AGENDA TOPIC: Resolution to Approve Evaluation of Low Enrollment Courses and Programs

STAFF CONTACT(S): Dr. Martin A. Abraham, Provost and Vice President for Academic Affairs

BACKGROUND: Section 3345.35. of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance. For courses with low enrollment, as defined by the chancellor, boards are asked to evaluate the benefits of delivering the courses through a regional collaboration. The evaluations are to be done by January 1, 2016, and by the first day of January every fifth year thereafter, with reports to the chancellor due 30 days after the evaluation.

SUMMARY AND ANALYSIS: This resolution is being created to comply with Section 3345.35. of the Ohio Revised Code.

RESOLUTION:

RESOLUTION TO APPROVE REPORTING FOR EVALUATION OF LOW ENROLLMENT COURSES AND PROGRAMS
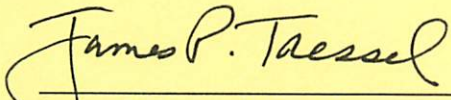
WHEREAS, Section 3345.35. of the Ohio Revised Code requires the boards of trustees of each state institution of higher education to evaluate all courses and programs based on enrollment and student performance; and

WHEREAS, the chancellor of the Ohio Department of Higher Education has determined six factors to be considered by trustees in their determination of course and program thresholds and in their consideration of recommended actions for courses that fall below the chancellor's definition of low enrollment; and

WHEREAS, the Provost and Vice President for Academic Affairs will evaluate programs and courses at Youngstown State University based upon the six factors determined by the chancellor, and will prepare a report to be provided to the Youngstown State University Board of Trustees for submission to the Ohio Department of Higher Education;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve Reporting for Evaluation of Low Enrollment Courses and Programs, in compliance with Ohio Revised Code 3345.35, and will review and deliver a report every five years to the Ohio Department of Higher Education, with the first report due January 31, 2016.

RECOMMEND APPROVAL:

James P. Tressel

James P. Tressel, President

Board of Trustees Meeting
December 16, 2015
YR 2016-

Subject: Message From Chancellor Carey Regarding Low Enrollment Reporting

Date: Friday, November 6, 2015 10:35:39 AM Eastern Standard Time

From: McQuade, Cindy

To: iucprovosts@lists.service.ohio-state.edu

CC: Barb Mash - OU, Dawn Weiser, Deborah Loyett - NEOMED, Jodi Clowes, Karen Bell - UT, Karen D Locker, Karen Keenan, Margard, Katherine, Lori Ritchie, Maria Pizer, NEO, Maria Stachowiak - UT, Marilyn Stepney, Michael Artbauer, MYERS, EMILY S, Pam Otworth - SSU, Pam Wheeler, Patti Huth - UA, Stacy Kawamura - MU, Susan Briggs Greco - CleveSt, Tony Almaguer - UC

Priority: High

IUC Provosts – In case you didn't get this already, attached and below is the official message from Chancellor Carey to all presidents, regarding the low enrollment definition and reporting. – Cindy/IUC

From: Crow, Lynne
Sent: Monday, November 02, 2015 2:11 PM
To: Crow, Lynne
Cc: Davidson, Stephanie; Klein, Patty
Subject: Message From Chancellor Carey Regarding Low Enrollment Reporting

Dear Presidents,

Section 3345.35. of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance. For courses with low enrollment, as defined by the chancellor, boards are asked to evaluate the benefits of delivering the course through a regional collaboration. The evaluations are to be done by January 1, 2016, and by the first day of January every fifth year thereafter, with reports to the chancellor due 30 days after the evaluation.

The attached document:
- summarizes the challenges associated with defining low enrollment courses and programs;
- provides the chancellor's definition of low enrollment courses;
- suggests factors to be considered in recommending actions for courses that fall below the chancellor's definition of low enrollment; and
- recommends a reporting format that complies with the requirements of Section 3345.35. of the Ohio Revised Code.

If you have any questions, please contact Stephanie Davidson, Vice Chancellor of Academic Affairs. She can be reached by email at sdavidson@highered.ohio.gov or through her assistant, Patty Klein, at pklein@highered.ohio.gov or 614-466-1152.

Thank you for your assistance with these evaluations.

Sincerely,

John Carey

John Carey
Chancellor, Ohio Department of Higher Education

Background

Section 3345.35. of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance. For courses with low enrollment, as defined by the chancellor, boards are asked to evaluate the benefits of delivering the course through a regional collaboration. The evaluations are to be done by January 1, 2016, and the first day of January every fifth year thereafter, with reports to the chancellor due 30 days after the evaluation.

Defining Low Enrollment Courses and Programs

A single numerical definition of **low enrollment courses** is problematic because courses contribute to institutions in different ways (e.g., institutional quality, service to multiple majors, student need), and because courses have widely varying contexts and costs. That being said, most colleges and universities have set **thresholds** below which courses will be not be offered. These thresholds often differ within and across institutions based on pedagogical factors related to discipline (professional courses Vs. general education courses), course level (lower division Vs. upper division or undergraduate Vs. graduate), or resources (cost, availability of faculty or practicum supervisors, availability of facilities).

Likewise, a single numerical definition for **low enrollment programs** is difficult because programs also contribute to institutions in multiple ways (e.g., institutional reputation, service to multiple student majors, regional need), and because programs themselves have widely varying contexts (accreditation and licensure requirements, pedagogical requirements) and costs (faculty, facility and equipment needs). Again, however, most colleges and universities have defined a minimum number of students required for each of their programs, with this minimum **threshold** differing within and across institutions based on institutional mission, student demand and availability of resources.

To comply with the legislation, the Chancellor is defining **low enrollment courses** as course sections that fall below 20% above the institutionally-defined threshold for that course section over two or more semesters.

The identification of low enrollment courses and programs provides trustees with crucial information as they think strategically about course and program offerings in order to target courses and programs for change (e.g., regional collaboration or restructuring).

Determining Thresholds for Course and Program Enrollment and Recommended Actions for Courses That Fall Below the Chancellor's Definition of Low Enrollment

The following six factors should be considered by trustees in their determination of course and program thresholds and in their consideration of recommended actions for courses that fall below the Chancellor's definition of low enrollment. The bulleted bullet points following each factor are examples of data points that could be used in the analysis and may be augmented by other evaluative tools.

1. Quality
   - Student retention and completion within the program
   - Student employment outcomes
   - Successful student transfer or placement in graduate/professional school
   - Scholarly productivity of faculty and students
   - Attainment of specialized accreditation
   - Program reputation/ranking
   - Performance of students in subsequent courses

2. Centrality to the Institution's Mission
   - Relevance of the course or program to the institution's strategic plan
   - Importance of the course or program to the institution's reputation or recruiting efforts
   - Need for the course within the curriculum (e.g., gateway, service, critical for completion)

3. Cost-Effectiveness of the Course or Program
   - Revenue sufficiency to support the course or program
   - Ratio of number of graduates to FTE faculty

4. Demand for the Programs or Courses
   - Program enrollment patterns over time
     - Students enrolled
     - Degrees/certificates awarded
     - Understanding reasons for low enrollment
       - Duplication and competition
       - Lack of jobs?
       - Marketing?
   - Course enrollment patterns over time
     - Understanding reason for low enrollment
       - Too many sections?
       - Sections offered at inconvenient times?
       - New course?
       - Faculty member identified too late?
       - Elective with little demand?
   - Data driven market analysis of employer need

5. Potential for Collaboration with Other Institutions
   - Programs with low enrollment at one institution and need for a range of highly specialized faculty (e.g., BFA or MFA)
   - Courses with low enrollment at one institution but greater need across the state (e.g., certain foreign languages, highly specialized courses within a major)

6. Potential for Restructuring
   - Programs with high administrative costs per graduate
   - Courses with high administrative cost per course completion
   - Optimizing the number of course sections when multiple sections with low enrollments are noted

---

Reporting (all submissions will be posted on the Department of Higher Education website)

By January 31, 2016 each board of trustees shall submit its findings to the Chancellor. The submission should include:

- Institutional definitions of course and program thresholds;
- A description of the process and data used to identify courses that meet the chancellor's definition of low enrollments, e.g.,
   - o Number of courses reviewed;
   - o Number of courses determined to meet the chancellor's definitions of low enrollment;
- A summary of recommended actions for each low enrollment course (e.g., number of courses targeted for elimination because of curricular restructuring, modification of course section or timing; or collaboration with other institutions through course sharing).

The following format is suggested for reporting.

I.   Narrative describing institutional **definitions** of course thresholds and the process by which these thresholds have been developed.

II.   Narrative summarizing the **identification** of low enrollment courses (e.g., process for identifying courses, number of course evaluated, number of courses determined to meet the chancellor's definition of low enrollment).

III.   Chart summarizing the **recommended actions** for low enrollment courses (e.g., no action, elimination, reduction in the number of sections, changes to timing of course offerings, collaboration with other institutions) and the rationale for the recommended actions.

Recommendation[1]	Rationale	Number of Courses/Sections
No Action	e.g., pedagogically appropriate course size; course needed for on-time graduation	
Course Elimination	e.g., low enrollment elective; curricular redesign	
Reduction in Number of Sections	e.g., ability to consolidate multiple low enrollment sections	
Change in Course Delivery Modality (e.g., on campus, hybrid, online)	e.g., determination to offer an online section rather than multiple low enrollment on campus sections	
Targeted as a candidate for sharing	e.g., course needed/valued by a small number of students	
... (other categories as needed)		

IV.   A list identifying each course targeted for potential regional collaboration (this will help the Ohio Department of Higher Education in the development of collaborations through the course and program sharing network).

---

[1] The recommended actions listed here are examples only...please modify the chart to best fit campus categories/needs