

**Meeting of the Villanova University
Academic Policy Committee**

Wednesday, April 15, 2020
12:30 - 2:00 PM
via Zoom

Present: Jennifer Altamuro, Kathy Byrnes, Matt Clarkin, Scott Dressler, Elizabeth Greco, Stacey Havlik, Marylu Hill, Stephanie Katz, Christopher Kilby (chair), Stefanie Knauss, Rory Kramer, Adele Lindenmeyr, Eric Lomazoff, Bette Mariani, Wen Mao, Stephen Napier, Christine Kelleher Palus, Elizabeth Petit de Mange, Michael Posner, Joyce Russell, John Shindelar, Javad Siah, Craig Wheeland, Andrea Welker

Absent: Sherry Burrell (sabbatical), Zuyi (Jacky) Huang, Ani Ural (NIA)

Administrative Items

- 1) Minutes for the March 20, 2020 APC meeting were approved unanimously.

New Business

- 2) Covid-19 Update

Craig Wheeland provided an update on what has been done and what is on the horizon. Christopher prefaced Craig's discussion by noting how hard Craig and other administrators have been working to address the evolving situation and praised the provost's office for consulting with faculty leadership during the decision-making process. Craig's overview included:

- ▶ Academic Continuity Plan was designed by Gabriele Bauer and Kevin Donahue.
- ▶ Offices that support student learning (CASA, Learners' Studio, Learning Support Services, Office of Academic Support for Athletics, etc.) have online counseling/support programs.
- ▶ Spearheaded by Kevin Grubb, the university has developed a form to solicit ideas on how to replace professional development experiences that students might miss this summer.
- ▶ Michael Westrate is helping students apply for external fellowships/ scholarships.
- ▶ VURF adjustments to support student summer research where possible but at least to provide them with a line on their CV (as award winners).
- ▶ Falvey Library is providing access to more online databases.
- ▶ Matt Kerbel is working with instructors to help some international students complete courses despite lack of access to the Internet.
- ▶ Amanda Granas led working groups on research-related disruptions.
- ▶ Summer classes will be online only; most instructors have opted to do this rather than drop the course.
- ▶ Change in S/U policy is for this term only; regular grading resumes in summer.
- ▶ Summer enrollment is up, likely response fewer other options.
- ▶ No decision yet on Fall study abroad; waiting till ~ June 1.

- ▶ Students encouraged to register for Fall 2020 as usual.
- ▶ Restrictions on student course overloads for Fall 2020 to accommodate other students with cancelled study abroad plans.
- ▶ Fall registration looks great. Only 291 eligible students had not yet registered, consistent with past patterns.
- ▶ First year deposits are higher than in past. By May 1, class will be full if patterns hold. A number of students have appealed financial aid decisions but this is similar to past years.
- ▶ Some students may face new financial challenges; the financial aid office is looking at options. Villanova qualifies for about \$4 million in federal funding from the CARES Act, 50% of which goes directly to students.

In subsequent Q&A topics included international students, planning for different Fall semester scenarios, and the plight of students in the SCI Phoenix program.

3) Policy on recording classes

Craig Wheeland asked APC to consider whether the university should require recording of classes (for online platforms that allow it) for the remainder of the Spring 2020 semester and for Summer 2020. While the majority of online classes currently are recorded, some are not. Students who miss unrecorded online sessions (for a variety of reasons) may not be able to make-up the work or keep up with course material. Christopher had laid out other pro's and con's in an earlier email (switching from "recommended" to "required"; recorded classes as a resource for students who do attend but wish to review material; whether recording discourages students from attending "live"; whether small classes where everyone is present must nonetheless record; and intellectual property issues given current university policy toward recorded material). After substantial discussion of issues from student, faculty, and administrative perspectives, APC voted unanimously for the following recommendation:¹

"Faculty are required to make key instructional materials available to students if they cannot participate in live online sessions.

This may include:

- *Recorded Zoom sessions*
- *Recorded video with summary of key information/concepts*
- *Comprehensive slides / handouts*
- *Instructional materials to supplement the above"*

Old Business

4) Out of College Programs

¹ One vote was initially not counted (and so recorded as "Abstain") but the APC member later reported a technical error and asked that their vote be changed to "Yes."

Capping off a multi-year effort, APC voted unanimously to approve the proposed recommendation concerning governance and oversight of programs operating outside of colleges (attached).²

² One vote was initially not counted (and so recorded as “Abstain”) but the APC member later reported a technical error and asked that their vote be changed to “Yes.”

Guidelines for Out of College Programs

(Recommendation to the Vice Provost for Academic, approved by APC 4/15/2020)

Interdisciplinary approaches are often vital to address complex problems and to meet evolving student interests that cross the boundaries between traditional majors. While many such needs can be met by interdisciplinary programs within colleges, a range of topics and questions are best addressed by drawing on expertise from two or more colleges yet none of those colleges is a natural home for the program. In these cases, a different model is appropriate.¹

Out of College Programs (OCPs) are defined as academic programs (e.g., majors, minors, and certificates) that are not within one college with respect to governance. The purpose of these Guidelines is to outline requirements and policies for the initiation and continuation of OCPs. OCPs can vary widely but generally fall into two groups, ones proposed by the colleges and ones proposed by the Provost's office. The following Guidelines apply to all such initiatives, regardless of their genesis.

OCPs are not intended to replace colleges or departments or majors, minors and other programs within colleges. Rather, OCPs are intended to allow creative inter-disciplinary responses to emerging student interests. Programs that fall solely within a single college with respect to content or staffing may not be OCPs (i.e., may not report directly to the Provost's office) but instead are administered by and report to that college. Because OCPs fall outside the traditional college structure, a special set of guidelines is necessary to ensure that the type of academic oversight provided by governance procedures within colleges extends to OCPs.

1. Procedures for Establishing New OCPs

The procedures for establishing new OCPs follow those for new or changed academic programs within existing colleges but use a modified version of the form: "Out of College Programs Form - to propose, revise or terminate.pdf." In this form, the colleges/departments involved are co-equal (rather than primary and "cooperating") and should be listed in alphabetical order. Other modifications, differences in evaluation criteria, and additional details are listed below.

A. Proposal Committee

Those faculty seeking to establish an OCP constitute the proposal committee. This committee must include at least one full-time faculty from each participating department and must include departments from two or more colleges.² In the event that the initiative for an OCP comes from the Provost's office, it must follow the same path, with the prior step of the Vice Provost for Academics soliciting faculty from the relevant departments to form a proposal committee. The committee must use the "Form to Propose New or Change Out of College Programs." The proposal should include tentative names for steering committee membership (see below); this may include members of the proposal committee. After securing signatures from the chairs of participating departments/programs, the proposal committee must submit its proposal to the Deans of the Colleges/Schools in which the proposal committee faculty hold their primary appointments.

¹ If there is a "lead" department or college, the initiative would fall under the rules outlined in the "[Form to Propose New or Change Academic Programs](#)" with the lead department/college identified in items #1 and #3 and the other departments/colleges identified as "cooperating" in items #2 and #4. This would not fall under the OCP policy.

² Here and below, in the case of the Fitzpatrick College of Nursing or the College of Professional Studies, substitute 'college' for 'department.'

B. Program Director, Steering Committee and Staffing

One element of an OCP proposal is an outline of anticipated staffing needs. Each OCP must have a program director who is a full-time faculty member of one of the participating departments. Each program must have a steering committee composed of full-time faculty from each participating department. The steering committee must include two or more faculty from each participating college, at least one of whom from each participating college is tenured. Once the OCP is established (i.e., after its first year of operation), the steering committee will also include from each participating college one student who is involved in the OCP (e.g., a major or minor). The program director is not a member of the steering committee. The initial steering committee is determined by the Vice Provost for Academics when the OCP is approved; subsequently, it is the job of the program director to recruit members as needed. In the event that the program director wishes to remove a steering committee member, the program director must have written permission from the Vice Provost for Academics to do so.

Staffing of courses created and run by and for the program (“program courses”) must include at least 50% full-time faculty and must include full-time faculty from each participating department.³

2. Oversight of OCPs

A. Appointment of the Program Director

The steering committee will nominate candidates for the position of program director. Subject to the deans’ review, the Vice Provost for Academics will appoint the director for a three-year renewable term (limited to a maximum of two consecutive terms).

B. Expectations of the Steering Committee

The steering committee should meet regularly with the program director to:

- 1) monitor the progress of the program;
- 2) assist the program director in strategic planning; and
- 3) connect the program to complementary activities on campus.

C. Expectations of the Program Director

The program director must prepare an annual report on the program to be presented to the steering committee, with copies to the appropriate chairs and deans, and to the Vice Provost for Academics. The annual report (due on May 30th) should include:

- 1) Summary of instructional and scholarly activities sponsored by the program, such as program courses, lectures, conferences, and workshops;
- 2) Data on enrollments and related matters;
- 3) Accounting of expenditures;
- 4) Current list of program membership (participating faculty) and their roles in meeting staffing requirements outlined above;
- 5) Plans for the program for the coming year; and
- 6) Other relevant information requested by the steering committee.

3. Procedures for Regular Review of OCPs

A. Timing of Review

³ On an academic year basis and in aggregate (not within each such course). Thus, it may happen that in a given semester no full-time faculty from one of the participating departments is teaching a program course. Plans to meet these requirements should be outlined in the proposal and met once the program is running. Failure to meet this requirement may be grounds for rejecting a proposal or terminating an existing program. Once a program is established, its annual reports should identify whether (and how) this requirement was met.

- 1) Internal review: Each OCP steering committee together with the program director will undertake an internal review every three years. This will return to the initial proposal to assess program performance and propose potential action items for the next three years.⁴
- 2) External review: The Vice Provost for Academics may require an OCP (e.g., minors and majors) to undergo an external review. In such case, the internal review will take the form of a self-study that will be forwarded to the external reviewers in advance of their campus visit. The steering committee and the OCP director select one external reviewer; the Vice Provost for Academics selects another. External reviewers must not be otherwise employed by Villanova and must have no past, present or anticipated future formal connection with the program.

B. Format and Purpose of Review

The main purpose of a review is to evaluate and enhance the quality of instructional activity devoted to fulfilling the mission of the OCP. The review will serve as a mechanism for the University and the OCP to work together to increase support, raise visibility, maintain high educational standards, and enhance the impact of the OCP on the University's educational mission. In all reviews, the OCP director will be asked to report on its mission, enrollment data, quality of the educational experience, management, budget, reporting structure, and other relevant factors.

C. Results of Review and Probationary Procedures

At the conclusion of a review, a final report will be shared with the relevant chairs, deans, and the Vice Provost for Academics. In the case of an external review, the report also will be shared with the program director and the steering committee. The final report should include recommendations on actions the program could take in order to improve.

If a review shows inadequate performance in terms of enrollment, OCP educational objectives, intellectual benefits, or quality of education, the Vice Provost for Academics will put the OCP on probation by providing written notice to the OCP director and the steering committee of the decision and the reasons for the decision. Within one year of the initial notification of probationary status, the OCP director may petition the Vice Provost for Academics for removal of probationary status. The Vice Provost for Academics shall lift probationary status if he/she concludes that the deficiencies that were the grounds for placing the OCP on probation have been remedied. If these deficiencies have not been adequately addressed within one year, the OCP will be terminated at the discretion of the Vice Provost for Academics.

4. Further Consideration

A. Secondary Status

Students are admitted to and receive their primary major degree from their home college, not from an OCP. Thus, an OCP major cannot serve as a student's primary major.

B. Minimum Requirements

The number of courses for individual certificates, majors, minors may not be below to the minimum requirement of existing programs within the participating departments.

C. Classification

⁴ With regard to existent OCPs, the steering committee will set a timetable for reviews in consultation with the Vice Provost for Academics. Normally this will align with the three-year cycle of director appointments.

Any course not within any college and credits for which count toward any academic degree or certificate at the University will be classified under out-of-college programs.

D. Hiring

OCPs may hire adjunct faculty and part-time faculty. Full-time faculty must be drawn from participating departments.

E. Redundancy

OCPs should be monitored for redundancy and/or significant overlap between courses offered in departments within the Colleges. In such cases, courses offered by the OCP must be adjusted to eliminate this problem.

F. Communication with Students and Advisers

Once an OCP has been approved, a critical step to ensure its success is to inform students (and pre-major and major advisers) about the program and associated courses. Because OCPs by their nature fall outside the traditional college structure, a planned communication strategy is especially important. Note, however, that OCPs should follow standard policy in their communications practices to put them on a level playing field with other programs and courses. For example, mass emailing of students would be inappropriate unless such an approach is also available for new courses and programs within existing colleges and majors.

5. Amendments to Guidelines

The Vice Provost for Academics may propose substantive amendments to these Guidelines following consultation with the Academic Policy Committee of the University.

Form to Propose New or Change Out of College Programs

Type of program (check one): Major Minor Concentration Certificate

Other (specify) _____

New program/curriculum?

Revision of existing program/curriculum?

Suspension of existing program/curriculum?

Termination of existing program/curriculum?

Departments and Colleges offering this proposal:

Audience of program (check one or more): Undergraduate Graduate Non-degree Non-credit

Modality (check one): On-Campus Other Location 100% Online Hybrid

Budget Model (check one): Entrepreneurial Program Traditional University Program

Title and Formal Catalog Description of Program:

Effective Date Program Begins, Suspends or Terminates (semester and year):

Instructions:

Minor Changes (e.g. adding or deleting required courses from the program): Attach an explanation of the change and secure all required signatures under "Minor Changes" on the following page.

Terminated or Suspended Programs: Attach an explanation of why the program is being terminated or suspended including the number of affected students and associated teach out plans. In addition, provide details of impacted staff and how their responsibilities are being reassigned as well as associated faculty and any anticipated impact on their load. Also provide a list of affected courses by college and department. Secure all required signatures under "Terminated or Suspended Programs" on the following page.

New or Substantially Revised Programs: Follow the directions for steps one through three on the third page.

Note: If the creation of new courses, or modification of old courses, is required to implement a new or modified program, please use the Changes to Course in the Course Catalog form, either in conjunction with this form or subsequent to the approval of the new or modified program.

REQUIRED SIGNATURES

By signing below, the individual indicates that his/her office has been consulted and has no material reservation about their willingness and ability to support the proposal.

STEP 1 APPROVALS, MINOR CHANGES AND TERMINATED OR SUSPENDED PROGRAMS:

Department 1 Chair: _____ Date: _____

Department 2 Chair: _____ Date: _____

College 1 Dean: _____ Date: _____

College 2 Dean: _____ Date: _____

Associate Vice Provost, Fin & Admin: _____ Date: _____

Vice Provost for Academics: _____ Date: _____

STEP 2 ADVISORY COUNCIL:

This meeting has been scheduled by the Vice Provost for Academics on: _____

at: _____ in room: _____

If you have any questions, please contact the Office of the Provost at 610-519-4525.

STEP 3 FINAL APPROVALS FOR NEW OR SUBSTANTIALLY REVISED PROGRAMS:

Department 1 Chair: _____ Date: _____

Department 2 Chair: _____ Date: _____

College 1 Dean: _____ Date: _____

College 2 Dean: _____ Date: _____

Additional Signatures (as noted):

Bursar

Registrar

Financial Aid

UNIT

Library

Other: _____

Other: _____

Other: _____

Other: _____

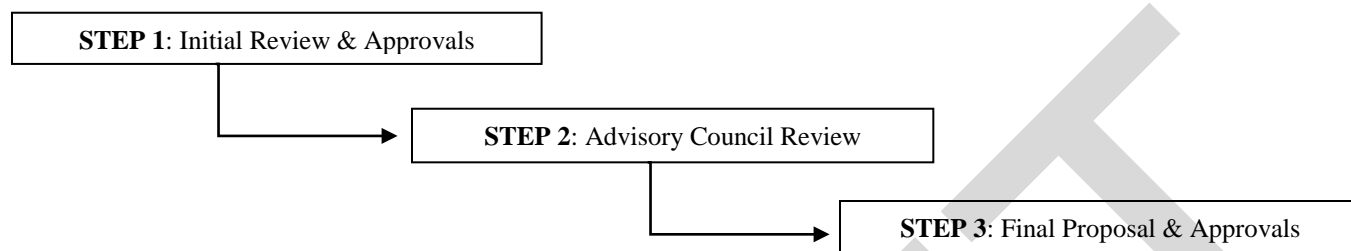
Associate Vice Provost, Fin & Admin: _____ Date: _____

Vice Provost for Academics: _____ Date: _____

**If there are more than 2 department chairs or college deans, please attach additional signatures in an appendix.*

NEW OR SUBSTANTIALLY REVISED OUT OF COLLEGE PROGRAMS: GUIDELINES

To start, please complete the checkboxes on the upper portion of the first page of this form to classify the type of program and the magnitude of the change. Subsequent instructions provide further clarity as to the required steps to obtain approval. Proposals for new or substantially revised credit and non-credit programs follow the below process:



Please note that this is an iterative process and comments and feedback received may require the sponsoring party to revise previously submitted materials prior to receiving final approval.

STEP 1: Initial Review & Approvals: Attach a proposal (maximum 10 pages) in which you preliminarily explain items 1-8a in the “Proposal Criteria” table on the following page. Circulate and discuss the proposal with the noted individuals in the order in which they appear under Step 1 on the previous page, incorporating any necessary edits prior to securing their signature. All participating departments and colleges are considered equal in this process so please simply list in alphabetic order (by college and then department). Please note that if you anticipate that your program will have any impact on existing curricula in other departments or colleges (as described in response to item # 6 in the “Proposal Criteria” table on the following page), you will need to secure the signatures of the associated department chairs and college deans. Final review and approval will be conducted by the Vice Provost for Academics. Signatures and the proposal should be sent for this final review via PDF to academics@villanova.edu. If final approval is granted, the Vice Provost for Academics will schedule a meeting with the Advisory Council and note the date, time and location on the signature page under Step 2. The Vice Provost for Academics will also indicate (on the previous page under Step 3 item #5) who needs to review and formally approve the final proposal.

STEP 2: Advisory Council Review: Present a 20-30 minute presentation of the new or substantially revised credit or non-credit program focusing on the most pertinent items from the “Proposal Criteria” table on the following page. Formal remarks will be followed by a Q&A session. After submission and approval of the preliminary proposal in Step 1, the Vice Provost for Academics will schedule the meeting and note the date, time and location on the previous page under Step 2. The advisory council is comprised of members of the student support service areas and provides a forum for operational guidance and advice prior to submitting a formal proposal. This step does not include an approval process, rather it is designed to be advisory in nature and assist the program sponsors in considering important administrative details when structuring their programs. While this committee has been assembled to help streamline the communication process, please note that there are other offices on campus that could be impacted by your program and/or from whom you may benefit from separate consultation. These offices may include but are not limited to:

- Enrollment Management (for student recruitment, enrollment issues)
- Facilities Management (if facilities must be constructed or modified)
- Office of Education Abroad (if the program has international or study abroad aspects)
- Student Life or Residence Life (if the program involves their programs and operations)
- Alumni Relations or Development Office (if the program involves alumni or fund-raising)
- Career Center (for employment and career development considerations)
- Office of the Vice President and General Counsel (for any legal implications)
- Campus Ministry (for service learning or liturgical considerations)
- Office of Strategic Planning and Institutional Effectiveness (for surveys, etc.)

STEP 3: Final Proposal & Approvals: Attach a final proposal in which you comprehensively explain all items in the “Proposal Criteria” table on the following page for the respective program type (i.e., credit or non-credit). This may require that you revise and elaborate on descriptions submitted as part of Step 1 based on any additional guidance received. Circulate and discuss the proposal with the noted individuals in the order in which they appear under Step 3 on the previous page (including the individuals noted in #5 by the Vice Provost for Academics), incorporating any necessary edits prior to securing their signature. Please note that this step does require securing a second signature from individuals who approved the initial proposal in Step 1, including signatures from participating department chairs and deans as applicable. Complete proposals and signatures should be sent via PDF to academics@villanova.edu. Final review and approval will be conducted by the Vice Provost for Academics. Normally, this process would not exceed four months following the final approval of the Vice Provost for Academics.

PROPOSAL CRITERIA		CREDIT	NON-CREDIT
1	Describe the program's objectives	X	X
2	Justify the program in terms of the University's mission and strategic plan. Any new academic program and changes to existing programs must be grounded in, and must be an implementation of, the University's strategic plan.	X	X
3	Market Analysis – Identify competitors, explain the program's unique position, likely student profile and demand.	X	X
4	Program Structure – Explain the adequacy of existing courses, need for new courses, frequency of course offerings and provide a sample curriculum sequence and academic calendar.	X	X
5	Program Delivery – Describe the modality and technology to be used. For online and hybrid programs, also describe asynchronous and synchronous elements, the relationship to the campus program (if applicable) and any residency requirements.	X	X
6	Explain any impact on existing curricula in other departments and Villanova colleges.	X	X
7	Provide a timetable for implementation including a course development plan.	X	X
8	Budget Analysis: Any academic program must have a budget and human resource base that substantially guarantees its sustainability without adverse impact on other programs. a) Provide anticipated revenue (credits/enrollments) and expenses (faculty, staff and technology). Please specifically list any new faculty or staff who will need to be hired. Also describe the cumulative effect of the additions/changes on the existing credits/revenue and expenses/resources of the college. b) Provide a detailed <u>three year budget</u> and any supporting documentation <u>using the template provided below</u> . Projections should be reviewed and discussed with the <u>college finance director</u> .	X	X
9	Explain the admission and completion requirements including the frequency of new student starts.	X	
10	Third-Party, Vendor and/or Corporate Relationships – Analyze the pros/cons of partnering and describe the scope of proposed services, breakdown of responsibility by major functional area, financial arrangements, proposed length of partnership and vendor/partner support team.	X	X
11	Assess the adequacy and availability of student academic support areas (e.g. library, learning commons, career center), facilities (classroom, lab, office space), special equipment, etc.	X	X
12	Accreditation (Regional and Professional) – Provide a fully developed assessment plan including an explicit statement of student learning objectives and outcomes, measurement techniques, assessment schedule and the process by which the information will be used to inform future improvements.	X	

Budget Template (see #8b in “Proposal Criteria” table above):

Entrepreneurial Program

Tuition Rate
Special Fee(s)
Projected New Students
Projected Total Enrollment

Gross Revenue

- University Overhead¹
- Fin Aid/Scholarships

Net Revenue

Expenses

Full-Time Faculty Salary (In Load)²
Faculty Salary (Adjunct/Overload)
Course Development Expenses
Staff Salary
Benefits³
Program Expenses
Marketing Expenses
Other General & Admin Expenses

Total Expenses

Net Profit (Deficit)

Traditional University Program (Undergrad/Summer/Grad)

Tuition Rate
Special Fee(s)
Projected New Students
Projected Total Enrollment

Gross Revenue

- Fin Aid/Scholarships

Net Revenue

Expenses

Faculty Salary (Adjunct/Overload)
Course Development Expenses
Staff Salary
Program Expenses
Marketing Expenses
Other General & Admin Expenses

Total Expenses

Net Profit (Deficit)

Notes: ¹15% on first \$1 million in revenue; 8% thereafter; ²1/8 of base salary per three credit course taught (in load); ³ 30% of full-time faculty and full-time staff salary; 10% of adjunct/overload.