

# Curriculum Committee

## Minutes

**Wednesday April 4, 2007**

**Lakeview Conference Room**

**Present:** Ehlke, Ellis, Evans, Korte, Oberdeck, Uden

**Excused:** Lotegeluaki, Stolt, Valentino

**Guest:** Cynthia Mellendorf

### REPORTS:

Oberdeck and Mellendorf presented an attempt at using the syllabus template. Several questions were raised about the technical aspects of using the template. Evans volunteered to work with the template. Mellendorf, Evans and Oberdeck will meet to work out problems between the PC and MAC formats.

### NEW PROGRAM:

The Computer Science Masters Program was discussed. Questions were raised about staffing and costs. By consensus the committee decided to invite Locklair to the next meeting to guide us through the program. Should there be a timetable requiring more rapid action, Oberdeck will call a special meeting.

### NEW MAJOR:

The Biomedical Science Major was reviewed. The major requires two new courses. The major will provide a more attractive and serviceable major for students desiring to go into masters level work in the medical/biological field. Oberdeck pointed out that on page 4, REL 110 was used twice. The second usage will be changed to REL Elective. M/S/P to approve the Biomedical Science Major.

### SYLLABI FOR REVIEW:

#### Graduate Syllabi

Korte reported that the Graduate Subcommittee reviewed and passed two syllabi:

BIO 510/810 Ecology (NEW) Arnholt

BIO 556/856 Readings in Environmental Science (NEW) Arnholt

### FACULTY HANDBOOK REVIEW:

Oberdeck presented concerns expressed at the most recent Faculty Senate meeting regarding the proposed changes to the *Faculty Handbook* 3.350 and 5.015 – 5.040 that graduate teaching faculty are not formally represented.

- Ellis asked for clarification on the definition of graduate teaching faculty. Does this mean faculty teaching only graduate courses, or does it mean faculty teaching both graduate and undergraduate. Oberdeck responded that it means faculty teaching both undergraduate and graduate.

- Korte pointed out that three of the Curriculum Committee members are teaching graduate courses at the present time, so there is representation. Nevertheless the revision does not mandate that any members be teaching graduate courses.
- Oberdeck will prepare a revised set of changes that explicitly requires at least two members of the committee to be teaching graduate level courses.

**NEXT MEETING:**

The next meeting will be on May 2 at 3:30 p.m. in the Lakeview Conference Room

Dr. John W. Oberdeck  
Committee Chair  
February 8, 2007

- d. The Concordia University President will report the final disposition of a new program proposal to the BHE/CUS Board of Directors for information and monitoring under policy based management procedures.
- e. For the purposes of this policy, a "new program" is defined as any of the following:
  - 1. any church-work program not already offered by the institution(s);
  - 2. any program introducing a new degree level (baccalaureate to master's or master's to doctoral);
  - 3. any program, regardless of its mode of delivery, requiring the introduction of sixteen or more semester hours (24 or more quarter hours) not currently offered by the institution(s).

***CRITERIA FOR PROPOSING A NEW ACADEMIC PROGRAM – CUS***

- a. The institution shall demonstrate how the new program relates to the mission statement of the CUS, the mission statement of the institution, the strategic plan of the institution, and support the mission/ministry of the LCMS.
- b. The institution shall demonstrate how the new program will coordinate with program and faculties of the other CUS institutions and the seminaries of the LCMS.
- c. The institution shall demonstrate clear student interest and positive employment potential for program graduates through a market survey. In the case of doctoral level programs, this survey must be done according to professional marketing standards.
- d. The institution must present a financial impact statement that demonstrates that the new program will not adversely affect the institutional operating budget for the next five years (format to be provided by CUS President). Where there are costs for the program that will exceed anticipated additional income, the institution must indicate how this new cost will be covered.
- e. The institution must present a plan for assessment and evaluation of the new program (also establish a contingency plan for withdrawal of proposed program).
- f. The institution must be able to verify that adequate governance structure, staff, library resources, technology, and laboratory facilities are available to support the program. Plans for acquisition of resources must be included in the financial impact statement.
- g. In the case of graduate programs at the master's level, the institution should have successful undergraduate program, or majors that are in the same discipline or a related area of study; for doctoral program, master's level study must be available in the same discipline or a related area of study (with 5 years of established program viability).
- h. Recommended graduate programs must be supported by at least three faculty members in the discipline or area of study, two of which must possess the earned doctorate. For doctoral level programs, all three must have the earned doctorate and be full-time faculty.
- i. The institution must demonstrate how the proposed program meets appropriate accreditation standards and/or professional association guidelines.

**5.015 Curriculum Development Procedures (F)**

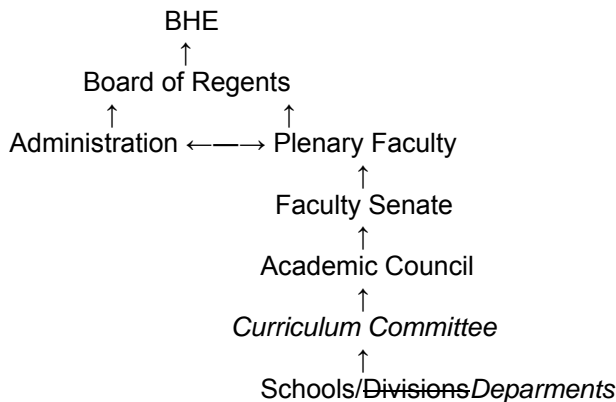
- a. Additions, withdrawals, or alteration of courses and programs ordinarily are initiated through or by the schools or divisions and submitted to the Curriculum Committee for review, the CC's recommendations are submitted to the Academic Council which then makes recommendations to the faculty where the final authority resides.
- b. Changes in the catalog course titles and course descriptions are left to the discretion of the Vice President of Academics. The faculty formally considers only proposed additions and deletions of courses from the catalog. The program of studies, as adopted by the faculty, is published in the annual catalog.
- c. In addition, the Registrar will annually notify Deans of the School and/or Division Chairs of the deadline for materials to reach his office for inclusion in the University Catalog. Deans or Division Chairs at that time will conduct a review of all the offerings from their school or division.

**5.020 Procedure for Establishing a New Academic Program or for Making a Major Change in the Curriculum (A, F)**  
(Updated February 2004)

- a. A new program or major curricular change may be initiated by any individual faculty member or any faculty grouping, e.g., ~~Department Division~~, Academic Council, Administrative Council.
- b. If the new program or change relates to an existing ~~department division~~, the initiator first presents it to that ~~department division~~ for action. The ~~department division~~ then presents its recommendation to the Curriculum Committee. The Curriculum Committee then presents its recommendation to the Academic Council. The Academic Council presents its recommendation to the faculty through the Senate. CUS criteria for proposing a new program must be met.
- c. New programs recommended by the Academic Council will be presented to the Faculty Senate, who will bring it to the Plenary Faculty for examination before being submitted to the Board of Regents.
- d. New programs approved by the Plenary Faculty as recommended by the Academic Council and Faculty Senate will be presented to the Administrative Council for examination before being submitted to the Board of Regents.
- e. Curriculum and Policy changes will follow the flow chart shown. Changes initiated by the Administration will be presented to the Plenary Faculty before being submitted to the Board of Regents.
- f. The faculty shall act on program proposals at the meeting following the one at which the proposal is first presented.

New Undergraduate Program Development

Undergraduate Curriculum and Policy Development



- ~~Graduate programs go through the Graduate Council and Graduate Faculty before being taken to the Academic Council.~~
- The Program Approval Cover sheet may be found at:  
[http://www.cuw.edu/tools/faculty\\_staff/pdfs/faculty\\_handbook/approval.pdf](http://www.cuw.edu/tools/faculty_staff/pdfs/faculty_handbook/approval.pdf)

**5.022 Fast Tracking (F)** (This section added by the Plenary Faculty on October 11, 2004)

- a. The faculty chair may consider fast tracking a program proposal if s/he deems the proposal to be of an urgent nature, and the proposal does not request personnel additions or significant resources.
- b. A program may only be fast tracked beyond the School approval level in the established process outlined in the program approval cover sheet.
- c. To fast track a program means to submit it simultaneously to the appropriate curriculum committee, the Academic Council, *and* the Faculty Senate ~~and, if appropriate, the Graduate Council.~~
- d. Any of the aforementioned bodies may delay the approval by requesting changes and a second look at the proposal. Fast tracking a proposal does not guarantee that the program will be approved quickly.
- e. Every preceding body, as designated in the program approval cover sheet, must sign off on a proposal before it will be forwarded to the plenary faculty. Furthermore, any required changes must be incorporated into the proposal before the full faculty sees it. Therefore, if substantive changes are required by any of the fast-tracked entities, all other fast-tracked entities must sign off on the changes before the program is advanced to the plenary faculty. For example, if the ~~Undergraduate Curriculum~~ Committee asks for a significant revision, that revised program must also be viewed by the Academic Council and the Faculty Senate.
- f. Ultimately, a special faculty meeting may be called by the faculty chair to expedite a second viewing and subsequent vote on the fast tracked program.

**5.025 Program Discontinuance (F)**

Annual institutional planning and evaluation or the periodic review of programs may result in the recommendation of discontinuance of a program.

- a. The Academic Council shall consult with affected parties and may request of the President that it be augmented by an ad hoc committee for research purposes. Such an ad hoc committee shall be formed of members who are independent of the affected program.
- b. The role of the Vice President of Academics shall be to assure that all interested parties have a voice in the deliberations, provide as much information as possible for the decision-making process, and, in general, facilitate the process in a manner that is fair and factual. He/she shall also add whatever recommendations may be needed to safeguard the rights and needs of students, faculty and staff in the program.
- c. The review process will need to establish criteria against which the program will be evaluated.

Procedures:

- a. The Vice President of Academics recommends program discontinuance to the Academic Council and the Administrative Council.
- b. The Administrative Council conducts a peer review of the program in question and submits a report with recommendations to the Academic Council for action by the Faculty Senate and Plenary Faculty.
- c. The Plenary Faculty discusses the issues and makes its recommendation to the President.
- d. The President brings the Academic Council report and the faculty recommendation(s) to the Board of Regents. The ultimate decision for program discontinuance is made by the Board of Regents.

Questions of quality and money cannot really be separated, but the following items should be considered.

**Items for Consideration in Program Discontinuance**Quality:

The Peer Review Committee should attempt an objective assessment of the program. Maintaining quality relates to keeping and attracting quality faculty and students and is influenced by the allocation of available dollars.

- a. The quality of the program should be considered in relation to the overall mission of the school.
- b. Recent accreditation reports should be consulted and analyzed.
- c. The program's reputation should be assessed.
- d. The quality of the applicant pool should be examined.
- e. Performance of the program's students and alumni should be measured.
- f. Quality of the program's faculty should be evaluated in terms of academic preparation, performance in teaching, research, scholarship and other contributions to college life.
- g. The value of the program to the constituency should be considered in the historical perspective and its current standing.
- h. The impact of closure on other units of the University (since most programs are interrelated) including other academic programs, student life, library holdings, etc., should be considered.

Cost:

The following financial criteria will also be pertinent:

- a. Present and projected enrollment.
- b. Cost per student and/or per student credit hours as a measure of faculty productivity.
- c. Relationship of the cost of the program to other educational needs of the University and its constituency.
- d. Loss of student fee revenues if program is discontinued.
- e. Cost of replacing any activities, services or functions provided by this program.
- f. Cost needed to bring the program "~~up to snuff.~~" *up to standards.*
- g. Net fiscal savings or loss.
- h. Cost of teach-out.

Consideration of Alternatives to Closure:

A program, for example, may have such value to the constituency that it cannot be closed. In such a case the following options may be viable:

- a. Merger with another department.
- b. Transfer to another college.
- c. Develop cooperative arrangement with another college.
- d. Make significant curriculum changes to reduce costs of the program without adversely affecting the fundamental integrity of the program.

Safeguards:

## a. For students:

1. Students will be given the right to participate in the program review process through representatives.
2. No admission will be made to a program under consideration for closure once the initial recommendation has been accepted.
3. If the decision is for closure, discontinuance shall be over a reasonable length of time to allow students to finish or transfer to another program.

## b. For faculty:

These safeguards are clearly spelled out by the 2001 Synodical Handbook, sections 6.35 and 6.44, and are printed elsewhere in the Faculty Handbook.

**5.030 Undergraduate Course Syllabus Approval Process (F)**

*(Updates approved by the Plenary Faculty on January 13, 2003)*

The current versions of the three (situation-specific) course approval cover sheets (as revised by the Curriculum Committee) can be found at:

[http://www.cuw.edu/tools/faculty\\_staff/committeesapproval/index.html](http://www.cuw.edu/tools/faculty_staff/committeesapproval/index.html)

**5.031 General Prescriptions (F)** *(Updates approved by the Plenary Faculty on January 13, 2003)*

- a. The writer of each syllabus shall address all four areas listed in point b, below, and shall normally prepare the syllabus using the format specified by the ~~CUR~~ Curriculum Committee.
- b. Each syllabus will then be reviewed in four major areas:
  1. internal coherence, including:
    - methodology
    - textbook selection
    - course objectives
    - evaluation procedures
  2. coherence within its program, including:
    - content and overlap
    - curricular and disciplinary goals
    - standards of outside accrediting bodies (as appropriate)
  3. coherence with University mission and curricular goals
  4. style and mechanics.
- c. The review process described below specifies which body (department, ~~division~~, school, etc.) is responsible for checking the areas noted above. In some cases, an area may be checked by more than one body.
- d. A template of the standard syllabus format is posted on the Academic Office web page (see ~~Undergraduate~~ Syllabus Approval link).
- e. The primary course objectives in a syllabus should address at least one, and normally no more than three, of the nine curricular goals.
- f. Each Dean will set for his/her School the maximum number of years (but no more than five) within which its syllabi will be reviewed. Department Chairs and Adult Education Program Directors may choose to review their syllabi sooner than prescribed by their Dean, but must establish a cycle for syllabi review.
- g. A copy of each approved ~~undergraduate~~ syllabus, along with any required cover sheets, shall be kept both in its respective school within the university, as well as in the syllabus repository of the Vice President of Academics.
- h. Each ~~Department~~ ~~Division~~ Chair will make sure the syllabi of adjunct-only taught courses within his/her domain are written and/or revised. ~~S/he may assign this responsibility to the Department Chair.~~
- i. A course may be taught for one calendar year before submitting a course syllabus.

**5.032 Defining “New” and “Revised” Syllabi (F)***(Updates approved by the Plenary Faculty on January 13, 2003)*

- a. A "new" syllabus is one that is either
  1. being taught for the first time
  - OR
  2. has undergone major revision of
    - the course description, and/or
    - the content, and/or
    - methodology and/or
    - its relationship to the general education core.
- b. All other syllabi are deemed "revised." Working with the aforementioned distinctions, Deans will use their discretion when placing syllabi into the "new" or "revised" approval track, contingent upon the implementation restrictions listed below. Deans may delegate this decision to their Department Chairs. Therefore, all syllabi will be presented initially to the Dean or his/her designee for track assignment.
- c. Furthermore, in order to insure that all syllabi are thoroughly assessed for adherence to the faculty's 1998 mandate for every syllabus to address Concordia's mission and curricular goals (spiritual development, communication skills, problem-solving skills, cultural understanding, scientific literacy, numeracy, physical discipline, aesthetic sensibility, and citizenship), any syllabus up for revision that was not approved by its Department, ~~its Division~~, and the Curriculum Committee after 1997 must pass through the "new" syllabus track *but does require approval beyond the Curriculum Committee*. Subsequent revisions may be accomplished via the "revised" track.

**5.033 New Syllabus Approval Track (F)** *(Updates approved by the Plenary Faculty on January 13, 2003)*

- a. ~~Traditional undergraduate and Adult Education~~ DEPARTMENTS shall review all course syllabi originating in that department in regard to all four areas listed in 5.031 b. Adult Education Program Directors will consult with the appropriate ~~traditional undergraduate~~ department before a syllabus is moved to the next level. Special attention is paid to the syllabus template posted on the Academic Office web page, which presents the essential elements that each syllabus should contain:
  1. course title and description
  2. course rationale and overview, which should address the mission of the university
  3. course objectives, which should display one or more of the nine curricular goals
  4. units of study, which should include both content descriptions and learning activities
  5. evaluation procedures
  6. resource materials for both students and instructors
  7. author's name, ~~Department Division~~, date
- b. ~~DEPARTMENT DIVISION~~ / ADULT EDUCATION ADMINISTRATION focuses on coherence within its program at the broader level of the ~~Department Division~~. Here course content and program overlap issues can be discussed.
- c. DEAN signs off, making sure that steps one and two have been accurately and thoroughly followed. Additionally, the Dean looks for overlap among courses within the School.
- d. CURRICULUM COMMITTEE focuses on coherence with the university's mission and the curricular goals that are derived from our Statement of Purpose.
- e. PLENARY FACULTY signs off, providing oversight for the larger goals of the university including our Christian perspective and university-level rigor.

**5.034 Revised Syllabus Approval Track (F)** *(Updates approved by the Plenary Faculty on January 13, 2003)*

- a. DEPARTMENT focuses on the same items it reviews in the new syllabus approval track.
- b. DEAN signs off, ensuring that step one has been accurately and thoroughly followed. Additionally, the Dean looks for overlap among courses within the School.
- c. Revised syllabi are filed in the same manner as are new syllabi.  
\* Adult Education follows steps 1-3 in the "new syllabus" track for its revised syllabi.

**5.040 Dropping a Course from the Curriculum (F)**

- a. The recommendation goes first to the ~~department division~~, then to the Academic Council for approval.
- b. In the case where courses may be dropped because a program is being discontinued, the procedures followed will be those listed under the policy for program discontinuance.
- c. Should a deleted course be recommended by a ~~department division~~ for reinstatement, the syllabus will have to be rewritten.