

Date: February 2, 2020

To: John Stalvey, Interim Provost

From: Denise Runge, Dean

Re: AY20 Expedited Program Review Findings

Program/s in this review: Applied Technologies Leadership (BS)

Specialized accrediting agency (if applicable): none

Campuses where the program is delivered: Anchorage

Members of the program review committee:

- Deanne Woodard, Associate Dean
- Kelly Smith, Assistant Professor
- Amanda Yauney, Instructor (adjunct)

Centrality of Program Mission and Supporting Role The Applied Technologies Leadership (BS) program is well-aligned with the mission of both UAA and the CTC. The program is an associates-to-bachelors completion degree designed to prepare graduates for leadership and career advancement in their technical or vocational field.

Program Demand (including service to other programs), Efficiency, and Productivity

Demand for the program has decreased slightly within the past two years. Given the overall decline in enrollment across the university system, the recently-ended recession, and the loss of the program's only dedicated faculty member, the decline from 80 majors in 2017 to 52 in 2019 is not terribly surprising. It does merit continued attention, however, as the program could potentially face new competition from the recently-approved UAF Bachelors of Applied Management, or BAM degree. That program, however, requires a number of courses such as PreCalculus, Statistics, and Accounting & Finance, which may make it less appealing for students from traditional CTC associates degree programs.

Efficiency and productivity have declined along with the reduction in enrollment. The program's relatively low reliance on in-major credits (in this case the TECH courses) has created an imbalance between cost of instruction and revenues produced. With an average class size of just 7.2 in 2019, cost per credit hour of \$258.4 against tuition per credit hour of only \$216.5, the program was unable to cover its instructional costs. The current review notes that enrollment in the courses has increased this year, and with the retirement of the lone full time faculty member, the costs likely have come into line with tuition. For Fall 2019 the headcount in TECH courses was 55 students across 3 regular courses, and in Spring 2020 it is 51 enrollments across 4

courses, with an average class size of 15 students. Overall during the review period, the BS-ATL program has experienced underutilized capacity with relatively high costs.

Program Quality, Improvement and Student Success The program has been engaged this year in an extended self-review, with the goal of strengthening and aligning the program to better meet student needs. The same faculty members who comprised the review committee, along with additional CTC faculty chosen from a variety of academic departments, have been examining student outcomes and discussing needed curricular change as part of a continuing review. The program's student success measures demonstrate its strong commitment to student degree completion. Currently the program retains nearly all of its students after the first year, and two-thirds after the second year. As a completion program, this makes sense; students are generally committed to finishing their degrees when they apply for admission to this program. The addition two years ago, of support from a Student Success Advisor, helps the program faculty to ensure its students stay on track for graduation. These efforts appear to be working: the program graduated 25 students in 2019, well above its 7-year average of 18.

Program Duplication / Distinctiveness The BS-ATL is unique among programs in the university system, however it faces potential new competition from the UAF BAM program mentioned above. The program is distinct from the UAF program in that it is not a business degree and thus does not have the business core requirements, such as Precalculus, Statistics, or Accounting and Finance, that can present an academic barrier for some students.

Commendations and Recommendations *Commendations:* The program is commended for delivering its courses asynchronously online to afford maximum flexibility for students. The program is commended for engaging in a rigorous and honest self-evaluation process with the goal of improving both quality and access. The program is commended for working across various departments to staff courses after the retirement of the full time faculty member. *Recommendation:* The program should continue its self-evaluation and make curricular revisions as recommended by the ongoing faculty committee. The program should continue to seek teaching faculty and "champions" from across CTC departments. The program should work with admissions, marketing, and advising staff from across the university to recruit additional students.

Decision *Continued Review:* Program is required to address specific issues and to undergo another review within the next two academic years.