San Diego Miramar College
Viability Review of Instructional Programs

Overview

Program Viability Review is a process meant to assure that the College's instructional resources are used in response to the College's Mission, Strategic Plan and Educational Master Plan; the needs of its students; and the requirements of the community it serves.

- Viability review involves a specific process that occurs as a result of the regular Program Review process, or upon special request.
- The term *program* as it relates to this review refers to a field of study with one or more related certificates and degrees. Please see official program list in the College Catalog for current programs.
- District Board Policy *BP 5020: Curriculum Development* and Administrative Procedure *AP 5021: Instructional Program Discontinuance* state that "program discontinuance procedures shall be established by the [college]… based on the recognition that the responsibility for program discontinuance is shared cooperatively between the Academic Senate and the administrators."
- Education Code 78016 and Title 5, §51022 and 55130 require that a viability review be conducted prior to program discontinuance (termination).

Outcomes of Viability Review

Viability Review Workgroups make recommendations that include but are not limited to the following:
- *Program Initiation:* The institutionalization or adoption of a new program and/or a new department.
- *Program Modification and Improvement:* A plan of action to enhance the performance and effectiveness of an existing program and/or department.
- *Program Discontinuance:* The discontinuance (termination) of an existing program and/or department.

Considerations for a Program Discontinuance Recommendation

In general, program discontinuance should be recommended only after a serious attempt has been made to improve program effectiveness and efficiency, unless it is clear that future efforts at remediation are not warranted. Pursuant to Board Administrative Procedure *AP 5021*, a program discontinuance recommendation must include the following:
- Steps to monitor the impact on other areas including articulation, transfer agreements, student notification, transition and assistance in program completion;
- A detailed plan and recommended timeline for phasing out the program with the least impact on students, faculty, staff and the community;
- A plan for currently enrolled students to continue their academic award, such as a teach-out plan, or a plan for them to meet their educational objectives through alternate means;
- A plan that ensures an open and transparent participatory governance process in generating any recommendation to the Board of Trustees regarding program discontinuance.
- An agreement with the District for retraining and placement of faculty impacted by program discontinuance per collective bargaining agreement with AFT.

Establishing a Special Viability Review Workgroup

The process of Viability Review is carried out by a special review workgroup organized by the Academic Affairs Committee in all cases of Program Initiation, Program Modification and Improvement, or Program Discontinuance. The process may be initiated by a request or motion with sound rationale on the part of any of the following: the Instructional Program Review/ Student Learning Outcomes Assessment Subcommittee, as a result of Program Review; an Instructional Department; the College President; the Vice President of Instruction; the Planning and Institutional Effectiveness Committee (PIEC), as the result of Educational Master Planning; and the Academic Senate.

The Viability Review Workgroup exists until it files its recommendations with Academic Affairs Committee. Membership on the Viability Review Workgroup should include:

- The Academic Senate President or designee
- One (1) Department Chair (appointed by the Chairs Committee)
- One (1) Faculty Discipline Expert (appointed by the Academic Senate President)
- One (1) Student Services Counseling Faculty (appointed by the Academic Senate President)
- One (1) PIEC member (appointed by PIEC)
- The Curriculum Committee Chair or designee
- The Articulation Officer
- One (1) Academic Dean (appointed by the College President)
- The Vice President of Instruction or designee
- The Vice President of Administrative Services or designee
- The Vice President of Student Services or designee

Information and Data Gathering

Decisions made in the course of the program viability process must be based on a broad and thorough investigation of factors relating to the benefits of a program for students, for the College, and for the community served by the College. They must, therefore, take into consideration information that goes far beyond simple measures of current student demand or weekly student-contact hours. The following general types of information should be gathered as needed and weighed in the process of formulating the Viability Review Workgroup's recommendations:

- Relation of the program to the College mission
- Relation of the program to the Strategic Plan
- Recent Program Review or accrediting agency recommendations
- Measures of student demand, including enrollment, average class size, waitlists, degrees/certificates, and/or surveys
- Current program effectiveness: FTEF/FTES ratio, success, and retention [not required for program initiation]
- SLO Assessment summaries [not required for program initiation]
- Interviews [not required for program initiation]
- Measures of labor-market demand (CTE only)
- Advisory committee recommendations or other reports (CTE only)
- Open Forum/campus-wide discussions
- Projected impact on overall educational program, students, faculty, college budget, and community

Process
I. Viability Review Workgroup Formation
Once a Viability Review Workgroup has been formed through appointment/ position held, it will meet to elect a chair and establish a specific plan for the study it is about to undertake.

Note: If a Department is initiating a viability review for the purpose of program discontinuance as stated on page 1, the Department only need to address the considerations for program discontinuance and the Viability Review Workgroup meets to ensure that the impact to current students is minimal and mitigation strategies are in place in accordance with these considerations.

II. Data gathering
This plan should include data gathering, in addition to solicitation of position papers from faculty, staff, and students involved, interviews with faculty in the affected area and in related instructional areas, interviews with students and administrators, consultations with outside experts and faculty and/or administrators from other institutions, administration of surveys, and/or use of focus groups. At least one well-publicized open forum should be held to allow any concerned member of the campus community or of the College's service area the opportunity to voice opinions and express concerns. In addition, the workgroup shall consult when necessary with District, regional, and State agencies and institutions overseeing specific types of programs, such as certain vocational programs.

III. Program Viability Report
Within <u>six months</u> of the workgroup's formation, it will produce a *Program Viability Report* specifying the outcome of its deliberations and making specific recommendations for action, complete with timelines. This Viability Report must include the following:
- A summary of the process used by the committee
- A review of all data consulted
- Recommendation for program initiation, program modification, or program discontinuance.
- A detailed assessment of the recommendations' impact on the College's overall educational program and budget, as well as its impact on all students, faculty, and staff involved.

IV. Approvals
The Viability Review Workgroup recommendations shall be forwarded to Academic Affairs for approval. The Academic Affairs recommendation will then be forwarded simultaneously to the Academic Senate, Classified Senate, Managers, and Associated Student Government for approval.

V. Final Recommendation
The College Executive Committee receives recommendations/ approvals from all constituencies and makes a final decision by consensus. This recommendation is then passed to the Board of Trustees for final action, in alignment with California Code of Regulations, Title 5, § 55103 and Education Code § 78016.

Copies of this *Viability Review of Instructional Programs*, signed by the College President and the Academic Senate President, shall be on file in the Office of Instruction and the Academic Senate.

College President   _____ Date: _____
Academic Senate President _____ Date: _____

Approved by Academic Senate 3/6/18