

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
Benjamin M. Statler College of Engineering and Mineral Resources				
Civil and Environmental Engineering			Unit faculty positions should be reduced from current number to 14.	- Decline in UG enrollment, reduced revenue and student credit hours within department, lack of faculty reduction to match. - Overall average net loss of \$2 million per year. - Self-Study did not substantively address the reduction of cost or enrollment shortfall in BSCE. - The new UG Environmental Engineering program was also factored into recommendations.
Civil Engineering - BSCE	Continue with Specific Action	- Reduce number of faculty positions.		
Civil Engineering - PhD	Continue at the Current Level of Activity			
Computer Science and Electrical Engineering			- Recommend division into two units: (1) Computer Engineering and Electrical Engineering, and (2) Computer Science, Cybersecurity, and Software Engineering. - Unit faculty positions should be reduced from current number to 28.	- Decline in UG enrollment, reduced revenue and student credit hours within department, lack of faculty reduction to match. - Overall average net loss each year. - Self-Study focused primarily on revenue generation and not cost reduction. - Dept. took no proactive steps to address student success in its high-enrolled GEF courses, resulting in a 31% loss of SCH production for the unit. - Unit delivering MSEE in Software Engineering in cooperation with Coursera. - No significant changes accomplished through academic transformation process.
Biometric Systems Engineering - BSBS	Discontinuance	- Unit can work with Statler Dean's Office to deliver curriculum as a minor and/or AOE.		
Computer Engineering - BSCPE	Continue with Specific Action	- Reduce number of faculty positions.		
Computer Science - BSCS	Continue with Specific Action	- Reduce number of faculty positions.		
Cybersecurity - BS	Continue at the Current Level of Activity			
Electrical Engineering - BSEE	Continue with Specific Action	- Reduce number of faculty positions.		
Software Engineering - MMSSE	Continue with Specific Action	- Reduce number of faculty positions.		
Computer Engineering - PhD	Continue at the Current Level of Activity			
Computer Science - PhD	Continue at the Current Level of Activity			
Electric Engineering - PhD	Continue at the Current Level of Activity			
Mining Engineering			- Unit will be merged with the Dept. of Petroleum and Natural Gas Engineering effective ASAP. - Unit faculty positions should be reduced from current number to 5.	- Decline in UG enrollment, significant decline in PhD enrollment, reduced student credit hours, lack of faculty reduction to match. - Average net loss of \$1 million per year. - Self-Study did not directly address a reduction in cost. Unit did not directly engage with its most problematic metrics in the self-study and recalculated the data through the self-study instead. - Unit did not take any significant action to address previous concerns raised in academic transformation.
Mining Engineering - BSMINE	Continue with Specific Action	- Reduce number of faculty positions.		
PhD Mining Engineering - PhD	Continue with Specific Action	- Reduce number of faculty positions. - Explore redevelopment of a cooperative PhD program with newly created unit.		
Petroleum and Natural Gas Engineering			- Unit will be merged with the Dept. of Mining Engineering effective ASAP. - Unit faculty positions should be reduced from current number to 5.	- Decline in UG enrollment, reduced revenue and student credit hours, lack of faculty reduction to match. - Increasing expenses despite enrollment declines. - Self-Study did not address a way to significantly reduce cost. Unit should continue to work to realize the external monies presented in the plan. Unit did not engage with most problematic metrics in the self-study and made reference to external metrics that were not substantiated or relevant. - Unit did not take any significant action to address previous concerns raised in academic transformation.
Petroleum and Natural Gas Engineering - BSPNGE	Continue with Specific Action	- Reduce number of faculty positions.		
Petroleum and Natural Gas Engineering - PhD	Continue with Specific Action	- Reduce number of faculty positions. - Explore redevelopment of a cooperative PhD program with newly created unit.		

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
College of Applied Human Sciences				
School of Education			<ul style="list-style-type: none"> - Adjust workload policies, especially concerning faculty who are not research productive or are not directly involved with delivering the remaining doctoral program. - Unit faculty positions should be reduced from current number to 18. 	<ul style="list-style-type: none"> - Reduced revenue and student credit hours, below median ratio of faculty-to-program majors, and expenses exceeding revenues annual for the years of analysis. - Self-Study was exemplary, presenting plan to reduce costs in the unit ,directly engaging with the data and providing useful context, and detailing the extensive steps the unit has already taken via program discontinuance and scheduling efficiency to reduce the unit's cost. - Collegial partner in academic transformation, discontinuing a number of under-enrollment programs
Elementary Education - BA	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions. - Present a plan to reduce required credits in the program, facilitating internal and external transfer by Jan 21, 2024. - Accomplish participation in Ohio Reciprocity and Expanded State Strategy by Fall 2024. 		
Literacy Education - MA	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions. 		
Higher Education Administration - MA	Discontinuance			
Multicategorical Special Education - MA	Discontinuance			
Higher Education: Discontinuance - PhD	Discontinuance			
Higher Education Administration - EdD	Discontinuance			

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
College of Creative Arts				
School of Art and Design			- Unit faculty positions should be reduced from current number to 15.	- Declining UG enrollment, reduced revenue and student credit hours, increase in faculty FTE despite enrollment declines, below media ratio of faculty-to-program majors, and expenses exceeding revenues annual for the years of analysis. - Self-Study focused mainly on revenue growth but did include plans for minimal expense reduction. Unit directly engaged data and presented meaningful context. - School was a collegial partner in academic transformation, making significant curricular changes to its UG and GR programs.
Art and Design - BFA	Continue with Specific Action	- Reduce number of faculty positions. - Eliminate AoEs associated with ceramics, printmaking, and sculpture		
Art Education - BFA	Continue with Specific Action	- Eliminate AoEs associated with ceramics, printmaking, and sculpture - Modify program to reduce required credit hours, eliminate specialization		
Art History -BA	Discontinuance	Unit has Provost's approval to being the intent to plan process for a new degree in Art History and Museum Studies at the UG level.		
Art and Design MFA	Continue with Specific Action	- Reduce number of faculty positions. - Eliminate AoEs associated with ceramics, printmaking, and sculpture		
Art Education MA	Continue at the Current Level of Activity			
School of Music			- Unit faculty positions should be reduced from current number to 33.	- Volume of small and declining programs, increase in faculty FTE despite enrollment, below median ration of faculty-to-program majors, and expenses exceeding revenues annually by more than \$4 million for the years of analysis. - Self-Study did not directly address a reduction in cost. Limited engagement with the data in the self-study, often in defense of status quo. Some metrics left unaddressed at a meaningful level. - School made numerous curricular change through academic transformation.
Music - BA	Continue at the Current Level of Activity			
Music Business and Industry - BA	Continue at the Current Level of Activity			
Music Education - BM	Continue at the Current Level of Activity			
Music Therapy - BM	Continue at the Current Level of Activity			
Music Composition - BM	Continue with Specific Action	- Reduce number of faculty positions.		
Music Performance - BM	Continue with Specific Action	- Reduce number of faculty positions.		
Music Performance - Jazz and Commercial Music - BM	Discontinuance	Unit has Provost's approval to being the intent to plan process for a new degree in commercial music at the UG level.		
Conducting - MM	Continue at the Current Level of Activity			
Music Business and Industry - MM	Continue at the Current Level of Activity			
Music Education - MM	Continue at the Current Level of Activity			
Performance - MM	Continue with Specific Action	- Reduce number of faculty positions.		
Collaborative Piano - MM	Discontinuance			
Composition - MM	Discontinuance			
Jazz Pedagogy - MM	Discontinuance			
Conducting - DMA	Continue at the Current Level of Activity			
Performance - DMA	Continue with Specific Action	- Reduce number of faculty positions.		
Collaborative Piano - DM	Discontinuance			
Composition - DM	Discontinuance			
School of Theatre and Dance			- Unit faculty positions should be reduced from current number to 16.	- Volume of small and declining programs, increase in faculty FTE despite enrollment, below median ration of faculty-to-program majors, and expenses exceeding revenues annually for the years of analysis. - Self-Study did not directly address a reduction in cost. Limited engagement with the data in the self-study, often in defense of status quo. Some metrics left unaddressed at a meaningful level. - Unit operations largely unaltered since pre-pandemic.
Acting - BFA	Continue at the Current Level of Activity			
Dance - BA	Continue at the Current Level of Activity			
Musical Theatre - BFA	Continue at the Current Level of Activity			
Theatre - BA	Continue with Specific Action	- Reduce number of faculty positions.		

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
Theatre Design and Technology - BFA	Continue at the Current Level of Activity			
Puppetry - BFA	Development of a Cooperative Program		This major will be discontinued and merged into the Ba in Theatre as an AoE.	
Acting - MFA	Discontinuance			
Costume Design and Technology - MFA	Development of a Cooperative Program	<ul style="list-style-type: none"> - Reduce number of faculty positions. - Unit will discontinue this major and combine all production-related MFA majors into a single major. 		
Lighting Design and Technology - MFA	Development of a Cooperative Program	<ul style="list-style-type: none"> - Reduce number of faculty positions. - Unit will discontinue this major and combine all production-related MFA majors into a single major. 		
Scenic Design and Technology - MFA	Development of a Cooperative Program	<ul style="list-style-type: none"> - Reduce number of faculty positions. - Unit will discontinue this major and combine all production-related MFA majors into a single major. 		
Technical Direction - MFA	Development of a Cooperative Program	<ul style="list-style-type: none"> - Reduce number of faculty positions. - Unit will discontinue this major and combine all production-related MFA majors into a single major. 		

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
College of Law				
<p>Law - JD</p>	<p>Continue with Specific Action</p>	<ul style="list-style-type: none"> - Reduce number of faculty positions. - By Jan. 31, 2014, submit a meaningful revision of curriculum that eliminates inefficient and unnecessary program requirements and reduces the total number of course offerings in the college. - Submit evidence of the implementation of meaningful assessment of learning practices and evaluation of student success to improve FTT and UBP Bar pass rates relative to peers and in anticipation of "next-gen" Bar by May 31, 2024. 	<ul style="list-style-type: none"> - Adjust workload policies, especially concerning faculty who are not research productive. - Increase external funding for student scholarships and work to increase enrollment of half-funded and full-paying students relative to peers. - Review range of clinical operations and staffing for each to increase operational efficiency. - Unit faculty positions should be reduced from current number to 16. 	<ul style="list-style-type: none"> - Enrollment declines, decrease in student credit hours, below media ratio of faculty-to-program majors, and expenses exceeding revenues annually for the years of analysis. - Self-Study focused mainly on operational changes and not on ways to directly and permanently impact structural deficit of the institution or unit. Self-Study had meaning engagement with the data and provided meaningful context. Actions taken by unit in the past have increased tuition paid by its students and improved the quality of the students they admit. These actions have not translated into better student success as measured by Bar passage rates.

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
Davis College of Agriculture, Natural Resources and Design				
Design and Community Development			- Unit faculty positions should be reduced from current number to 16.	- Enrollment declines, increase in faculty, below media ration of faculty-to-program majors, expenses exceeding revenues annually for the years of the analysis. - Self-Study did not adequately address cost, focused primarily on revenue growth. Self-Study did not address issues of cost and growth constraints create by accreditation requirements for Landscape Architecture and Interior Architecture. Self-Study recognized that there is no PhD curriculum. Unit engaged with data and provided meaningful context, but didn't recognize the full implications of some metrics and contribution to unit cost. - Unit has been slow to recognize and deal with decline in enrollment in Landscape Architecture programs and has invested in two new undergraduate majors that have not seen successful launches. Design programs have gained specialized accreditation. Unit has growth SCH production through new GEF courses and minors.
Agriculture and Extension Education - BSAGR	Continue with Specific Action	- Reduce number of faculty positions.		
Design Studies - BS	Continue with Specific Action	- Reduce number of faculty positions. - Program will be moved out of Davis and into new college resulting from merger of Creative Arts and Reed College of Media		
Fashion Design and Merchandising - BS	Continue with Specific Action	- Reduce number of faculty positions. - Program will be moved out of Davis and into new college resulting from merger of Creative Arts and Reed College of Media		
Interior Architecture - BS	Continue with Specific Action	- Reduce number of faculty positions. - Program will be moved out of Davis and into new college resulting from merger of Creative Arts and Reed College of Media		
Environmental and Community Planning - BS	Discontinuance			
Landscape Architecture - BSLA	Discontinuance			
Landscape Architecture - MSLA	Discontinuance			
Human and Community Development - PhD	Continue with Specific Action	- Reduce number of faculty positions. - By Jan. 31, 2024, submit a revision of curriculum that clarifies program requirements and gives the program a meaningful focus.		
Forestry and Natural Resources			- Unit will merge with the Division of Resource Economics and Management ASAP. - Adjust teaching loads of faculty not directly involved in teaching the PhD program. New unit will work to ensure consolidation of subject codes being used across its programs to not more than three by Fall 2024. - Unit faculty positions should be reduced from current number to 22.	- Enrollment declines, increase in faculty, increase in expenses, and expenses exceeding revenues annually for the years of the analysis. - Self-Study proposed including the merging of this division with the Division of Resource Economics and Management and the development of two new programs through the combination of four programs across those two units. The plan did not address sustained issues with the enrollment in the BS in Rec, Parks, and Tourism Resources. Self-Study engaged with data directly and provided meaningful context, but did not use data directly to inform cost-reduction strategies. - There have been ongoing curricular change to the BSF program through academic transformation, as well as the discontinuation of the MS in Rec, Parks, and Tourism resources, and a revision to the Wildlife and Fisheries Resources curriculum to increase efficiency.
Wildlife and Fisheries Resources - BS	Continue at the Current Level of Activity			
Energy Land Management - BS	Development of a Cooperative Program	- Program will be merged with BS in Environmental and Energy Resource Management resulting in a single new program and major. Intent to plan due Jan 31, 2024		
Forest Resource Management - BSF	Development of a Cooperative Program	- Reduce number of faculty positions. - Program will be merged with BSF in Wood Science and Technology resulting in a single new program and major. Intent to plan due Jan 31, 2024		
Wood Science and Technology - BSF	Development of a Cooperative Program	- Reduce number of faculty positions. - Program will be merged with BSF in Forest Resource Management resulting in a single new program and major. Intent to plan due Jan 31, 2024		
Recreation, Parks, and Tourism Resources - BSR	Discontinuance			
Natural Resources Science - PhD	Continue at the Current Level of Activity			

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
Plant and Soil Sciences			<ul style="list-style-type: none"> - If unit is working toward a 2-2 course load for some faculty as claimed in the self-study, then unit must revisit workload requirements and submit to Melissa Latimer by October 31, 2023. - Unit faculty positions should be reduced from current number to 10. 	<ul style="list-style-type: none"> - Small programs, increase in faculty, low ratio of majors to faculty, increase in expenses, and expenses exceeding revenue annually for the years of analysis. - Self-Study focused mainly on potential to increase revenue without any direct plan to reduce cost. Self-Study proposed to merge its four undergraduate programs into two new programs. Limited engagement with unit data and meaningful context not provided. Most explanation was a defense of the status quo relying on their increased UG enrollment accompanied by an increase in FTE in a unit with low student-to-FTE ratio. - All master's-level majors in Plant and Soil sciences are being merged into a single new major through academic transformation.
Environmental, Soil, and Water Sciences - BS	Continue at the Current Level of Activity			
Environmental Microbiology - BS	Development of a Cooperative Program			
Horticulture - BSAGR	Development of a Cooperative Program			
Sustainable Food and Farming - BSAGR	Development of a Cooperative Program			
Genetics and Developmental Biology - PhD	Continue at the Current Level of Activity			
Plant and Soil Sciences - PhD	Continue at the Current Level of Activity			
Resource Economics and Management			<ul style="list-style-type: none"> - Unit will merge with the Division of Forestry and Natural Resources ASAP. - Adjust teaching loads of faculty not directly involved in teaching the PhD program. - New unit will work to ensure consolidation of subject codes being used across its programs 	<ul style="list-style-type: none"> - Enrollment declines, decrease in student credit hours and revenue, and expenses exceeding revenues annually for the years of analysis. - Self-Study proposed including the merging of this division with the Division of Forestry and Natural Resources and the development of two new programs through the combination of four programs across those two units. - Unit directly engaged with data and provided meaningful context.
Agribusiness Management	Development of a Cooperative Program	<ul style="list-style-type: none"> - This program will be discontinued and merged with the BS in Environmental and Natural Resource Economics resulting in a single new program and major. Work with the Davis Dean's Office to submit an Intent to Plan for the new program by Jan 31, 2024. 		
Environmental and Energy Resource Management:	Development of a Cooperative Program	<ul style="list-style-type: none"> - This program will be discontinued and merged with the BS in Energy Lands Management resulting in a single new program and major. Work with the Davis Dean's Office to submit an Intent to Plan for the new program by Jan 31, 2024. 		
Environmental and Natural Resource Economics	Development of a Cooperative Program	<ul style="list-style-type: none"> - This program will be discontinued and merged with the BS in Agribusiness Management resulting in a single new program and major. Work with the Davis Dean's Office to submit an Intent to Plan for the new program by Jan 31, 2024. 		
MS Energy Environments	Discontinuance			
PhD Natural Resource Economics	Continue at the Current Level of Activity			
PhD Resource Management	Discontinuance			

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
Eberly College of Arts and Sciences				
Center for Women's and Gender Studies			- Center will be moved under the administrative oversight of the Dept. of Sociology and Anthropology	- Enrollment declines, increase in faculty, below median ratio of faculty-to-program majors. - Self-Study had strong argument for relevant to the land-grant mission and to state service. Unit directly engaged data and provided meaningful context. Positive net revenue and SCH growth due to attention to student preferences and unit budget. Unit presented a plan for reduction in per-course instruction and a 63% cut in operations budget. - Unit created a BS degree program aimed at improving enrollment through academic transformation and reduced one instructor through that process. It has also increased section size.
Women's and Gender Studies - BA	Continue with Specific Action	- Program will be moved under the administrative oversight of the Dept of Sociology and Anthropology		
Chemistry			- Dept should work with the STEM Collaborative to ensure it maintains the quality of its service courses and access for student scheduling in those courses. - Unit faculty positions should be reduced from current number to 23.	- Declining enrollment, decrease in student credit hours and revenue, increase in faculty FTE despite enrollment declines, below media ration of faculty-to-program majors, worsening net revenue trend. - Self-Study focused on reduction of faculty through expected faculty loss, consolidation of administrative roles, curricular overhaul aimed at increasing efficiency, and plans to increase revenue through several new curricular options. Dept directly engaged data and provided meaningful context. Unit has made curricular changes and demonstrated progress toward increased student success in service courses, but did not proactively address significant enrollment and SCH decline, which was combined with an increase in faculty FTE.
Chemistry - BA/BS	Continue with Specific Action	- Reduce number of faculty positions - Work with Eberly Dean's Office to revise program curriculum. By Jan 31, 2024 submit a revision of curriculum that will be more efficient and develops and unaccredited pathway for students interested in a more applied focus.		
Chemistry - PhD	Continue at the Current Level of Activity			
Communication Studies			- Unit faculty positions should be reduced from current number to 11.	- Declining enrollment, decrease in student credit hours and revenue, and a worsening net revenue trend. - Self-Study did not substantively address a reduction in cost but did include plans to reduce overloads, increase online classes further, work with Eberly to reduce the foreign language requirement for BA programs, and review waiver usage for master's programs. Unit directly engaged data and provided meaningful context but did not substantively address the loss of enrollment in online master's program. Unit has not proactively addressed the decrease in enrollment across its offerings though it has decreased faculty FTE in alignment with the SCH decrease. Unit has reduced the MA requirements to 30 credit hours and made a range of other minor curricular changes.
Communication Studies - BA	Continue with Specific Action	- Reduce number of faculty positions - Work with Eberly Dean's Office to revise program curriculum. By Jan 31, 2024 submit a revision of curriculum that will be more efficient and develops and reduces the number of AOE's to three at maximum.		
Communication Studies - MA	Continue with Specific Action	- Reduce number of faculty positions		
Communication Studies - PhD	Continue with Specific Action	- Reduce number of faculty positions - Work with Eberly Dean's Office to revise program curriculum such that the program can begin to admit students directly into the PhD. Submission due Jan 31, 2024.		

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
English			- Unit faculty positions should be reduced from current number to 26.	- Declining enrollment in UG program, decrease in student credit hours and revenue, no change in faculty FTE despite enrollment and SCH declines, a below media ratio of faculty-to-program majors, and a worsening net revenue trend. - Self-Study did not present a substantive plan to reduce unit cost. Unit engaged with data somewhat but did not directly address concerns that were central to the unit being put under review. Unit has increased section sizes for its service courses which have already realized efficiency gains, and started new degrees in writing at the UG level which are hoped to increase revenue.
English - BA	Continue with Specific Action	- Reduce number of faculty positions		
English/Secondary Education - BA	Continue with Specific Action	- Reduce number of faculty positions		
Creative Writing - MFA	Discontinuance			
Professional Writing and Editing - MA	Continue with Specific Action	- Reduce number of faculty positions		
English - PhD	Continue with Specific Action	- Reduce number of faculty positions - Work with Eberly Dean's Office to revise program curriculum to de-emphasize literary studies and prioritize professional writing, editing, rhetoric, and composition. Submit meaningful revision of curriculum by Jan 31, 2024.		
Mathematical and Data Sciences			- Department should work with the STEM Collaborative to maintain quality of its service courses and access for student scheduling in those courses. - Unit should work to increase section size where appropriate and deliver more online sections. - Adjust faculty workloads with a greater emphasis on teaching and a decreased emphasis on research/scholarship. - With discontinuation of the PhD in Mathematics, new baseline course load for tenure and tenure-track faculty members will be 3:3; the baseline course load for teaching-track faculty will be 4:4. A revised workload guidelines document is to be submitted to Melissa Latimer by Oct 31, 2023. - Unit faculty positions should be reduced from current number to 30.	- Declining enrollment, decrease in credit hours and revenue, and a worsening net revenue trend. - Self-Study focused primarily on decreased cost through retirements and otherwise focuses on increasing revenue through a new Data Sciences degree, which has not so far had a successful launch. Unit proposed to reduce AOE's to six for UG program. Self-Study selectively engaged with its data, admitting that the unit is at the bottom of the Big 12 in student-to-Faculty FTE ratios, but also recalculated metrics in support of the status quo. Unit has reduced operational costs, increased UG recruiting efforts, and made a number of efforts to improve student success in service courses with mixed results.
Mathematics - BA/BA	Continue with Specific Action	- Reduce number of faculty positions		
Mathematics - PhD	Discontinuance	- MS in Mathematics will also be discontinued as a result. Unit has Provost approval to begin the intent to plan process for an applied mathematics/data sciences degree program at the master's level.		
Philosophy			- Note: Religious Studies minor was not included as part of this review.	- Unit placed under review due to declining enrollment, decrease in student credit hours and revenue, increase in full-time faculty, the ratio of faculty-to-program majors being below the median, and worsening net revenue trend. - Self-Study proposed a reduced use of GTAs and supplemental faculty, an increase in revenue through recruitment, and an increase to section sizes, though no plan to significantly reduce cost was presented. Self-Study engaged directly with data and provided meaningful context, but over-relied on the importance of double majors in their enrollment analysis. Self-study provided a strong argument that the unit produces significant revenue in an efficient manner. Unit worked with Provost's Office to correct faculty data.
Philosophy - BA	Continue at the Current Level of Activity			

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
Public Administration			- Unit faculty positions should be reduced from current number to 0.	- Declining enrollment, decrease in student credit hours and revenue, increase in full-time faculty, ratio of faculty-to-program majors being below the median, and expenses exceeding revenue. - Self-Study identified that admission had already been suspended for Legal Studies program and recommended discontinuance of that program. Other plans focused on increasing revenue for Public Administration through expansion of new areas of emphasis, delivery online, alignment of workload document with college expectations, and merging the remaining department with another unit. The unit did not engage with the data as presented and was erroneous in its argument that dual degree and certificate students were not included in SCH or revenue calculations. - No proactive steps taken to address loss of enrollment in Legal Studies until the suspension of admission in the program. No proactive steps taken to address lack of interest in Public Administration. Department did make some adjustments to both program requirements to reduce the number of credit hours in both programs.
Legal Studies - MLS	Discontinuance			
Public Administration - MPA	Discontinuance			
World Languages, Literatures and Linguistics			- Unit faculty positions should be reduced from current number to 0.	- Declining enrollment and small programs, decrease in student credit hours and revenue, and ratio of faculty-to-program majors below the median. - Self-Study proposed consolidating five current UG programs/majors into a single program with a single major. Plan claim a reduction of 13.5 FTE through retirement, resignations, and layoffs. Unit is willing to discuss reduction of Eberly College language requirement. Unit engaged with the data but performed extensive recalculations that were not relevant and ignored low enrollment in UG programs and low student-to-faculty FTE ratio. - Proposed efforts to change the UG program through academic transformation were deemed unlikely to accomplish the goals of that process. MA in Spanish was discontinued in academic transformation, contributing to a reduction of GTAs. - Due to the decline in the discipline nationally and regionally and the last of student demand for these programs, the institution has made a MISSION DECISION that this method of language instruction is not aligned with student interest and is recommending discontinuation of all programs in this department and dissolution of the department.
Chinese Studies - BA	Discontinuance			
French - BA	Discontinuance			
German Studies - BA	Discontinuance			
Russian Studies - BA	Discontinuance			
Spanish - BA	Discontinuance			
Linguistics - MA	Discontinuance			
TESOL - MA	Discontinuance			

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
John Chambers College of Business and Economics				
Management			<ul style="list-style-type: none"> - Unit faculty positions should be reduced from current number to 17. 	<ul style="list-style-type: none"> - Declining enrollment and small programs, decrease in student credit hours and revenue, and ratio of faculty-to-program majors below the median, and expenses exceeding revenue annually. - Self-Study proposed adjusting UG curriculum to increase enrollment and student success, using instructional capacity from discontinuance of PhD program to decrease reliance on adjuncts and increasing instructional efficiency. Unit directly engaged with data and provided meaningful context, especially in the area of past organizational moves in the college and how that affected unit metrics. - Unit has worked with dean's office via academic transformation to discontinue PhD program and assign specific actions to the MS in Human Resources Management.
Management - BSBA	Continue with Specific Action	- Reduce number of faculty positions		
Human Resource Management - MS	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions - Resolve the specific actions already assigned to the program earlier this summer. 		

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
School of Medicine				
Human Performance and Communication Sciences and Disorders			<ul style="list-style-type: none"> - School of Medicine should work with Talent and Culture or the appropriate institutional office to ensure all of the programs and associated academic personnel are properly aligned with the appropriate organizational structure. - Unit faculty positions should be reduced by 4 FTE. 	<ul style="list-style-type: none"> - Declining enrollment, decrease in SCH and revenue, ratio of faculty-to-program majors being below median, and expenses exceeding revenue annually. - Self-Study included a plan to reduce 4 FTE and operational expenses. Self-Study made limited but direct engagement with its data and provided meaningful context as best as possible for the varied programs and personnel under this review. Unit has not been proactive in addressing its costs. - There have been many recent changes within the unit. Occupational Therapy created a doctoral pathway; Communication Sciences and Disorders, Speech Pathology, and Audiology were moved into the unit. Athletic Training was made master's level only and moved into the unit.
Communication Sciences and Disorders - BS	Continue with Specific Action	- Reduce number of faculty positions		
Exercise Physiology - BS	Continue with Specific Action	- Reduce number of faculty positions		
Health Informatics/Information Management - BS	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions - Monitor enrollment in this program each of the next three fall terms through the BoG annual reporting process. 		
Human Performance and Health - BS	Continue with Specific Action	- Reduce number of faculty positions		
Athletic Training - MS	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions - Monitor enrollment in this program each of the next three fall terms through the BoG annual reporting process. 		
Occupational Therapy - MOT	Continue with Specific Action	- Reduce number of faculty positions		
Speech Language Pathology - MS	Continue with Specific Action	- Reduce number of faculty positions		
Exercise Physiology - PhD	Continue at the Current Level of Activity			
Audiology - AUD	Continue with Specific Action	- Reduce number of faculty positions		
Physical Therapy - DPT	Continue with Specific Action	- Reduce number of faculty positions		

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
School of Pharmacy				
Pharmacy			<ul style="list-style-type: none"> - School should continue to move all faculty who can be moved from 12-month appointments to 9-month appointments. - Unit faculty positions should be reduced by 8 FTE. 	<ul style="list-style-type: none"> - Declining enrollment, decrease in SCH and revenue, ratio of faculty-to-program majors being below median, and expenses exceeding revenue annually. - Self-Study included a proposed reduction of 8 FTE and the reduction of 12-month appointments to 9-month appointments where appropriate. Self-Study did not directly engage with data or provide meaningful context and instead relied heavily on external data and outlook. School has not been proactive in addressing decrease in enrollment or larger national trends in the discipline.
Pharmacy - BS	Continue with Specific Action	- Reduce number of faculty positions		
Pharmacy - PharmD	Continue with Specific Action	- Reduce number of faculty positions		
Health Services and Outcomes Research - PhD	Continue at the Current Level of Activity			
Pharmaceutical and Pharmacological Sciences - PhD	Continue at the Current Level of Activity			

Unit/Program	Provost Recommendation	Program Action	Unit Detail	Justification
School of Public Health				
Public Health			<ul style="list-style-type: none"> - School will continue to eliminate administrative stipends wherever possible, move faculty from 12-month appointments to 9-month appointments wherever appropriate, and increase external funding requirements for its research faculty. - Unit faculty positions should be reduced by 14 FTE. 	<ul style="list-style-type: none"> - Declining UG enrollment, increase in expenses, and expenses have exceeded revenues annually. - Plan presented in self-study proposed to reduce FTE by 13 (33%), discontinue the PhD in Occupational and Environmental Health Sciences, develop a cooperative program between its two undergraduate programs, eliminate administrative stipends, move all remaining faculty to 9-month appointments, and to increase external funding requirements. Unit directly engaged data, admitted school issues, and provided meaningful context. - Unit has proactively merged many of its graduate programs and majors into a single Public Health program and discontinued several other unviable offerings. It has streamlined its undergraduate curriculum and started attractive new degrees in health services management and administration both at the UG and GR levels.
Public Health - BS	Development of a Cooperative Program	<ul style="list-style-type: none"> - Reduce number of faculty positions - This program will be discontinued and merged with the BS in Health Sciences Management and Leadership 		
Public Health - MPH	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions 		
Health Administration - MHA	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions 		
Biostatistics - MS	Continue with Specific Action	<ul style="list-style-type: none"> - Reduce number of faculty positions 		
Industrial Hygiene - MS	Continue with Specific Action	<ul style="list-style-type: none"> - Explore the development of an intercollegiate collaboration to deliver this program. 		
Occupational and Environmental Health Sciences - PhD	Discontinuance	<ul style="list-style-type: none"> - The Provost's Office supports the unit's recommendation to discontinue this program despite its research exemption. 		
Epidemiology - PhD	Continue at the Current Level of Activity			
Social and Behavioral Sciences - PhD	Continue at the Current Level of Activity			