

## **MOORPARK COLLEGE**

### **Memorandum from the Academic Senate**

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To: Dr. Pam Eddinger

From: Ms. Riley Dwyer, Academic Senate President

Re: Program Discontinuance for 2011-2012

Date: November 16, 2011

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Per your charge in response to the Academic Senate's recommendation, Moorpark College's faculty and administration have conscientiously undertaken the task of reviewing programs and courses for possible discontinuance. We have followed the process delineated and agreed upon in my October 18, 2011 memo and included below.

Following the process, but beginning at Step II per our agreement, the Recommendation Group convened on October 21, 2011 and submitted their analysis and recommendation to the Executive Vice President Designee on October 26, 2011. The EVP designee consulted each area's discipline faculty, department chairs and deans in meetings on October 26<sup>th</sup> and 27<sup>th</sup>. The EVP designee submitted her recommendation to the Senate on October 31<sup>st</sup>.

The Academic Senate discussed and analyzed the program discontinuance recommendations on November 1<sup>st</sup> and November 9<sup>th</sup>. Voting took place by written ballot on November 9<sup>th</sup>. The discussion during these meetings was focused, intense, and respectful of the faculty, the disciplines, and the gravity of the task. The Senate carefully reviewed and analyzed the EVP designee's recommendations and the supporting documentation, which included the Recommendation Group's recommendations based on each discipline's Annual Program Plans (for the 2008-09, 2009-10, and 2010-11 academic years), the related Program Plan Data Reports, Associate Degree and Certificate Award Completion Rates, and labor market data, where appropriate.

The courses followed the same process as the Programs; however, the courses were taken under consideration during the November 15<sup>th</sup> Senate meeting. The discussion here was equally focused and intense. Voting on the courses and athletics took place by written ballot. Preceding the voting there was significant discussion relative to the Program Discontinuance process being use for courses. Collegial consultation is obviously an

integral part of these types of decisions, and the Senate maintains the rights and responsibilities thereof. It was agreed that while extremely important work, the Senate holds that the process for program discontinuance and course suspension and/or discontinuance should be separate processes in the future.

In the agreed upon Program Discontinuance process, the Senate's task per the process was to demur and provide a justification and an alternative course of action or to concur with the EVP designee's recommendation. The Senate has concluded its work in this process, and respectfully submits its recommendations.

### **Excerpts from the October 18, 2011 pertaining to the Program Discontinuance Process**

This year, our Senate, which constitutes one representative from 22 academic and student services departments, four elected officers and a student liaison, has spent the last five sessions—including one special meeting—discussing the process enumerated in Administrative Procedure for Program Discontinuance (AP 4021). The discussions have been deliberate, thorough and collegial. Our interest is in creating a process that is balanced, fair and transparent.

As the district is currently without an adopted AP on program discontinuance, the Senate of Moorpark College recommends the follow process for our local use this semester. The Senate accepts that a list has already been produced and submitted for review; therefore, we recommended the process commence immediately at Section II: Recommendation Group Review and Analysis using Option A. The Recommendation Group will, however, take into account those criteria listed in Section I with the acknowledgement that the Program Review process has already taken place.

The Senate recommends that the Recommendation Group be as follows with a two-thirds minimum of faculty serving on the committee:

- Senate Vice President as Faculty Co-Chair of the Committee

- One Counselor

- Faculty Co-Chair of Curriculum

- Institutional Research: ex-officio, non-voting

- One (1) member of the faculty from each of the six (6) current divisions

- Deans as your designees with one serving as an Administrative Co-Chair

Given the intense time constraints, the Senate appointed the Recommendation Group from its ranks for this semester alone. This decision was made in the interest of time, and under the circumstance that a list had already been created and submitted. In the future, the committee shall be formed prior to the Program Review Process.

## **Program Discontinuance Review and Analysis Procedure**

### **I. Annual Program Review and Analysis**

As part of the annual program review update process, all programs shall provide information and analysis with regard to an agreed upon set of program metrics. These measures shall be applied as appropriate to the respective discipline. Each college shall have the latitude to develop its own program metrics; the list below, in no particular order and containing no particular weight, is intended to provide colleges with possible criteria to be taken into consideration:

- A. Extent to which the program advances the district/college mission.
- B. Extent to which the program addresses district/college strategic goals and objectives.
- C. Extent to which the program duplicates programs offered elsewhere in the district or service area and the extent to which it provides services that are unique to the service area.
- D. Analysis of the ratio of weekly student contact hours to full-time equivalent faculty (WSCH: FTEF “productivity”), factoring in fluctuations in program productivity caused by manipulations of enrollment caps.
- E. Student demand.
- F. For career/technical programs, evidence of employer demand for program completers, such as job placement, updating of skills, minutes of advisory committee meetings, etc.
- G. Extent to which program addresses needs identified as part of environmental scanning, as appropriate to mission.
- H. Extent of course completion, number of degrees and certificates conferred and transfer rates.
- I. Currency of program curriculum in relation to employer demand and transfer institution requirements
- J. Cost of program delivery relative to performance in relation to the program metrics adopted by the college.

Each program will be analyzed based on the evidence from agreed upon metrics. The

outcome of the analysis will be a recommendation for one of the following courses of action:

1. No action needed
2. Strengthen the program
3. Reduce the program
4. Review for discontinuance

In addition to considerations regarding program vibrancy and viability, programs may be identified for possible discontinuance in the event that, based on analysis conducted by the Vice Chancellor, Business and Administrative Services projected district reserves for a fiscal year are projected to fall below the state-required minimum of 5 percent, that may necessitate the consideration of programmatic reductions.

## **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

### Option A:

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

### Option B:

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee. Based upon its analysis of the program metrics, the Recommendation Group has two options:

### **Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

### **Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

### **III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

### **V. College President Review and Recommendations**

Following the review of the formal and written recommendations of the Executive Vice President (or designee) and Academic Senate regarding possible program discontinuance, the President shall determine the proposed course of action with respect to each program so identified. The College President shall communicate his/her final recommendation to the area dean, department chair, discipline faculty and academic senate president, followed by written notification of the college community and shall then forward his/her recommendations to the District Chancellor for possible action by the Board of Trustees.

### **VI. Board of Trustees Review and Action**

The Chancellor and Board of Trustees shall be provided a complete record of the process followed at the campus, as well as the findings and recommendations of the Recommendation Group, Executive Vice President, Academic Senate and College President prior to taking action on any recommendations pertaining to program discontinuance.

Following review of the complete record, the District Chancellor shall prepare a report to the Board of Trustees including recommendations for action pertaining to programs recommended for discontinuance. The Board of Trustees will hold a public hearing and

take action regarding any programs recommended for discontinuance.

## **VII. Implementation of Board Actions**

In the event that the Board of Trustees acts to discontinue a program, the College President, in consultation with the area dean, department chair, discipline faculty and Academic Senate President, shall develop a plan that must include the following elements:

1. Timeline and process for curricular and programmatic deletion/discontinuance approval at the local and state level
2. Provision for students currently in the program for completion and/or transfer.
3. Provision for displaced faculty and staff, where feasible
4. Provision for impact on budget and facilities
5. Removal of program from course catalog

## **Academic Senate**

### **Program Recommendations to the President**

**November 15, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with [*sic*] the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. For those programs recommended for discontinuance by the EVP designee—Computer Science, Computer Information Science and Interior Design—a member of the discipline faculty attended the meeting in which their program was discussed. The input from affected faculty and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Summary:**

##### **1. Computer Science Program**

EVP's Recommendation: Discontinue Associate Degree and Certificate  
Convert to service discipline

*The Academic Senate concurs.*

##### **2. Computer Information Systems Program**

EVP's Recommendation: Discontinue Associate Degree and Certificate  
Convert to service discipline

*The Academic Senate concurs.*

##### **3. Interior Design Program**

EVP's Recommendation: Discontinue Associate Degree, Certificates, and all courses

*The Academic Senate demurs, and recommends continuation of the discipline, focusing on the core courses for transfer.*

##### **4. Criminal Justice Program**

EVP's Recommendation: Continue offering Associate Degree, Certificates, and all courses

*The Academic Senate concurs.*

**Executive Vice President Designee**  
**Program Recommendations**  
**October 31, 2011**

**Program Discontinuance Review and Analysis Procedure**

**III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

*The district and college are anticipating deep budget shortfalls and programs have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the program report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each program were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:*

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**Summary:**

**1. Computer Science Program**

Recommendation: Discontinue Associate Degree and Certificate  
Convert to service discipline

**2. Computer Information Systems Program**

Recommendation: Discontinue Associate Degree and Certificate  
Convert to service discipline

**3. Interior Design Program**

Recommendation: Discontinue Associate Degree, Certificates, and all courses

**4. Criminal Justice Program**

Recommendation: Continue offering Associate Degree, Certificates, and all courses



## **Recommendation Group**

### **Program Recommendations to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

#### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

**Option A:**

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

**Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

#### **Summary:**

**1. Computer Science**

Recommendation: Discontinue Program

Discontinue Associate Degree and Certificate

Convert to service discipline

**2. Computer Information Systems**

Recommendation: Discontinue Program

Discontinue Associate Degree and Certificate

Convert to service discipline

**3. Interior Design**

Recommendation: Discontinue Program

Discontinue Associate Degree, Certificate and all courses

**4. Criminal Justice**

Recommendation: Program Continuance

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**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

## **Academic Senate**

### **Course Recommendations to the College President**

**November 16, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. During the November 15<sup>th</sup> meeting, the Academic Senate took the courses and teams under consideration. The input from the department's Senator and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Summary:**

##### **1. Sign Language Courses**

Recommendation: Temporary suspension of course offerings

*The Academic Senate concurs.*

##### **2. Occupational Work Experience Courses**

Recommendation: Suspend offering WEXP 20 courses

*The Academic Senate concurs*

##### **3. Emergency Medical Technician Courses**

Recommendation: Discontinue offering courses in the discipline

*The Academic Senate concurs.*

##### **4. Athletics: Men's Cross-Country, Men's Track and Baseball Courses and Teams**

Recommendation: Reduce the number of teams and related course offerings

*The Academic Senate concurs.*

## **Executive Vice President Designee**

### **Course Recommendations**

**October 31, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

The district and college are anticipating deep budget shortfalls and courses have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the course report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each set of courses were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:

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#### **Summary:**

##### **1. Sign Language Courses**

Recommendation: Temporary suspension of course offerings

##### **2. Occupational Work Experience Courses**

Recommendation: Suspend offering WEXP 20 courses

##### **3. Emergency Medical Technician Courses**

Recommendation: Discontinue offering courses in the discipline

##### **4. Athletics: Men's Cross-Country, Men's Track and Baseball Courses and Teams**

Recommendation: Reduce the number of teams and related course offerings

## **Recommendation Group**

### **Course Report to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

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**Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

#### **Summary:**

**1. Sign Language**

Recommendation: Discontinuance of course offerings in the discipline

**2. General Work Experience**

Recommendation: Discontinuance of course offerings in the discipline

**3. Emergency Medical Technician**

Recommendation: Discontinuance of course offerings in the discipline

**4. Athletics: Men's Cross-Country, Men's Track and Baseball**

Recommendation: Suspension of course offerings in the discipline

## **Academic Senate**

### **Program Recommendations to the President**

**November 15, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

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#### **Computer Information Systems Program**

EVP's Recommendation:      Discontinue Associate Degree and Certificate  
   Convert to service discipline

*The Academic Senate concurs.*

**Executive Vice President Designee**  
**Program Recommendations**  
**October 31, 2011**

**Program Discontinuance Review and Analysis Procedure**

**III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

*The district and college are anticipating deep budget shortfalls and programs have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the program report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each program were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:*

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**Computer Information Systems Program**

**Recommendation Summary: Discontinue Associate Degree and Certificate --Convert to service discipline**

On October 26, 2011 at 4:15 PM a consultation session for this program was held with the Executive Vice President Designee. The following computer information systems faculty and administrator were present:

- Mary Mills, Faculty and Department Chair
- Inajane Nicklas, Dean

**Discipline faculty indicates:**

- there are specific classes that serve other disciplines and are part of the degree patterns
- CIS courses are needed for job retraining by members of the community and help people get jobs
- job retraining is essential during times of low employment
- this is an important CTE program
- there are limited degree and certificate completers
- proficiency awards have been awarded but not tracked
- all disciplines expect students to have computer skills and these skills are essential for student success
- students request computer assistance in open access lab indicating they need the skills
- other colleges (Pierce & COC) have these programs
- there are ideas in the works for new ways to package/deliver content

- creating 18 units or certificates
- create higher-level certificates e.g. project management, admin assistant training, etc.
- partner with adult schools to create a bridge
- core groups to combine into Certificates
- work with multimedia for Web design

**Rationale for Recommendation:**

- students are not interested in CIS degrees or certificates as evidenced by minimal completers
- employers do not indicate an interest in specific CIS degrees or certificates
- some specific classes are required to support other college programs
- traditional age students are coming in with many of these skills and do not need traditional coursework to acquire additional skills necessary to support academic work

**Recommendation-- Discontinue Offering Associate Degrees and Certificates**

Following this discussion and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that the Computer Information Systems Program Degrees and Certificates be discontinued. It is recommended that specific courses, as determined by discipline faculty and administration in consultation with counseling faculty, be offered on a regular basis in service to other Moorpark College programs and disciplines. In order to meet the needs of students requiring basic specific computer program skills, it is recommended that the college explore a way to inform students of free instructional modules available (such as Lynda.com) in a variety of computer programs available for students requiring specific computer program skills for course completion.

## **Recommendation Group**

### **Program Recommendations to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

**Option A:**

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**Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

**Abbreviations Used:** PP: Program Plan (followed by year and, where appropriate, section)  
PPDR: Program Plan Date Report (followed by semester and year)  
IER: Institutional Effectiveness Report (followed by year)

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## **Computer Information Systems**

### **Recommendation: Discontinue Program**

Discontinue Associate Degree and Certificate  
Convert to service discipline

#### **Justification:**

##### **College mission:**

- Does not meet college mission: CIS courses transfer as elective credit only to CSU [with the exception of M16 and only M16 transfers to UC]. (Counseling input)



**Duplication of program:**

- These classes are available and some even required at many area high schools. In addition, they are readily available at adult schools and through tutorials. (Counseling input)

**Productivity:**

- Productivity has been volatile in this discipline which has struggled to meet its FTES goal. (PP2011-12)
- [Productivity] has decreased from 152% to 96% of 400 college goal over last 3 years. (PP2011-12)

**Student demand:**

- Student demand falling from approx. 870 [census enrollment] in 2006 to 690/615 in Fall/Spring 2010 semesters. (PP2011-12)
- The number of students [who need] basic introduction to computers is declining. (PP2011-12)

**Employer demand:**

- No supporting data on employer demand on program plans.

**Course completion rate:**

- The AA and Certificates as they exist are not indicative of student needs as evidenced by the low completion rates. (IER Fall 2011)
- Only 5 [Microcomputer Systems] AS degrees and certificates awarded in last three years. (IER Fall 2011)
- No CIS degree completers over last 3 years. (IER Fall 2011)

## **Academic Senate**

### **Program Recommendations to the President**

**November 15, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with [sic] the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. For those programs recommended for discontinuance by the EVP designee—Computer Science, Computer Information Science and Interior Design—a member of the discipline faculty attended the meeting in which their program was discussed. The input from affected faculty and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Computer Science Program**

EVP's Recommendation:      Discontinue Associate Degree and Certificate  
   Convert to service discipline

*The Academic Senate concurs.*

**Executive Vice President Designee**  
**Program Recommendations**  
**October 31, 2011**

**Program Discontinuance Review and Analysis Procedure**

**III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

*The district and college are anticipating deep budget shortfalls and programs have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the program report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each program were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:*

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**Computer Science Program**

**Recommendation Summary: Discontinue Associate Degree and Certificate --Convert to service discipline**

On October 27, 2011 at 6:00 PM a consultation session for this program was held with the Executive Vice President Designee. The following Computer Science faculty, department chair, and administrator were present:

- Martin Chetlen, Department Chair
- Christine Aguilera, Faculty
- Vish Viswanath, Faculty (via phone conference)
- Lisa Miller, Dean

**Discipline faculty indicate:**

- students taking CS classes are primarily transfer oriented
- students do not want or need CS degrees or certificates
- employers do not require or value associate level degrees in this area
- there had been a steady decline in enrollment however this trend is reversing and current enrollments are better with most classes full
- professional publications indicate upward trend in employment opportunities
- higher-level jobs are available but require advanced degrees
- most classes can only seat 24 students due to laboratory size

- most classes are 4 units (3 hours lecture, 3 hours lab) with a .3333 faculty load
- 2-3 specific CS courses serve as support to mathematics and engineering
- there have never been many declared CS majors
- a TMC for CS is being developed at the state level
- students value the higher-level CS classes for transfer
- Moorpark College CS students often win awards and state competitions
- higher-level courses are important for students wishing to transfer

**Rationale for Recommendation:**

- Associate Degrees and Certificates in Computer Science are not meaningful to either transfer institutions or employers.
- very few students indicated interest in pursuing degrees at the associate level and typically transfer prior to completion of any degree pattern.
- course productivity remains low
- lower level Computer Science classes are essential as support and prerequisite classes to other programs of study and need to be regularly offered but two year degrees and certificates specific to Computer Science are not valued or essential.

**Recommendation-- Discontinue Offering Associate Degrees and Certificates**

Following this discussion with program faculty and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that the Computer Science Program Degrees and Certificates be discontinued. It is recommended that specific courses, as determined by discipline faculty and administration in consultation with counseling faculty, be offered on a regular basis in service to other Moorpark College programs and disciplines.

## **Recommendation Group**

### **Program Recommendations to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

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Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

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Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

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**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

**Abbreviations Used:** PP: Program Plan (followed by year and, where appropriate, section)  
PPDR: Program Plan Date Report (followed by semester and year)  
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## **Computer Science**

### **Recommendation: Discontinue Program**

Discontinue Associate Degree and Certificate

Convert to service discipline

## **Justification:**

### **College mission:**

- Current AA hinders students by requiring more courses than they need to transfer into the major (40 plus units). (Counseling input)

### **Productivity:**

- There is an already low productivity goal of 360, which is not consistently met. (PP2011-12)
- [Productivity] has decreased 13% over last 3 years, from 88% to 76% of 360 college goal. (PP2011-12)

### **Student demand:**

- "General weakness in enrollment in this area nationwide" (Quote from PP2011-12:O1)
- Student demand declined 14% over last 3 years. (PP2011-12)

### **Employer demand:**

- Scans suggest job opportunities are rising but students not responding (1 AS and 1 certificate in 3 years). (PP2011-12:O1)

### **Extent to which program addresses needs identified by scans:**

- Program plan strengths/weaknesses/goals have not changed over last 3 years. (PP2009-10, 2010-11, 2011-12)
- Program does not appear to have completed any short-term or long-term goals. (PP2009-10:P/L, 2010-11:P/L, 2011-12:P/L)

### **Course completion rate:**

- 1 AS and 1 certificate in 3 years. (IER Fall 2011)
- AS and Certificate do not meet the needs of students studying CS; a Bachelor's level degree is needed for employment in computer programming. (Counseling input)
- Low course retention rates. (72%/69%, Fall 2011/Spring 2010, PP2011-12)

### **Currency of program curriculum:**

- Program plans discussed the need to update courses and develop new courses since 2009. (PP2009-10:L1/2, 2010-11:L1/2, 2011-12:L1/2)

## **Academic Senate**

### **Program Recommendations to the President**

**November 15, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with [*sic*] the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. For those programs recommended for discontinuance by the EVP designee—Computer Science, Computer Information Science and Interior Design—a member of the discipline faculty attended the meeting in which their program was discussed. The input from affected faculty and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Criminal Justice Program**

EVP's Recommendation: Continue offering Associate Degree, Certificates, and all courses

*The Academic Senate concurs.*

## **Executive Vice President Designee**

### **Program Recommendations October 31, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

*The district and college are anticipating deep budget shortfalls and programs have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the program report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each program were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:*

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### **Criminal Justice Program**

#### **Recommendation Summary: Continue offering Associate Degree, Certificates, and all courses**

On October 27, 2011 at 4:00 PM a consultation session for this program was held with the Executive Vice President Designee. The following Criminal Justice faculty and administrator were present:

- David Harrington, Faculty
- Leeann Mulville, Faculty
- Cynthia Barnett, Faculty and Department Chair
- Lori Bennett, Dean

#### **Discipline faculty indicate:**

- CJ is the fourth highest discipline on campus awarding degrees and certificates
- while a CJ program exists at Ventura College, its focus is primarily career/technical, moving students into the academies and immediate job placement rather than transfer to four-year institutions
- declared majors have increased each year
- depending on transfer intentions, students pursuing CJ are often declared as other majors and not tracked as CJ majors
- students who transfer and complete higher level degrees are more competitive both before and after hire
- CJ courses meet the needs of other disciplines and degree programs



- a TMC is completed
- SLOs are in progress
- productivity and retention are high
- internships are in progress

**Rationale for Recommendation:**

- even though the district and college are anticipating deep budget shortfalls this program continues to be vital, productive, and an effective and essential college program
- programs at MC and VC and are significantly different and not suitable for consolidation
- CJ students at MC are actively completing degree and transfer patterns at a high rate
- a TMC is in place and will increase the already high level of completers
- productivity and retention are good

**Recommendation--Continue Offering Associate Degrees and Certificate**

Following this discussion and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that the Criminal Justice Program, as it currently exists, continue to be offered at Moorpark College.

## **Recommendation Group**

### **Program Recommendations to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

**Option A:**

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

**Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

**Abbreviations Used:** PP: Program Plan (followed by year and, where appropriate, section)  
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## **Criminal Justice**

### **Recommendation: Program Continuance**

**Justification:**

**College mission:**

- This program meets both the college transfer and career preparation components of our mission. (Counseling input)
- We have several local 4-year colleges which offer this major (CLU, CSU, LA and others) . . . our students may not get a CJ degree from MC, but they have taken several CJ classes here, and go on to complete a higher degree in CJ. (Counseling input)

- [Local universities] give program unit credit for our courses -- course completion credit not just elective credit. (Counseling input)
- Program has recently completed its TMC. (Curriculum input)

**Program duplication:**

- The Moorpark two-year transfer-oriented program is structured very differently from Ventura's predominantly two-year terminal CTE program. (Counseling input)
- Ventura's and Moorpark's programs meet different student needs. They are not appropriate for consolidation. (Curriculum input)
- Degree offered at Ventura College is a CTE focus designed for immediate job placement in specific areas of law enforcement. The MC program is focused on transfer to CSUN, CLU, and CSULA . . . these colleges give program unit credit for our courses (course completion credit not just elective credit). (Counseling input)

**Productivity:**

- Dramatically rising productivity rate from approx. 60% in 2008 to over 100% in 2010 (116% in Fall 2011). (PP2011-12; PPDR Fall 2011)
- Data reveals increased production with 16 CRN's and 104% of college goal of 600. (PP2011-12)

**Student demand:**

- Growing student demand for program as demonstrated by increased student enrollment from approx. 400 [census enrollment] in 2006 to over 650 in 2011 (376 in Spring 2006 to 650 in Spring 2010; 741 enrolled in Fall 2011). (PP2009-10, 2010-11, 2011-12)
- The enrollments for CJ have been impacted for the past three years, with the program achieving over 100% of the FTES goal (which is already higher than 525 for this discipline). (PP2011-12)
- Program Plan states CJ is "stable but impacted: slow or moderate rate of growth due to being impacted -- could grow if resources of facilities were available". (PP2011-12)

**Course completion rate:**

- High retention rate at approx. 90% (91% Fall 2010; 89.9% Spring 2011). (PP2011-12)
- Evidence of 40 degree completers over last 3 years. One of highest completion rates across all disciplines. (IER Fall 2011)

## **Academic Senate**

### **Program Recommendations to the President**

**November 15, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with [sic] the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. For those programs recommended for discontinuance by the EVP designee—Computer Science, Computer Information Science and Interior Design—a member of the discipline faculty attended the meeting in which their program was discussed. The input from affected faculty and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

#### **Interior Design Program**

EVP's Recommendation: Discontinue Associate Degree, Certificates, and all courses

*The Academic Senate demurs, and recommends continuation of the discipline, focusing on the core courses for transfer.*

After reviewing the recommendation and supporting documents of the EVP and hearing testimony from the affected full-time faculty member and Senate representatives from the division, the Senate has voted by written ballot to demur at the recommendation.

#### **Rationale:**

##### **College mission:**

- Serves the needs of the community
- Students achieve Degrees and Certificates
- As courses articulate to CSUN as Interior Design courses, students may transfer into that program
- Courses serve other disciplines such as art, design, TV and theater
- Program is both CTE and transfer

**Degree and Certificate completion:**

- Students achieve Certificates and Degrees
- There is virtually no overlap between the degree and certificate holders

**Unique program to the service area:**

- Nearest Interior Design programs are at Santa Barbara City College and CSUN

**Employer demand:**

- Standard job market information is an inadequate measure of employment rates for Interior Design as they are difficult to track
- Interior Designers tend to be self-employed
- Job search in the Los Angeles/Ventura County area shows 111 jobs posted
- Interior Designers also work in industries such as theatrical and media productions
- Associates Degree and/or Certificate are sufficient for entry-level positions

**Recommendation:**

Continue the discipline, focusing on the core courses for transfer.

**Executive Vice President Designee**  
**Program Recommendations**  
**October 31, 2011**

**Program Discontinuance Review and Analysis Procedure**

**III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

*The district and college are anticipating deep budget shortfalls and programs have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the program report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each program were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:*

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**Interior Design Program**

**Recommendation Summary: Discontinue Associate Degree, Certificates, and all courses**

On October 26, 2011 at 12:00 PM a consultation session for this program was held with the Executive Vice President Designee. The following Interior Design faculty and administrator were present:

- Tim Stewart, Faculty and Department Chair
- Julius Sokenu, Dean

**Discipline faculty indicates:**

- current classes have been effected by the rumors of program discontinuance
- there are few jobs currently available in the field
- it is difficult to track job placements
- productivity has declined
- related industries are not doing well in this economic climate
- other colleges in the area have programs available
- if it were transfer program it might have greater value
- few students pursue degree or certificate completion

**Rationale for Recommendation:**

- many of these courses target community enrichment rather than academic completion
- there are few jobs available to completers

- student enrollment continues to drop
- courses are not required by other college programs

**Recommendation--Discontinue Offering Associate Degrees, Certificates, and Courses**

Following this discussion and the review and analysis of the reports submitted by the Recommendation Group, as the Executive Vice President Designee, it is recommended that the Interior Design Degrees and Certificates Program be discontinued. Discipline faculty and division Dean, in consultation with counseling faculty, to schedule courses so any students close to completion will be able to finish during spring 2012. Every effort will be made to refer interested students to other colleges with active programs.

## **Recommendation Group**

### **Program Recommendations to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

###### **Option A:**

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

###### **Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

###### **Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

###### **Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

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## **Interior Design**

### **Recommendation: Discontinue Program**

Discontinue Associate Degree, Certificate and all courses

#### **Justification:**

##### **College mission:**

- Due to lack of student demand program plan suggests to "continue to offer the core courses but offer those courses that draw the community as much as possible". (PP2011-12 A2)
- The program relies on "courses that have been driven by enrollment from the community at large" rather than degree/certificate seeking students [no longer part of core college mission]. (PP2010-2011:ES3)



**Productivity:**

- There is an already lower productivity goal of 450, which is not consistently met. (PP2011-12)
- [Productivity is] very low. 69% to 81% of 450 college goal over last 3 years. (PP2011-12)

**Student demand:**

- Student numbers peaked in 2006-7 and have fallen since (maximum of 361 [census] enrollments in Spring 2006, down to 188 in Fall, 2011). (PP2009-10 and PPDR)
- The program has had difficulty retaining students. (PP2010-11:O4).

**Employer demand:**

- A lack of local industries that hire graduates justifies elimination of the degree and certificate programs. (PP2011-12)
- Environmental scans speak to [how] the economy has affected the job market for this field making it lower in demand and very difficult to secure jobs. (PP2011-12:ES1)
- The program plan scans state that professionals already working in the field are seeking ways to “reinvent themselves” to continue gainful employment due to the high impact of the housing market collapse. (PP2011-12:ES1)

**Course completion rate:**

- 22 AS and 31 Certificates awarded over the last three years but probably represent a significant overlap as requirements for both are identical. (IER Fall 2011; Curriculum input)
- Few degree completers over last 3 years. Lower than average retention rates. (IER Fall 2011; 78% Fall 2010, PP2011-12)

**Currency of program curriculum:**

- Confusion amongst students between interior design and interior decorating. (PP 2011-12:ES3)
- Most of the ID classes transfer to CSU, and . . . articulate with specific classes at several CSU's. But MC students can still transfer, without having any ID classes here. (Counseling input)

**Currency of curriculum related to transfer/employer demand:**

- Curriculum last updated in 1998. (PP2011-12)

## **Academic Senate**

### **Recommendation to the College President**

**November 16, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. During the November 15<sup>th</sup> meeting, the Academic Senate took the courses and teams under consideration. The input from the department's Senator and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Athletics: Men's Cross-Country, Men's Track and Baseball Courses and Teams**

Recommendation: Reduce the number of teams and related course offerings

*The Academic Senate concurs.*

**Executive Vice President Designee**  
**Course Recommendations**  
**October 31, 2011**

**Program Discontinuance Review and Analysis Procedure**

**III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

The district and college are anticipating deep budget shortfalls and courses have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the course report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each set of courses were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:

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**Athletics: Specifically Men's Cross-Country, Men's Track and Baseball**

**Recommendation Summary:**                      **Reduce the number of teams and related course offerings**

On October 26, 2011 at 6:00 PM a consultation session for these athletic activities was held with the Executive Vice President Designee. The following Athletics Department faculty, staff, and administrator were present:

- Mario Porto, Baseball, Head Coach
- Curtis Scott, Baseball, Assistant Coach
- Sean Roche, Soccer, Head Coach
- Nicole Rietveld, Student
- Dennis Flood, Track, Volunteer
- Lindsay Goldblatt, Basketball, Head Coach
- Cherisse Sherman, Asst. Athletic Trainer
- Dave Fox, Softball, Head Coach
- Eleazar Hernandez, Softball, Head Coach
- Vance Manakas, Athletic Trainer
- Remy McCarthy, Basketball, Head Coach/Faculty
- Howard Davis, Athletic Director(via phone conference)
- Traci Allen, Counselor (via phone conference)
- Traycie Kephart, Cross-Country/Track, Head Coach/Faculty
- Will Thurston, Asst. Coach/Faculty
- Del Parker, Faculty and Department Chair
- Lori Bennett, Dean

**Discipline faculty indicate:**

- athletics are essential to the college for prestige, bringing the community on campus, attracting student athletes
- student athletes typically complete degrees within two years-getting in and out of college quicker than average
- many of our famous alumni come from athletics
- athletics and the success of our past athletes publicizes Moorpark College
- our student-athletes have a high scholastic reputation
- data supports that athletes complete degrees at a higher rate than other students
- there are many anecdotal stories of athletics being a positive turning point for students
- students learn to set goals as part of an athletic team
- there's high rate of transfer for student athletes
- student athletes take full academic programs
- Moorpark College is a particularly fine job of attracting local athletes
- athletics is responsible for increasing the ethnic diversity of the college
- athletics should be increased, not cut
- athletics could be considered vocational department because they move students into professional sports
- coaches actively recruit students to the school

**Rationale for Recommendation:**

- athletics courses and teams are valued as part of Moorpark College program
- many student athletes are highly focused and degree and transfer oriented
- having athletics teams can provide academic entryways for underrepresented populations
- we have many athletic team opportunities for students at Moorpark College
- as a college within a multi-college district we can refer students to athletic team opportunities on sister campuses

**Recommendation-- Reduce the Number of Athletic Teams and Related Course Offerings**

Following this discussion with program faculty and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that several athletic courses and related teams be suspend. It is recommended that the Athletics Department would be the most appropriate to recommend which teams should be suspend this time. It is suggested that current and future students interested in these teams be referred to other programs within the district.

## **Recommendation Group**

### **Course Report to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

###### **Option A:**

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

###### **Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

###### **Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

###### **Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

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## **Athletics: Men's Cross-Country, Men's Track and Baseball**

### **Recommendation: Suspend course offerings in the discipline**

#### **Justification:**

##### **College mission:**

- Student service program. (PP2011-12)

##### **Duplication of courses:**

- There is sufficient breadth in the Athletic Program to meet the student need. (PPDR Spring and Fall 2011)

- Team opportunities are still available in other sports and at the other colleges.  
[Baseball and Men's Cross Country offered at VC and OC  
Men's Track offered at VC  
(VCCCD College Sports Teams, 2011-12)]

**Cost of program delivery relative to performance:**

- All team sports [are] high-cost program[s] compared to the number of students [they] serve. (PP2011-12:P/L)
- Intercollegiate sports are expensive. Rather than complying with Title IX through adding a women's sport, men's sports should be reduced during the current fiscal climate. (PP2011-12:L2)

**Academic Senate**  
**Course Comments to the President**  
**November 16, 2011**

**IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. During the November 15<sup>th</sup> meeting, the Academic Senate took the courses and teams under consideration. The input from the department's Senator and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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**Emergency Medical Technician Courses**

Recommendation: Discontinue offering courses in the discipline

*The Academic Senate concurs*

## **Executive Vice President Designee**

### **Course Recommendations**

**October 31, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

The district and college are anticipating deep budget shortfalls and courses have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the course report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each set of courses were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:

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### **Emergency Medical Technician**

**Recommendation Summary:**                      **Discontinue offering courses in the discipline**

On October 26, 2011 at 5:00 PM a consultation session for this course was held with the Executive Vice President Designee. The following Emergency Medical Technician faculty and administrator were present:

- Mark Komins, Faculty
- Carol Higashida, Faculty and Department Chair
- Kim Hoffmans, Dean

#### **Discipline faculty indicate:**

- EMT has been offered for 11 years at Moorpark College
- there are currently about 80 enrolled students per semester
- outside agencies indicate the superior training and professionalism of MC students
- this program serves East Ventura County and the West Valley; Pierce has no program
- there are currently six programs in the county and all are fully enrolled
- San Fernando Valley has only two programs
- other programs are cost prohibitive for students
- performance of students at Moorpark exceeds the national standards/exceeds national certification pass rates
- this is a program that gets students job ready in one semester
- if the program is discontinued it would require reapplication and renegotiating contracts in order to reinstate a later time



**Rationale for Recommendation:**

- there is an EMT program at OC
- there are other local programs providers available for students
- the EMT program at VC includes a paramedic level allowing for student advancement
- environmental scans indicate the job market is currently low in this area

**Recommendation-- Discontinue all Course Offerings**

Following this discussion and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that the Emergency Medical Technology be discontinued beginning fall 2012. Students will be referred to programs at OC or VC or other programs within the county or San Fernando Valley.

## **Recommendation Group**

### **Course Report to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

**Option A:**

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

**Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

**Abbreviations Used:** PP: Program Plan (followed by year and, where appropriate, section)  
PPDR: Program Plan Date Report (followed by semester and year)  
IER: Institutional Effectiveness Report (followed by year)

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## **Emergency Medical Technician**

### **Recommendation: Discontinuance of course offerings in the discipline**

**Justification:**

**Duplication of program:**

- Ventura College and Oxnard College both have EMT programs. Simi Valley Adult School also has an EMT certificate program. (Counseling input)

**Employer demand:**

- Environmental Scan reveals that job market is low in Ventura County due to limited ambulance services. (PP2011-12:ES5)

**Productivity:**

- Low. Lab classes WSCH/FTEF is 180-300. (PPDR Fall 2010 and Spring 2011)

## **Academic Senate**

### **Course Comments to the President**

**November 16, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. During the November 15<sup>th</sup> meeting, the Academic Senate took the courses and teams under consideration. The input from the department's Senator and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Occupational Work Experience Courses**

EVP's Recommendation: Suspend offering WEXP 20 courses

*The Academic Senate concurs*

**Executive Vice President Designee**  
**Course Recommendations**  
**October 31, 2011**

**Program Discontinuance Review and Analysis Procedure**

**III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

*The district and college are anticipating deep budget shortfalls and courses have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the course report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each set of courses were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:*

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**Occupational Work Experience Courses**

**Recommendation Summary:**                      **Suspend offering WEXP 20 courses**

**CLARIFICATION:**

*At the time of discussion, this was incorrectly called "**General**" Work Experience. The course under consideration is "**Occupational**" Work Experience. Review of the discussion indicates only the course title was incorrect. The criteria reviewed by the RG was correct.*

- **WEXP 10--General Work Experience** --any work situation could count towards college credit. This course was discontinued several semesters ago.
- **WEXP 20-Occupational Work Experience** --work situation must be minimally related to an occupational goal to count toward college credit.
- **Discipline M80--** each college discipline is eligible to offer an M80 course in their discipline for students to use as discipline related internships. A prerequisite/corequisite of any M80 course is another course in that same discipline.

On October 26, 2011 at 1:00 PM a consultation session for this course was held with the Executive Vice President Designee. The following Work Experience faculty and administrator were present:

- Judi Gould, Faculty
- Corey Wendt, Faculty and Department Chair
- Patricia Ewins, Dean

**Discipline faculty indicate:**

- internships are vitally important to students entering the job market and this opportunity must be retained
- students who have not taken courses in the discipline might miss internship opportunities
- while it is possible for students to be redirected from Occupational Work Experience (WEXP 20) into Discipline M80s students may need to experiment in many areas before they develop a career path
- in exceptional situations discipline faculty could approve related courses for prerequisite/corequisite clearance
- the college has more confidence supporting students internships if they have specific education in the related discipline
- many non-native students register for WEXP 20 in order to be eligible for internships
- Discipline M80 are more indicative of the activity and look significantly better on transcripts

**Rationale for Recommendation:**

- M80 courses are more available and apparent to our native students
- eliminating WEXP 20 and redirecting students to Discipline M80 assures employers of students with knowledge of the field
- M80 course are better for student transcripts

**Recommendation-- Suspend Course Series**

Following this discussion and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that the Occupational Work Experience course, WEXP 20, be suspended beginning spring 2012. Students seeking internships will be directed to discipline specific M80 courses and faculty. In exceptional situations students will be referred to discipline faculty for possible prerequisite/corequisite clearance.

## **Recommendation Group**

### **Course Report to Executive Vice President Designee**

**October 26, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

##### **II. Recommendation Group Review and Analysis**

Each college will form a standing recommendation group to examine programs for possible remediation or discontinuance. In designating its recommendation group, each college may choose one of the following options:

**Option A:**

Colleges will form a recommendation group to examine programs for possible remediation or discontinuance. The recommendation group will have a minimum two-thirds faculty representation, as appointed by the Academic Senate.

**Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

The Recommending Group proposes program continuance with revision, accompanied by a written justification. A two-year monitoring period is established, including a mandated written first-year progress report.

**Option B: Program Discontinuance**

The Recommending Group proposes program discontinuance, accompanied by a written justification

**Criteria:** The criteria used by the Recommendation Group are those listed in the President's email dated October 19, 2011, re. Recommendation Regarding Program Discontinuance Process (see attached).

**Justifications:** Almost all justifications that are listed underneath each program recommendation are taken verbatim from representative written statements made by members of the Recommendation Group. [Any exceptions are placed in square brackets.]

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## **General Work Experience**

### **Recommendation: Discontinuance of course offerings in the discipline (M10 and M20)**

**Justification:**

**College mission:**

- General work experience does not match the goals of the institution as closely as work experience conducted in a discipline. (PP2011-12)
- The courses transfer to the CSUs as elective credit only. (Counseling input)

**Duplication of courses:**

- Work experience opportunities are still available through discipline-specific M80 courses. (Curriculum input)

**Extent to which program addresses needs identified by scans:**

- These courses appear to be peripheral to the Career Transfer Center in that they are not mentioned directly in any of the program plans over the last three years. (PP2011-12)



## **Academic Senate**

### **Course Recommendations to the College President**

**November 16, 2011**

#### **IV. Academic Senate Review and Recommendation**

After reviewing the recommendations and the supporting documentation of the Executive Vice President concerning possible program discontinuance, the Academic Senate shall review the recommendations and supporting documentation and take one of the following actions:

- 1) Concur with the recommendations of the Executive Vice President; or
- 2) Demur with the recommendations of the Executive Vice President and propose an alternative course of action to address the issues set forth in the Vice President's justification for program discontinuance.

The Academic Senate's formal written recommendation shall be transmitted to the College President no later than two regularly scheduled meetings after receiving said written rationale for the program discontinuance recommendation.

*In accordance with the agreed upon procedure, the Academic Senate has reviewed the Program Discontinuance recommendations of the Executive Vice President designee. The EVP designee's recommendations were received on October 31, 2011 and reviewed during Senate meetings on November 1<sup>st</sup> and 9<sup>th</sup>. During the November 15<sup>th</sup> meeting, the Academic Senate took the courses and teams under consideration. The input from the department's Senator and the review of the EVP designee's recommendation and supporting documentation form the basis for the following recommendations:*

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#### **Sign Language Courses**

Recommendation: Temporary suspension of course offerings

*The Academic Senate concurs.*

## **Executive Vice President Designee**

### **Course Recommendations**

**October 31, 2011**

#### **Program Discontinuance Review and Analysis Procedure**

#### **III. Executive Vice President Review, Analysis and Recommendation**

Upon receiving and analyzing the formal written report of the Recommendation Group, and following consultation with discipline faculty the Executive Vice President, or designee, formally informs the area dean, department chair, discipline faculty and the Academic Senate President of programs that have been identified for possible discontinuance, accompanied by a written rationale for the recommendation.

The district and college are anticipating deep budget shortfalls and courses have been reviewed for possible discontinuance, consolidation, or suspension. In accordance with the agreed upon procedure, the course report received on October 26, 2011 from the Moorpark College Recommendation Group was reviewed and analyzed. On October 26 and October 27, 2011, discipline faculty, department chairs, and deans for each set of courses were consulted. The input from these consultation sessions and the analysis of the report from the Recommendation Group form the basis for the following recommendations:

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### **Sign Language Courses within World Language Discipline**

#### **Recommendation Summary:            Temporary suspension of course offerings**

On October 26, 2011 at 9:00 AM a consultation session for these classes was held with the Executive Vice President Designee. The following World Language and Sign Language faculty and administrator were present:

- Perry Bennett, World Languages Faculty and Department Chair
- Helga Winkler, World Languages Faculty
- Marilyn Carpenter, Sign Language Faculty
- Peter Wechsberg, Sign Language Faculty
- Margaret Sych, Sign Language Interpreter
- Inajane Nicklas, Dean

#### **Discipline faculty indicates:**

- courses articulate to CSUCI and CS Bakersfield
- students have traditionally been accepted at CSUN and Cal LU
- both part-time faculty currently teach at local universities as well as MC
- the only Deaf instructor in the district currently teaches at Moorpark. This is important to the deaf community
- professionals in nursing and law enforcement need and depend on SL classes
- SL instructors feel the curriculum and quality of instruction at MC is superior to the instruction at OC
- SL usage is growing; it is the third most studied language in United States
- WL faculty feel if required to reduce language offerings it would be preferable to cut SL rather than Spanish
- WL faculty feel SL is primarily a CTE program and not as academically rigorous as other World Languages

- there are no full-time faculty at MC with this language specialty to provide leadership, evaluation, and effective curriculum and program development
- if courses are offered at MC by OC we do not retain control over the quality of instruction

#### Concerns:

- there is confusion about the difference between SL courses articulating and courses transferring as electives or in fulfillment of the "Language Other Than English" requirement for the UCs.
- **CLARIFICATION:** referring to the Moorpark College Catalog, MC's SL classes transfer to CSU and UC as electives and, most importantly, fulfill Area 6 "Language Other Than English" requirement within the IGETC pattern for transfer to UCs. Neither MC nor OC courses appear to articulate into the Deaf Studies Program at CSUN (the only public Deaf Studies program in California) as indicated by ASSIST.
- There are currently four Western and two Asian languages offered at MC. Following the discontinuation of Latin, SL is the only nonverbal language currently available at MC. SL, as a nonverbal language, is the recommendation for students with Learning Disabilities affecting auditory processing who need to complete a foreign language requirement for transfer. SL serves this unique need of one of our diverse populations.
- SL is the second-highest attended/in demand class in the World Language department
- SL is not addressed in the World Language department's program plans
- no SLOs appear to have been developed for SL
- SL demonstrates high productivity and excellent retention
- the World Language department recently supported hiring full-time faculty to develop a more comprehensive program indicating acknowledgment of the need for this language

#### Rationale for Recommendation:

- Sign Language is a needed discipline and an essential part of a community college language program as a transfer requirement, a vocational program, and support to career technical education
- although current courses meets the "Language Other Than English" requirement for transfer and (per ASSIST) articulates with many CSU and UCs, they do not articulate into the specific degree requirements of the Deaf Studies Program at CSUN
- even when the program offered up to 7 sections it was consistently well enrolled, and highly productive with excellent retention, demonstrating high productivity and success rates
- SL pedagogy is significantly different from other World Languages and there is no full-time faculty leadership for evaluation and curriculum and program development
- SLOs have not been developed for this discipline
- OC currently offers a more comprehensive transfer and vocational program that include SL levels 3 and 4. It should be noted this program is also not articulated with the Deaf Studies degree program at CSUN

#### Recommendation-- Temporary Suspension of Sign Language Courses

Following this discussion and the review and analysis of the reports submitted by the Recommendation Group, it is recommended that Sign Language Courses, as they currently exist, be temporarily suspended from active course offerings pending a revision of curriculum that will (1) effectively articulate these courses with Deaf Studies Programs at CSUN, as well as (2) continue to meet the "Language Other Than English" requirements for transfer. At the time of curriculum revision will be essential to establish a workable procedure for ongoing instructor and program quality evaluation. Until such time as the curriculum and evaluation procedures can be updated to meet these needs, it is suggested that the program consider possible consolidation with Oxnard College, and, in service to our students, explore the possibility of temporarily offering OC ASL classes on the Moorpark College campus.

**Recommendation Group**  
**Course Report to Executive Vice President Designee**  
**October 26, 2011**

**Program Discontinuance Review and Analysis Procedure**

**II. Recommendation Group Review and Analysis**

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**Option B:**

Alternatively, colleges may choose to assign this task to an existing standing committee with majority faculty representation.

The group makes recommendations to the Executive Vice President or EVP designee.

Based upon its analysis of the program metrics, the Recommendation Group has two options:

**Option A: Program Continuance and Revision**

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**Sign Language**

**Recommendation: Discontinuance of course offerings in the discipline**

**Justification:**

**College mission:**

- Courses do not transfer to major in Deaf Studies [at CSUN]. (Counseling input)

**Duplication of courses:**

- Program is duplicated at Oxnard College, which has a vibrant program. (Counseling input)
- MC has multiple other languages for students to choose from, including Eastern languages as required by UC's. (Curriculum input)

Program		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Total	%
Computer Science	Concur	1	1	1	1	1	1			1			1	1	1	1	1		1	1	0	1	1	1		<b>17</b>	<b>71%</b>
	Demur							1	1		1	1						1			0				1	6	25%
Computer Info Systems	Concur	1	1		1	1	1		1			1	1	1	1	1	1	1	1	1	0	1	1	1		<b>18</b>	<b>75%</b>
	Demur			1				1		1	1										0				1	5	21%
Interior Design	Concur	1	1			1					1				1	1	1				0		1	1		9	38%
	Demur			1	1		1	1	1	1		1	1	1				1	1	1	0	1			1	<b>13</b>	<b>54%</b>
Criminal Justice	Concur	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	<b>24</b>	<b>100%</b>
	Demur																									0	0%

## Sign Language

Ballot	Agree	Tend to Agree	Tend to disagree	Disagree
1		1		
2	1			
3	1			
4		1		
5	1			
6				1
7	1			
8	1			
9	1			
10	1			
11	1			
12			1	
13			1	
14	1			
15		1		
16				
17			1	
18	1			
19	1			
20		1		
21	1			
22	1			
23	1			
24			1	
25			1	
26				1
27			1	
subtotals	14	4	6	2
Totals		18		8

Baseball

Ballot	Agree	Tend to Agree	Tend to disagree	Disagree
1	1			
2		1		
3	1			
4	1			
5	1			
6	1			
7		1		
8		1		
9				1
10				1
11	1			
12	1			
13		1		
14	1			
15	0	0	0	0
16		1		
17	1			
18	1			
19			1	
20			1	
21		1		
22			1	
23	1			
24			1	
25	1			
26				1
27			1	
subtotals	12	6	5	3
Totals		18		8

**EMT**

<b>Ballot</b>	<b>Agree</b>	<b>Tend to Agree</b>	<b>Tend to disagree</b>	<b>Disagree</b>
1	1			
2	1			
3	1			
4	1			
5				1
6				1
7			1	
8				1
9	1			
10		1		
11	1			
12			1	
13		1		
14			1	
15		1		
16			1	
17	1			
18		1		
19	1			
20		1		
21			1	
22	1			
23	1			
24		1		
25			1	
26			1	
27			1	
<b>subtotals</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>3</b>
<b>Totals</b>		<b>16</b>		<b>11</b>



Track				
Ballot	Agree	Tend to Agree	Tend to disagree	Disagree
1	1			
2		1		
3	1			
4	1			
5	1			
6	1			
7	1			
8		1		
9			1	
10				1
11	1			
12	1			
13		1		
14	1			
15	0	0	0	0
16		1		
17	1			
18	1			
19			1	
20	1			
21		1		
22	1			
23	1			
24			1	
25	1			
26				1
27	1			
subtotals	16	5	3	2
Totals		21		5

<b>Work Experience</b>
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Ballot	Agree	Tend to Agree	Tend to disagree	Disagree
1	1			
2	1			
3	1			
4	1			
5	1			
6	1			
7	1			
8	1			
9	1			
10	1			
11	1			
12	1			
13	1			
14	1			
15	1			
16	1			
17	1			
18	1			
19	1			
20	1			
21	1			
22	1			
23	1			
24		1		
25	1			
26		1		
27	1			
subtotals	25	2	0	0
Totals		27		0

X-country				
Ballot	Agree	Tend to Agree	Tend to disagree	Disagree
1	1			
2	1			
3	1			
4	1			
5	1			
6	1			
7	1			
8		1		
9		1		
10				1
11	1			
12	1			
13		1		
14	1			
15	0	0	0	0
16		1		
17	1			
18	1			
19			1	
20	1			
21			1	
22	1			
23	1			
24			1	
25	1			
26				1
27	1			
subtotals	17	4	3	2
Totals		21		5