	BS, Physiology/Molecular	SB50	5.0	5.0	3.0	2.3	2.3	1.0	1.0	1.0							
SC	BS Biological Science	BS, Zoology	SB60	6.0	4.5	3.3	2.8	2.8	1.7	1.0	1.0							
SC	BS Biological Science	Cell Molecular Medical Biology	SBA0						1.0	5.5	9.3	11.3	13.6					
SC	BS Biological Science	Ecology/Evolutionary Biology	SB90			7.0	9.0	10.0	10.8	10.2	10.4	9.8	8.8					
SC	BS Biological Science	Pre- Biology (COS)	SB00									3.0	4.0					
SC	BS Biological Science	Pre-Biotechnology (COS)	SI01									1.0	1.0					
SC	BS Environmental Science			16.0	16.0	16.3	17.8	19.4	19.6	19.6	19.6	20.0	20.2	18.2				
SC	BS Integrated Sci and Tech	BS, Biotechnology	SI30	1.0	3.5	5.7	6.8	8.8	11.4	12.2	12.6	13.0	10.8					
SC	BS Integrated Sci and Tech	BS, Integrated Sci. and Tech.	SI10	32.0	25.0	21.3	19.0	17.2	12.4	9.8	7.8	6.0	5.0					
SC	BS Integrated Sci and Tech	Pre-Computer IT (COS)	SI00										1.0					
SC	BS Mathematics	BS, Mathematics	SM10	26.0	22.5	19.0	16.0	15.0	12.6	11.2	11.2	12.8	13.0					
SC	BS Mathematics	BS, Statistics	SM40								1.0	1.5	2.0					
SC	BS Mathematics	BS, Applied Mathematics	SM30	1.0	1.0	1.7	1.5	2.2	4.0	4.8	5.4	6.0	6.6					
SC	BS Natural Resources and Recreation Management			20.0	19.5	19.0	19.0	21.6	22.0	21.4	21.6	21.2	19.0					
SC	BS Physics			12.0	14.0	14.0	12.8	11.8	10.8	9.8	10.6	12.6	13.2					
SC	Pre-Medicine			1.0	1.0	1.0	1.0	1.0	1.0									
TE	BS, Mechanical Engineering												28.0					
TE	<del>BSCE Civil Engineering - **Terminated**</del>			24.0	23.0	20.0	16.0	16.0	13.3	9.0	4.0							
TE	Pre-Engineering			14.0	14.5	13.0	12.0	10.8	9.6	8.2	7.0	5.8	5.4					

Office of Institutional Research and Planning  
Marshall University

Enrollment of Juniors and Seniors by Program

Programs without an enrollment trigger for Fall 15

Five-year rolling average of Fall enrollments. Note: terms with no enrollment are not included in average.



Rolling Average - Most Recent 5 Years

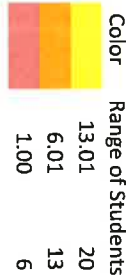
Major College	Degree Program	Major	Code	Term											
				Fa06	Fa07	Fa08	Fa09	Fa10	Fa11	Fa12	Fa13	Fa14	Fa15		
AM	BA Journalism	BA, Public Relations	AI50	7.0	21.5	28.7	32.5	34.0	41.4	47.6	51.4	51.4	51.8		
AM	BFA Bachelor of Fine Arts	BFA, Music		34.0	33.0	31.7	31.8	31.8	30.6	30.4	32.0	33.2	33.2		
AM	BFA Bachelor of Fine Arts	BFA, Visual Art		134.0	123.5	113.3	107.3	105.0	97.0	94.0	94.4	96.2	94.6		
BR	BA Regents Bachelor of Arts			379.0	402.5	411.0	397.0	399.2	401.8	385.2	360.2	342.6	314.4		
BU	BBA Accounting			159.0	150.5	140.7	141.8	140.0	135.8	140.4	149.4	146.6	146.2		
BU	BBA Finance			70.0	70.0	75.0	80.8	81.8	85.0	88.8	90.2	84.0	79.4		
BU	BBA Management	BBA, Management	BM10	256.0	242.5	224.7	220.0	218.8	223.0	228.2	248.8	263.8	266.4		
BU	BBA Management Information Systems			57.0	47.5	40.7	38.5	38.8	35.4	33.6	34.8	35.0	34.8		
BU	BBA Marketing			166.0	157.5	144.0	138.3	133.6	125.6	119.4	116.4	115.6	113.4		
ED	BA Education, Elementary			374.0	358.5	352.3	347.8	349.0	347.2	350.2	343.0	334.8	308.0		
ED	BA Education, Secondary			313.0	310.5	300.0	298.5	300.0	306.4	313.6	324.2	323.8	312.0		
HP	ASN Nursing			171.0	179.0	174.0	168.3	175.2	182.6	186.0	195.2	202.0	195.6		
HP	BA Communication Disorders			36.0	41.5	41.0	41.3	38.4	40.6	43.2	48.2	53.4	60.6		
HP	BA Physical Education (non-teaching)			210.0	197.0	187.3	177.8	158.2	131.4	109.6	88.2	69.6	66.8		
HP	BS Exercise Science						6.0	35.0	48.7	61.8	73.2	94.4	104.4		
HP	BS Health Sciences						15.0	27.0	35.3	40.3	43.8	54.0	57.2		
HP	BS Medical Imaging							47.0	59.0	53.0	47.3	43.6			
HP	BS Public Health							35.0	45.0	51.4	65.2	67.4			
HP	BS, Athletic Training						4.0	22.0	35.0	45.0	51.4	65.2	67.4		
HP	BSN Nursing			252.0	245.0	241.7	237.3	237.6	233.8	233.2	235.6	244.2	250.6		
HP	BSW Social Work			42.0	41.5	38.3	37.3	40.6	45.8	51.0	61.8	70.2	69.2		
LA	BA English			68.0	69.5	68.0	65.5	63.8	62.6	67.2	70.6	69.2	63.8		
LA	BA History			102.0	97.0	96.0	97.8	97.6	95.8	94.6	92.0	88.2	85.0		
LA	BA Political Science			80.0	80.0	76.3	71.3	69.8	67.0	61.0	54.6	54.0	49.8		
LA	BA Psychology			243.0	247.5	246.0	245.3	244.2	242.4	237.0	236.8	234.4	230.6		
SC	BA Criminal Justice			223.0	215.0	200.7	198.8	198.4	190.2	186.6	185.8	183.2	171.2		
SC	BS Biological Science	BS, Biological Science	SB10	216.0	212.5	212.3	205.8	201.2	195.8	193.6	190.0	194.0	199.6		
SC	BS Biological Science	BS, Biomedical Science	SB70	25.0	30.5	43.0	53.0	59.4	69.6	70.8	62.6	47.8	31.2		
SC	BS Digital Forensics										21.0	29.0	31.3		
SC	BS Integrated Sci and Tech	BS, Computer and Info Tech	SI20	33.0	35.0	35.0	34.5	36.6	41.8	48.4	52.0	55.6	56.8		
SC	BS/BS CHEM Chemistry			119.0	115.0	111.3	105.5	103.8	102.6	103.8	108.6	111.2	108.8		
TE	BS Computer Science			18.0	27.0	30.3	33.3	37.2	45.6	50.8	55.2	59.2	58.2		
TE	BS Safety Technology			36.0	37.5	41.0	43.3	46.4	50.8	54.0	54.0	52.2	50.0		
TE	BSE Engineering			7.0	9.0	19.3	27.8	35.2	52.0	67.6	75.2	81.0	83.2		

Office of Institutional Research and Planning  
Marshall University

Enrollment of Graduate Students by Program

Programs with an enrollment trigger for Fall 15

Five-year rolling average of Fall enrollments. Note: terms with no enrollment are not included in average.



Strikeouts indicate terminated degree programs

Rolling Average - Most Recent 5 Years

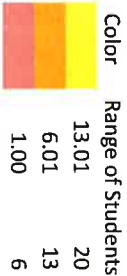
Major College	Degree Program	Major	Code	Term										
				Fa06	Fa07	Fa08	Fa09	Fa10	Fa11	Fa12	Fa13	Fa14	Fa15	
AM	MA Art			15.0	12.0	11.7	11.3	10.8	9.2	8.0	8.4	4.8	3.8	
AM	MA Music			18.0	20.5	21.7	21.0	20.4	20.2	19.8	18.2	18.0	18.4	
AM	MAJ Journalism			15.0	20.0	21.3	23.3	24.6	27.4	26.6	24.6	21.2	18.0	
BU	MBA Business Administration	Executive MBA	GB40	15.0	15.0	19.3	21.5	23.2	24.2	24.6	23.8	22.3	18.5	
BU	MBA Business Administration	Foundations Program Bus	GB99	57.0	60.5	55.0	50.0	48.2	42.2	33.0	24.6	17.8	12.0	
BU	MBA Business Administration	MBA (International)	GB60			51.0	54.0	52.7	40.8	40.8	37.3	27.5	5.0	
BU	MBA Management	Terminated**					1.0	1.0	1.0	1.0	1.0	1.0	1.0	
ED	MA Communication Arts	Terminated**					1.0	1.0	1.0	1.0	1.0	1.0	1.0	
ED	MA Education, Early Childhood			16.0	15.5	16.0	17.0	16.6	16.0	16.0	14.0	11.0	8.6	
ED	MA Family and Consumer Sciences			3.0	3.0	2.3	2.0	1.8	1.6	1.3	1.3	1.5	2.0	
ED	MA Reading Education	Reading Ed. M.A.	2483	2.0	2.0	1.7	1.7	1.7	1.7	1.5	2.0	2.0	2.0	
ED	MA Reading Education	Reading Education	0830	22.0	21.0	16.0	12.5	10.8	7.0	3.4	2.6	2.6	2.3	
ED	MS Sports Management (Prev: Hlth and Phys Ed)					1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
HP	MPH Master of Public Health											13.0	16.5	
HP	MS Athletic Training									3.0	5.5	7.3	7.0	
HP	MS Dietetics			10.0	14.0	15.3	16.0	15.8	15.4	14.4	13.2	11.8	12.6	
HP	MS Health Informatics								14.0	16.5	17.3	18.5	19.4	
LA	MA Communication Studies			29.0	26.5	23.7	24.3	23.2	21.4	20.0	19.0	16.2	15.0	
LA	MA Humanities			18.0	19.0	19.3	18.5	18.4	16.6	14.0	11.0	9.6	8.2	
LA	MA Latin			3.0	2.5	2.0	2.0	2.4	2.4	2.2	2.2	2.3	1.7	
LA	MA Political Science			14.0	13.0	14.3	14.8	15.4	16.2	16.4	15.0	13.4	12.4	
LA	MA Sociology			20.0	16.0	15.0	15.0	15.8	15.4	15.0	14.0	12.8	11.0	
LA	MA Spanish					2.0	4.0	3.0	2.8	2.4	2.5	1.3	1.3	
LA	MA/MS Geography			13.0	14.5	15.3	15.5	15.6	16.0	15.0	13.6	12.6	11.8	
LA	MPA, Public Administration										2.0	6.5	9.3	
SC	MA Mathematics			14.0	16.0	16.0	17.8	17.8	18.4	17.4	17.2	15.4	15.6	
SC	MS Chemistry			9.0	9.0	10.7	10.8	9.6	8.6	7.8	6.4	5.8	5.2	
SC	MS Criminal Justice			29.0	28.0	27.0	24.8	23.0	20.2	17.6	15.0	13.8	13.0	
SC	MS Physical and Applied Science			21.0	18.5	16.3	17.0	17.4	16.6	16.4	16.4	14.4	11.6	
TE	MS Information Systems			25.0	29.0	31.7	31.5	30.0	29.6	26.6	21.6	20.0	20.0	
TE	MS Mechanical Engineering											1.0	1.0	
TE	MSE Engineering	MSE Environmental Engineering	GT80									2.0	4.0	
TE	MSE Engineering	MSE Tran Infrast Engineering	GT90									1.0	3.0	

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Marshall University

Enrollment of Graduate Students by Program

Programs without an enrollment trigger for Fall 15

Five-year rolling average of Fall enrollments. Note: terms with no enrollment are not included in average.



Rolling Average - Most Recent 5 Years

Major College	Degree Program	Major	Code	Term														
				Fa06	Fa07	Fa08	Fa09	Fa10	Fa11	Fa12	Fa13	Fa14	Fa15					
BU	DMP Nurse Anesthesia			5.0	5.0	15.0	28.3	42.8	61.8	64.8	75.4	80.8	79.8					
BU	MBA Business Administration	MBA MIU AACSB Accred Prog	GB10	108.0	102.5	100.3	99.5	96.2	86.8	79.8	83.4	97.8	119.2					
BU	MS Accountancy																	
BU	MS Health Care Administration			102.0	101.5	93.0	81.0	74.8	65.8	58.8	55.2	59.0	64.2					
BU	MS Human Resource Mgt			57.0	61.5	70.0	72.5	68.2	68.2	68.6	63.2	57.8	58.6					
ED	EDD - Education	EDD Curriculum and Instruction	GEKO	35.0	47.0	50.7	53.0	52.8	59.4	59.4	59.6	59.0	60.4					
ED	EDD - Education	EDD Leadership Studies	GEJ0	52.0	55.5	57.3	56.8	57.2	58.8	59.2	58.8	59.0	57.0					
ED	EDS Education			33.0	36.0	36.3	34.8	34.0	37.0	37.4	36.4	34.4	31.6					
ED	EDS School Psychology			35.0	34.0	35.0	37.3	39.0	40.8	41.2	41.6	41.2	38.0					
ED	MA Counseling			266.0	242.5	233.3	230.3	232.0	218.6	211.0	201.4	184.4	168.6					
ED	MA Education, Elementary			129.0	132.0	132.3	132.0	129.8	125.4	116.0	103.2	91.6	77.2					
ED	MA Education, Secondary			103.0	101.5	102.7	103.5	100.0	95.8	89.4	78.4	66.6	57.2					
ED	MA Leadership Studies			123.0	122.0	122.0	117.5	117.8	124.4	139.0	162.2	188.8	219.0					
ED	MA Reading Education	MA, Literacy Education	GEPO								2.0	14.5	22.0					
ED	MA Reading Education	MA, Reading Education	GEAO	216.0	203.5	189.3	178.3	169.6	143.0	122.2	108.4	89.0	65.4					
ED	MA Special Education			428.0	409.5	387.7	365.0	347.0	316.6	288.0	262.0	240.6	218.0					
ED	MAT Master of Arts in Teaching			165.0	174.0	183.0	184.3	178.2	173.8	162.0	140.8	123.6	106.0					
ED	MS Adult and Tech Education			248.0	220.5	203.3	197.0	189.2	161.0	145.2	128.4	110.6	91.0					
HP	MS Communication Disorders			58.0	54.0	48.3	47.3	48.2	49.2	49.6	51.2	52.0	53.0					
HP	MS Exercise Science			41.0	38.0	36.0	38.3	40.2	40.6	38.4	35.6	32.0	27.8					
HP	MS Sports Management (Prev: Hlth and Phys Ed)			37.0	33.0	32.0	33.3	32.4	30.6	30.6	29.8	26.6	22.8					
HP	MSN Family Nurse Practitioner			109.0	103.0	106.0	115.0	129.2	143.4	155.4	161.0	158.0	142.8					
LA	MA English			51.0	52.5	51.0	51.0	51.0	53.4	52.2	48.8	47.6	47.0					
LA	MA History			43.0	41.0	42.0	39.3	35.6	31.4	27.2	23.2	21.6	20.8					
LA	MA Psychology			79.0	83.0	85.3	83.8	84.4	83.0	81.0	74.2	72.2	68.6					
LA	PSY D Psychology			37.0	37.5	40.0	40.3	40.8	42.6	44.4	45.0	46.0	46.4					
MD	MS Biomedical Sciences			11.0	15.5	19.0	22.8	26.0	28.8	29.6	28.6	26.6	23.0					
MD	PHD Biomedical Sciences			29.0	30.0	30.0	29.0	28.4	27.6	26.0	25.2	24.2	23.6					
SC	MA/MS Biological Sciences			46.0	45.0	45.0	44.8	44.4	44.0	43.0	40.0	38.0	35.0					
SC	MS Forensic Science			38.0	39.5	37.0	35.0	35.6	35.4	34.4	35.6	36.8	35.8					
TE	MS Computer Science											3.0	20.5					
TE	MS Environmental Science			34.0	41.0	41.7	39.8	38.0	38.4	38.0	37.2	37.4	37.6					
TE	MS Safety			28.0	29.5	32.0	34.3	34.2	35.8	32.8	28.6	23.4	21.2					
TE	MS Technology Management			42.0	43.0	45.0	45.3	48.0	51.8	53.8	52.6	51.2	49.2					
TE	MSE Engineering	MSE, Engineering	GT20	19.0	20.5	20.3	20.3	21.4	25.0	27.8	31.0	32.8	28.6					
TE	MSE Engineering	MSE, Engineering Management	GT70										26.0					



## **Ad-Hoc Committee to Address Course Redundancy**

**Meeting Date:** 19 January 2016

**Attendees:** Michael Prewitt  
Robert Bookwalter  
Roberta Ferguson  
Chuck Somerville

### **Recommendations:**

- 1.** Each Chair or designee should run a BANNER or BERT report to determine the enrollment in all departmental courses over the last five years.
  - a.** If the course is offered in multiple semesters each year, note if one or more semesters tend to have lower enrollment. Determine whether or not the course can be offered less once per year, or every other year.
  - b.** From the enrollment data, compile a list of courses that average less than 15 students per offering over the last five years (perennial low enrollment courses).
  - c.** Check low enrollment courses to see if any of those courses have enrollment caps below 15. Justify all enrollment caps below 15. Remove courses with legitimate low enrollment caps (e.g. capstone research, independent study, etc.) from the list of perennial low enrollment courses.
  - d.** From the list of perennial low enrollment courses, identify courses that are electives (not required by any major). Compile a second list of perennial low enrollment electives.
  - e.** Chairs should use the list of perennial low enrollment electives to remove electives from future schedules in order to increase enrollment in remaining elective courses.
  - f.** Provide the departmental list of perennial low enrollment courses to the college office.
    - i.** Deans should meet to compare perennial low enrollment courses for redundant content. The Deans and Provost should come to agreement on which redundant courses are retained, and these courses should be scheduled such that students of withdrawn redundant courses have access to the retained courses.
    - ii.** Deans should use list of perennial low enrollment courses while reviewing dummy course schedule before the schedule is published.

Deans should remove low enrollment courses from the schedule prior to publication.

2. Remove from all current and future position advertisements language indicating that new faculty hires will be expected to develop a course in their area of expertise.
3. Remove from the course catalog all courses that have not been taught in the last three years.
4. Examine the use of course enrollment minima that take course level into account (e.g. a minimum enrollment of 15 for 100- and 200-level courses, 12 for 300-level courses, and 10 for 400-level courses).