To:	**Academic Senate**	
From:	**Office of the Provost**	
Date:	**October 11, 2019**	
Subject:	**Responses to Academic Program Review Recommendations**	

APR RECOMMENDATIONS 2018-2019

Academic Affairs

General Recommendations

APR Recommendation November, 2018		Provost Response

Establish a program level marketing plan to include marketing assistance, and funds allocated directly to departments.
•The council recommends a collaborative program be funded with the Marketing Department in CoB.
  This would allow Marketing students the opportunity to get real-world experience and help programs around campus.
  The Marketing program already does wonderful work with local NPOs to help them get their message out. It would be of great value to have a platform to help our programs do the same.
•Traditionally, any marketing and advancement dollars come from S&E budgets. Over the years S&E has been reduced, or stayed the same (which is in itself a reduction). There is barely enough room in the budget to run the programs without including marketing. While Ferris has a Marketing and Advancement department, programs need to be able to travel to attend program specific events, develop material to distribute, and hold events here on campus to draw interested students to campus.
		The Provost's Office continues to encourage the Deans to explore how reallocations might be made within their colleges to support distinctive programs requiring promotional support.

Equipment Replacement and Repair Program •Like the President's Computer Replacement program for faculty, equipment dependent programs need to have their equipment updated, repaired or replaced on a scheduled basis. Programs with equipment needs are struggling to remain relevant and up-to-date with aging or malfunctioning equipment.		As budget allocations are determined for the 19-20 academic year, consideration will continue to be given to this recommendation.

•In addition to donations already received by departments, it is recommended that university establish a fund to update or replace outdated equipment, and repair equipment that is still of use.		
The university adopts a portfolio warehousing package (Digication or similar) for assessment and have a place where students and alumni can keep their work from their time at Ferris, indefinitely. •The university has portfolio storage capabilities currently; however, they are outdated and are limited in capability. •Programs like Digication can be used for outcomes assessment (course level through to university level) and warehousing portfolios (from all disciplines and programs).		The Provost's Office will explore possible portfolio storage capabilities that might be made available to students and alumni.

Process Improvement

APR Recommendation November, 2018		Provost Response
The university adopts a portfolio warehousing package (Digication or similar) for assessment and have a place where students and alumni can keep their work from their time at Ferris, indefinitely. •The university has portfolio storage capabilities currently; however, they are outdated and are limited in capability. •Programs like Digication can be used for outcomes assessment (course level through to university level) and warehousing portfolios (from all disciplines and programs).		The Provost's Office will explore possible portfolio storage capabilities that might be made available to students and alumni.
The council proposes reducing the length of the document to under 100 pages for non-accredited programs by eliminating outdated information and requirements, and focusing more on Criterion 4.		The Provost's Office supports this recommendation.
The council proposes the elimination of the appendices containing syllabi and curriculum vitae.		The Provost's Office supports this recommendation.

•With the implementation of Digital Measures, this information is kept current by the respective Deans' offices and is not necessary for APRC to review each cycle. The Dean's office will provide, in their APR statement, that Digital Measures is current and that all faculty are qualified. Should there be concern by the council regarding course level outcomes, the APR Chair will have read only access.		
The council recommends the process be split between fall and spring semesters. •In 1995, when APR became a continuous process, there were less than 150 programs. There are now over 180 programs at Ferris and growing. For the last ten-years, the council has met three-hours per night, two-nights per week for eleven-weeks. •The council has not had more than six-members in the last six-years. The council hopes the new work schedule will prompt better participation. •The meeting schedule should be no more than five weeks each semester, with the findings presented at a regular Senate meeting. •As a result, the Provost's response would be due at the end of the semester insuring more timely feedback to the programs.		The Provost's Office supports this recommendation.
The council recommends that accredited programs submit their statement of accreditation, duration of the accreditation, enrollment, and efficiency calculations only. •Accredited programs should only report to APRC immediately after their accreditation findings are received. •They must report findings, including deficiencies/ weaknesses and concerns, and how they were resolved. This, in addition to the above-mentioned items. •Accredited programs undergoing an interim review would also report those findings.		The Provost's Office supports the recommendation to streamline reporting for accredited programs. All accredited programs must provide documentation to satisfy all components of the APR Guide, however this can be accomplished via previously prepared reports for an accreditor or via reports developed specifically for APR or a combination of both.

English (BA)

Continue the Program: The program merits continuation.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC OFFERS THE FOLLOWING SUGGESTIONS FOR PROGRAM IMPROVEMENT:		
The program is encouraged to continue to provide opportunities for students to attend conferences and workshops with faculty. It is believed that this will showcase the program and aid in efforts to increase enrollment, already underway.	The college has funding opportunities for students to travel to conferences. Faculty have faculty development monies to fund their travel. The college also has social media that can serve as a way for these works to be showcased.	The Provost's Office supports the Dean's efforts to provide funding opportunities for students to travel to conferences.

Applied Mathematics (BS)
Actuarial Science (BS)
Applied Mathematics / Computer Sciences Concentration (BS)
Pre-Engineering (AS)
Computer Science (Minor)
Computer Science (Certificate)
Mathematics (Minor)

Continue the Program: The program merits continuation.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
THE PROGRAM WAS REVIEWED DURING THE 2017/2018 CYCLE AND IT WAS RECOMMENDED THAT THE PROGRAM BE CONTINUED WITH REPORTING. A REPORT TO APRC, DUE 15 SEPTEMBER 2018, ASKED THE PROGRAM AND COLLEGE OF ARTS AND SCIENCES TO ADDRESS THE FOLLOWING: Program-level student learning outcomes, assessment methods, and the process for program improvement based on assessment analysis results for the following programs: •Applied Mathematics / Computer Sciences Concentration (BS) •Pre-Engineering (AS) •Computer Science (Minor) •Computer Science (Certificate)		

•**Mathematics (Minor)**		
The APR Council thanks the program for the report submitted. The program provided an update on the effectiveness of the administrative structure providing program oversight, program-level student learning outcomes, assessment methods, and the process for program improvement based on assessment analysis results specific to the following programs: •Pre-Engineering (AS) •Computer Science (Minor) •Computer Science (Certificate) •Mathematics (Minor)	The Dean's office continues to monitor all programs for the specific items listed.	The Provost's Office supports the Dean's efforts to monitor the effectiveness of all programs within the College of Arts and Sciences.

Business Administration, Business Administration/Legal Studies (BS)
General Business (AAS)
International Business (Minor and Certificate)
Small Business Entrepreneurship (Minor)
Real Estate (Certificate)
Small Business Management (Certificate)
Leadership and Supervision (Certificate)

Continue the Program: The program merits continuation.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC OFFERS THE FOLLOWING SUGGESTIONS FOR PROGRAM IMPROVEMENT:		
•Continue efforts in data driven decision making. •Continue to develop and implement the long and short-term strategic plan.	Key to implementation of a strategic approach has been the naming of Dr. Leslie Sukup as the new BUAD Program Coordinator (with a ¼ release). The BUAD Advisory Board met in May to discuss program and curricular changes. Per their recommendations, two of the Business General Education electives will be replaced with two Business courses, and MGMT 350 will be a required course for all BUAD students. The advisory board also recommended "requiring" internships rather than suggesting them as "highly recommended". Student engagement is increasing with the creation of a new management/leadership RSO as well as a leadership speaker series under the direction of Dr. Sukup.	The Provost's Office acknowledges and supports the implementation of this strategic approach in the Business Administration Program as described by the Dean of the College of Business.

Leadership and Project Management Minor

Continue the Program: The program merits continuation.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC OFFERS THE FOLLOWING SUGGESTIONS FOR PROGRAM IMPROVEMENT:		

•The council would like to recommend marketing to industry cohorts if time permits. This will showcase the program and help local and world-wide businesses. •The council would also like the program to work with other programs in CoB and the university to make a Lean Center a reality.	The COB is working on a comprehensive marketing plan which will include promoting majors, minors and certificates to industry professionals. Faculty from our Lean program work with industry professional throughout the year and informally market this minor during their ongoing industry/student course projects. Program faculty met this summer to start the discussions regarding a Lean/Leadership Center. Approximately 10 faculty have agreed to brainstorm and discuss a plan for a center that would include Lean Leadership as well as other department/COB endeavors. The committee is meeting throughout the Fall semester to submit ideas/proposals and determine necessary resources, including what would be required in terms of physical plant.	The Provost's Office acknowledges and supports the implementation of the comprehensive marketing plan as described by the Dean of the College of Business.

Music and Entertainment Business (BS)

Continue the Program with Reporting: The program merits continuation. However, documented problem areas exist, and the faculty and administration of the program will be asked to report as to program progress in solving these problems. In this case the problem area is related to: Data Collection

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC RECOMMENDS AN UPDATED REPORT REGARDING PROGRAM STATUS BASED ON THE FOLLOWING:		
Lack of adequate number of semesters of gathered data from which programmatic decisions are made.	The Music Industry Management program changed Program Directors in the Summer of 2017. The previous Program Director was disinclined to collect and report data; hence, one factor leading to his departure. The new Program Director, Paul Kwant, spearheaded a name change to Music and Entertainment Business commencing in Fall 2018, as well as implementing a number of related curriculum changes. Updates to reflect these changes have only recently been completed in Improve (TracDat). Assessment data is currently being collected and reported on a regular basis.	The Provost's Office appreciates the efforts of the new Program Director, Paul Kwant, to improve the strategic collection of assessment data for the Music and Entertainment Business degree program.
IT IS REQUESTED THAT THE PROGRAM SUBMIT A REPORT TO THE PROGRAM REVIEW COUNCIL NO LATER THAN SEPTEMBER 15, 2020, WHICH IS TO INCLUDE THE FOLLOWING:		
•The process for program improvement based on outcomes assessment analysis. •Evidence that program-level student-learning outcomes data are collected and utilized for continuous improvement.	Although it may appear decisions have been made without reference to data, this is not the case. The name change to Music and Entertainment Business was prompted by the advice of a social media marketing agency, who determined that few internet searches used the terms *music* + *industry*. Changing the name to Music and Entertainment Business (*music* + *business*) would produce more hits, in addition to expanding the spectrum of relevant career opportunities. Several other changes have been already made based on a survey of similar competitive programs. Some of these changes were incorporated in the updated check sheets such as the addition of a data analytics course. <u>Publishing and Copyright Law</u> and <u>Creating a Music</u>	The Provost's Office appreciates the efforts of the new Program Director, Paul Kwant, to improve the strategic collection of assessment data for the Music and Entertainment Business degree program.

	<u>Business</u> will be offered in Spring 2020 as experimental courses. These changes should prepare graduates better, and the make the program more competitive. Lastly, in the Spring of 2019 the first Music and Entertainment Business Advisory Board meeting took place. The Advisory Board not only offers advice and direction, as well providing valuable feedback on current industry trends from the perspective of both alums and employers, and identify gaps in the program, graduates, or intern skills.	

Operations and Supply Management BS and Minor
Lean Systems Minor
Lean Systems Certificate
Manufacturing and Operations Management Certificate
Global Logistics Certificate

Continue the Program: The program merits continuation.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC OFFERS THE FOLLOWING SUGGESTIONS FOR PROGRAM IMPROVEMENT:		
The program noted the need for a Lean Center. The council encourages the program to work with CoB and the university to create this and use it collaboratively with other colleges.	Same comments as for the Leadership & Project Management minor (same faculty). Program faculty met this summer to start the discussions regarding a Lean/Leadership Center. Approximately 10 faculty have agreed to brainstorm and discuss a plan for a center that would include Lean Leadership as well as other department/COB endeavors. The committee is meeting throughout Fall semester to submit ideas/proposals and determine necessary resources.	The Provost's Office acknowledges and supports the efforts of program faculty within the College of Business to engage in discussions regarding the development of a Lean/Leadership Center as well as their commitment to developing proposals for determining (and ultimately procuring) necessary resources.

Early Childhood Education (BS and AAS)

Continue the Program with Reporting: The program merits continuation. However, documented problem areas exist, and the faculty and administration of the program will be asked to report as to program progress in solving these problems. In this case the problem area is related to: Data Collection

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC RECOMMENDS AN UPDATED REPORT REGARDING PROGRAM STATUS BASED ON THE FOLLOWING:		
Lack of adequate number of semesters of gathered data from which programmatic decisions are made.	All courses are in Nuventive and we have 4 semesters of data in most of the courses. New curriculum changes became effective fall 2019 and that information is being updated in Nuventive. During our accreditation process other data is now available and will be presented in the follow-up next September.	The Provost's Office acknowledges and supports the efforts of faculty in the School of Education to implement necessary curriculum changes and to ensure assessment data are updated in Nuventive.
IT IS REQUESTED THAT THE PROGRAM SUBMIT A REPORT TO THE PROGRAM REVIEW COUNCIL NO LATER THAN SEPTEMBER 15, 2020, WHICH IS TO INCLUDE THE FOLLOWING:		
•The process for program improvement based on outcomes assessment analysis. •Evidence that program-level student-learning outcomes data are collected and utilized for continuous improvement.		

Career and Technical Education (MS)
Total Quality Management in Education (Advanced Graduate Certificate)

Continue the Program with Reporting: The program merits continuation. However, documented problem areas exist, and the faculty and administration of the program will be asked to report as to program progress in solving these problems. In this case the problem area is related to: Data Collection

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC RECOMMENDS AN UPDATED REPORT REGARDING PROGRAM STATUS BASED ON THE FOLLOWING:		
•Lack of adequate number of semesters of gathered data from which programmatic decisions are made. •Enrollment trends	Data for courses in this program will be uploaded into Nuventive. However, the courses required in this program have not been offered in the past two years due to low enrollment. We are offering the courses on an individual basis. This program is used in the Western Michigan Doctoral program, so there is a need to continue to offer the program to assist our graduates in successfully completing the doctoral degree.	The Provost's Office acknowledges and supports the efforts of faculty in the School of Education to collaborate with Western Michigan University to offer TQM courses on an individual basis and to ensure assessment data are updated in Nuventive.
IT IS REQUESTED THAT THE PROGRAM SUBMIT A REPORT TO THE PROGRAM REVIEW COUNCIL NO LATER THAN SEPTEMBER 15, 2020, WHICH IS TO INCLUDE THE FOLLOWING:		
•The process for program improvement based on assessment analysis results. •Evidence that program-level student-learning outcomes data are collected and utilized for continuous improvement. •Enrollment numbers and efforts to increase enrollment.		

Elementary Education (BS)
Continue the Program: The program merits continuation based on accreditation in good standing.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC RECOMMENDS REPORTING BASED ON THE FOLLOWING:		
The program submitted evidence of accreditation in good standing and followed the Guide for Accredited Programs.		

HVAC/R (BS and AAS)

Continue the Program: The program merits continuation.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC OFFERS THE FOLLOWING SUGGESTIONS FOR PROGRAM IMPROVEMENT:		
It was noted that enrollment in the BS (fully online) was likely down due to robust employment opportunities for AAS graduates. The council suggests working with employers to create BS cohorts that are partially or fully funded by the employer.	To improve BS online enrollment, communications with prospective students has been improved and a positive effect has been noted. Enrollment is up both on main campus and online. In addition the program is developing a class to encourage transfer students with little prior HVAC exposure. The program has encouraged employers for many years to help pay for program classes so employees could increase their knowledge in the HVACR field.	The Provost's Office acknowledges and supports the efforts of faculty in the HVAC program to engage in curriculum development for the purpose of encouraging students will little prior HVAC exposure to transfer in to the program while also encouraging employers to provide financial assistance.

Construction Management (BS)

Continue the Program with reporting: The American Council for Construction Education had not yet issued a letter of good standing. The program should submit this letter when received.

APR Recommendation November, 2018	Dean's Follow-up Response September, 2019	Provost Response
APRC RECOMMENDS REPORTING BASED ON THE FOLLOWING:		
The program is submitted their self-study for the 2018 site visit. The results of that visit were not available at the time of APR.	The visit was successfully completed and the program continues to be ACCE accredited. A letter describing the visit and the visiting team's findings is attached.	The Provost's Office acknowledges receipt of the letter describing the ACCE accreditation site visit.
IT IS REQUESTED THAT THE PROGRAM SUBMIT A REPORT TO THE PROGRAM REVIEW COUNCIL NO LATER THAN SEPTEMBER 15, 2019 WHICH IS TO INCLUDE THE FOLLOWING:		
The letter stating their accreditation is intact and duration of the accreditation.	A copy of the ACCE accreditation letter dated Feb. 25, 2019 is attached.	The Provost's Office acknowledges receipt of the ACCE accreditation letter as requested.