

APRCA Committee Report to Faculty Senate – December 5, 2022

Committee Charge

Faculty Senate created the Ad-hoc Committee on Academic Program Reduction and Curricular Adjustments in October 2020 with the following charge:

- Focus holistically on PSU's collective future
- Ensure faculty participation in meaningful, inclusive, and formative discussions of curricular adjustments related to budget reduction
- Recommend principles and priorities based on PSU's values and mission, with an emphasis on applying a diversity, equity, and inclusion lens, and share these with OAA to guide decision-making
- Plan and implement transparent communications, including but not limited to periodic town hall forums on budget information, regular campus-wide emails, and a website or Google Drive for material, including data on which decisions about reorganizing or eliminating programs are based
- Solicit input and feedback from faculty, including but not limited to implementing surveys and arranging other forums for gathering input and suggestions. Ensure input and involvement from Deans and Chairs/department heads. Facilitate communication with and incorporate input from students, staff, and other stakeholders
- Plan and implement meetings and interactions (preferably with professional mediation), including but not limited to meetings of Colleges/Schools
- Assist, if requested by OAA or AAUP, in contractually mandated retrenchment hearings arising from elimination of positions as per Article 22 of the PSU-AAUP Collective Bargaining Agreement

In April 2021, Faculty Senate extended the charge of the committee to June 2022. In May 2022, Faculty Senate further extended the charge of the committee to June 2023.

APRCA Guiding Principles and Priorities

In February 2021, as part of Phase 1 of the Program Review/Reduction Process (PRRP), the APRCA committee crafted a set of Guiding Principles and Priorities (GPP) to complement the driver and value metrics formulated by the Provost's Program Reduction Working Group. Among other things, the GPP outlines the importance of communication, transparency, and consulting with stakeholders before making decisions.

1. Equitable and meaningful engagement of all stakeholders
2. Focus on student access, quality learning experiences, and completion
3. Our work will change; let's make it for the better
4. Research and data informed decision making
5. Seek feedback prior to decision making
6. Devote resources to the Reimagining process
7. Transparent process and open communication with all stakeholders

Committee Membership

In 2022-2023, the committee had designees representing five key Constitutional committees, including Vicki Reitenauer (Steering), Mitch Cruzan (Budget), Peter Chaille (Undergraduate Curriculum Committee), Natalie Vasey (Graduate Council), and Joan Petit (Educational Policy Committee). The committee also included five members appointed by the Committee on Committees: Jones Estes, Kellie Gallagher, Theresa McCormick, Michelle Swinehart (diversity advocate), and Derek Tretheway. In addition, four consultants were appointed by OAA: Sy Adler, Vanelda Hopes, Amy Mulkerin, and Jeff Robinson. Jones Estes and Vicki Reitenauer co-chair the Committee.

Report to Faculty Senate on December 5, 2022

APRCA has held four meetings in AY 2023 to date, on October 10, October 24, November 7, and November 21, 12:30-1:30 pm, and attended to the following agenda items:

- The [response to APRCA and Steering](#) from the Provost following the [resolution](#) passed by Faculty Senate on June 13, 2022, was sent to APRCA members by the co-chairs in advance of the October 10 Committee meeting. In this response to APRCA and Senate following the resolution, the Provost reported the following:

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| 07-11-22 | After the June 13, 2022 Faculty Senate meeting and resolution regarding the PRRP, the Provost sent the five units further clarification about their Phase III Unit Narrative Reports |
| 04-28-22 - 01-15-23 | Deans engage with units throughout this period in support of development of Phase III reports; the Provost is also available to meet with units as requested |
| 01-15-23 | Phase III Unit Narrative Reports due to Provost and Deans |
| 02-01-23 | Complete review of Phase III Unit Narrative Reports by Provost and Deans |
| 02-15-23 | By February 15, 2023, the Provost and respective Deans will meet with each of the five units asked to prepare Phase III Unit Narrative Reports to review and seek feedback on proposed responses to those reports |
| 03-01-23 | By March 1, 2023, the Provost and respective deans will meet with the APRCA committee and Faculty Senate Budget Committee to seek feedback on proposed outcomes |

- At the October 10 APRCA meeting, continuing and new members introduced themselves to each other, discussed the activities of the Committee to date, and identified the agenda for the meeting on October 24: namely, meeting with representatives of the 5 units (Applied Linguistics, Conflict Resolution, International and Global Studies, Leadership for Sustainability Education, and Theater Arts) under scrutiny in Phase III of the Program Review/Reduction Process.
- At the October 24 meeting, representatives from the 5 units shared the status of their progress towards developing Phase III reports and identified the support they seek from APRCA and/or in the PRRP process more generally.
 - Progress varied across units and included, for some units, conversations with their deans, other units, and, in one case, the Provost.
 - The following themes emerged from the sharing by unit representatives:
 - Frustration that changes the units have already been making, in some cases predating the start of the PRRP, have not been acknowledged or given sufficient time to be impactful
 - Frustration that there seems to be a gap in understanding about the curricular offerings of the units in question in OAA
 - Continued lack of clarity about where the bar is for units (i.e., the actual working rubric that will be used to evaluate the Phase III narrative reports and how the bar/rubrics will be equitably applied to the reports), given the continued multiple and mixed messages received over time about the purposes of the PRRP, particularly for units that have shown that they can operate at least in a budget-neutral way (which the provost communicated was the bar to be cleared at earlier points in the process) and, in some cases, that they bring revenue into the University.
 - Ongoing concern that, since the completion of Phase II, the PRRP has caused the loss of credibility for units under continued scrutiny with other units across campus, in that other units are reluctant to collaborate with a unit shortlisted for restructuring or elimination. This has undermined the possibility of meaningful collaboration, despite the stated intention that collaboration across units would be a fundamental feature of PRRP. The PRRP has effectively only been experienced by the original 18 scrutinized units, contrary to the original guiding principles of APRCA
- At the November 7 meeting, the committee debriefed our conversation with the representatives of the scrutinized units and discussed the purpose of APRCA at this stage of the PRRP.
 - One new member wondered whether APRCA's role is to advocate for the scrutinized units, to act as a liaison between OAA and the scrutinized units, or something else. In response, a seasoned member suggested that the role of the committee is to advocate for the process as originally outlined in APRCA's committee charge and guiding principles (see above).
 - One new member indicated that they do not believe that the PRRP, as it has been engaged in by OAA, has reflected strategic thinking about PSU's mission and future. A number of committee members agreed.
 - This information was shared with the Faculty Senate Steering Committee.

- The Faculty Senate Steering Committee shared a draft of the Resolution Related to PRRP Phase III and Budget Planning with APRCA that we discussed at the November 21 meeting. Members offered feedback for Steering and considered co-sponsoring the resolution.
 - APRCA members considered whether the PRRP process had, up to and including Phase III, met the Committee's charge to "focus holistically on PSU's collective future" and to "ensure faculty participation in meaningful, inclusive, and formative discussions of curricular adjustments related to budget reduction."
 - On November 23, reviewing the resolution after feedback was incorporated by Steering, APRCA members voted to co-sponsor the resolution. (Of the 10 voting members of APRCA, 9 cast a vote, with 8 in favor of co-sponsoring the resolution and 1 abstaining.)

APRCA's next meeting is scheduled for December 5, 2022.

Respectfully submitted,

Jones Estes & Vicki Reitenauer, APRCA co-chairs
November 23, 2022