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Memorandum

To: Shari McMahan, President

cc: Faculty Organization
United Faculty of Eastern (UFE)

From: Jonathan W. Anderson, Provost & Vice President for Academic Affairs

Date: February 25, 2025

Subject: Program Review & Discontinuance - Provost's Final Recommendations

The Strategic Resource Allocation (SRA) process began in December 2022 as an initiative to evaluate the investment and allocation of institutional resources. This process aimed to assess academic programs and university services to ensure financial stability and alignment with student and workforce needs. Key objectives included streamlining programs, reducing redundancy, and directing university resources toward high-impact academic offerings.

The [EWU Board of Trustees \(BOT\) resolution](#) formally supported this initiative, emphasizing the need for a systematic, collaborative, and transparent review of programs and services. The Board's commitment reinforced the importance of aligning Eastern Washington University's academic offerings with student and workforce needs while maintaining financial sustainability.

Review and Faculty Involvement

The Academic Programs Task Force (APTF) conducted an extensive review, analyzing program data, student demand, and resource allocation. In December 2023, they released their recommendations having reviewed 146 undergraduate degrees, 64 graduate degrees, and 192 minors/certificate programs.

The campus community provided substantial feedback, which I reviewed alongside the report. After consultation with academic deans, I released initial recommendations for community discussion and feedback.

Following the release of my initial response to the APTF Report, programs were encouraged to work with their deans to either adopt recommended curricular changes or propose acceptable alternatives as agreed upon through negotiations with the United Faculty of Eastern (UFE) and EWU. The agreement reinforced faculty involvement as a central component of decision-making. The UFE and EWU agreed that this process was able to:

- Faculty have more control: They contribute to the process of shaping their programs' futures.
- More faculty jobs are protected.
- Faculty will use familiar means, on a regular timeline, to shape their programs.
- If departments/programs, the Deans, and the Provost cannot reach an agreement on changes to the program by February 21, 2024, it will be subject to PRD and potentially to layoffs.

I want to thank the faculty who participated in this process for their dedication and thoughtful engagement throughout this effort. Their expertise and commitment to academic excellence were instrumental in shaping these decisions.

Faculty agreed to modify or transform 45 degrees and credentials, ensuring these programs continue to meet student and workforce needs. Additionally, faculty agreed to discontinue 82 degrees and credentials, allowing us to strategically refine our offerings while maintaining a strong academic portfolio.

Twenty degrees and credentials that did not reach a resolution or did not choose to participate in providing alternatives in the given timeframe were referred to the Program Review and Discontinuance (PRD) process per the UFE and EWU agreement.

Program Review and Faculty Organization Recommendations

As noted in my memorandum to campus, the Program Review and Discontinuance process, a shared governance process, provided time for resolution in the prescribed time frame, culminating in a Faculty Organization recommendation. Specifically, the following programs were recommended for review by the Faculty Organization:

- **College of Arts, Humanities, & Social Sciences (CAHSS)**
 1. BAE in English Education – Secondary
 2. BA in TCOMM
 3. Minor in French
 4. Minor in German
- **College of Health Science & Public Health (CHSPH)**
 1. None
- **College of Professional Programs (CPP)**
 1. BA in Education Studies
 2. BAE in Early Childhood Education & Special Education
 3. BAE in Early Childhood Education & Special Education – PK-3rd Grade
 4. BAE in Elementary Education
 5. BAE in Literacy, Reading, & Writing – Elementary
 6. BAE in Literacy, Reading, & Writing – Secondary
 7. BAE in Dual Endorsement Program in Special Education/Elementary Education
 8. MEd in Career & Technical Education
 9. MEd in Career & Technical Education - Admin Cert
 10. MEd in Library Media

- **College of Science, Technology, Engineering, and Mathematics (CSTEM)**
 1. BAE in Physics - Secondary Major
 2. BA in Physics
 3. BS in Physics
 4. Minor in Physics
 5. Minor in Physics – Secondary
 6. BS in Biology with Biotechnology Option

After reviewing [enrollment data](#) and rationale, and discussing with various stakeholders, the Program Review Committee made their recommendations on each of the degrees and credentials. These recommendations went to either the Undergraduate Affairs Committee or Graduate Affairs Committee, then the Rules Committee, and finally the Faculty Senate. The Faculty Senate held information sessions from some programs in the Faculty Senate on December 9, 2024, January 13, 2025, and January 27, 2025. The Faculty Organization has recommended the following, resulting in a resolution from the Faculty Senate on January 27, 2025.

- **Maintain with no changes**
 1. BS in Physics (now called: BS in Physics, Professional)
 2. Minor in Physics
- **Revise, Transform, Streamline, and/or Modify**
 1. BAE in English Education - Secondary
 2. BA in Early Childhood Education & Special Education
 3. BAE in Early Childhood Education & Special Education – PK-3
 4. BAE in Elementary Education
 5. BAE in Literacy, Reading and Writing – Elementary
 6. BAE in Literacy, Reading and Writing – Secondary
 7. BAE in Dual Endorsement Program in Special Education/Elem. Education
 8. MEd in Career and Technical Education
 9. MEd in Career and Technical Education – Admin Cert:
 10. MEd in Library Media
 11. BA in TCOMM
 12. Minor in Physics – Secondary
 13. BS in Biology with Biotechnology Option
- **Discontinue**
 1. BA in Education Studies
 2. Minor in French
 3. Minor in German
 4. BA in Physics (now called: BS in Physics, General)
 5. BAE in Physics – Secondary

Through this thorough shared governance process, I agree with the majority of the recommendations from the Faculty Organization.

Eastern Washington University has always been committed to training teachers for the benefit of the region and deeply values the role educators have in building a better society. We continue to remain committed to preparing teachers and remembering our roots as a normal school. The curricular modifications the School of Education is working through will make the program stronger and the implementation of the UTeach model for STEM education and modifications to other secondary education programs (e.g., BAE in English Education - Secondary) continue to elevate our teacher training programs as the first choice among future teachers. The Master's in Education programs need to ensure they have curricular flexibility, decrease low-enrolled sections, follow a robust curriculum carousel, and demonstrate that they are supporting themselves and associated costs.

I also agree with the Faculty Organization's recommendation to modify the BS in Biology with Biotechnology option; substantive curricular changes have already been submitted with student success and industry needs in mind. I expect that programs we agree to be revised, transformed, streamlined, and/or modified are completed and submitted to the fall 2025 Course and Program Approval Committee deadline to go into effect academic year 2026-27.

Finally, I concur with the Faculty Organization's recommendation to maintain the Minor in Physics credential and discontinue the following degrees: BA in Educational Studies, minor in French, minor in German, BA in Physics (now called: BS in Physics, General), and the BAE in Physics - Secondary.

Specifically, I concur with the following recommendations from the Faculty Organization:

- **Maintain with no changes**
 1. Minor in Physics
- **Revise, Transform, Streamline, and/or Modify**
 1. BAE in English Education - Secondary
 2. BAE in Early Childhood Education & Special Education
 3. BAE in Early Childhood Education & Special Education – PK-3
 4. BAE in Elementary Education
 5. BAE in Literacy, Reading and Writing – Elementary
 6. BAE in Literacy, Reading and Writing – Secondary
 7. BAE in Dual Endorsement Program in Special Education/Elem. Education
 8. MEd in Career and Technical Education
 9. MEd in Career and Technical Education – Admin Cert
 10. MEd in Library Media
 11. Minor in Physics – Secondary
 12. BS in Biology with Biotechnology Option
- **Discontinue**
 1. BA in Education Studies
 2. Minor in French
 3. Minor in German
 4. BA in Physics (Now called: BS in Physics, General)
 5. BAE in Physics – Secondary

Of the 20 recommendations put forward by the Faculty Organization, I adopted 18. After careful review and extensive consideration, I continue to recommend discontinuing the BS in Physics (now called: BS in Physics, Professional) and the BA in Technical Communication (BA in TCOM).

BS in Physics [now called: BS in Physics, Professional]

Summary:

1. **APTF Narrative:** The BS in Physics program has low, but stable, student interest as demonstrated by SCH [student credit hours] and declaration numbers. Further, the program has low graduation rates and numbers. However, the program has good community engagement and the faculty has good scholarly productivity. Transformation of this program could include combining tracks into one major while also considering increased efforts around student recruitment and retention.
2. **Provost's Initial Recommendation:** Recommend discontinuing the Bachelor's degree based on low enrollment. The content remains important to be offered. Consider integrating content into other degree offerings.
3. **Program Review Committee Recommendation:** The PRC recommends retaining the BS in Physics at EWU despite not implementing prior suggested changes. Although it has low enrollment, only 12% of its credits come from upper-division courses, and enrollment has recently increased. The program effectively supports students' career goals. Given EWU's transition to a polytechnic university, eliminating hard science programs like physics would undermine the institution's mission and vision.
4. **Undergraduate Affairs Committee Recommendation:** UAC has not given any consideration to the status of these programs.
5. **Faculty Senate Recommendation:** Maintain, as per PRC recommendations (not considered by UAC).

Provost's FINAL Recommendation

Based on a thorough review of the documents and enrollment data, as well as my own academic judgment, my final recommendation is for the BS in Physics (now called: BS in Physics, Professional) to be discontinued.

The recommendation to discontinue the BS in Physics is supported by low student demand:

- An average of 11 majors across seven years
- A three-year average of 1 student graduating per year
- The number of students graduating with this degree over the past seven years has never been more than 4.

The program has engaged faculty that participate in applied learning activities. Yet, the program faculty reported during the [December 9th Faculty Senate meeting \(lines 280-282\)](#) that the purpose of the “Physics degree is not to staff the local environment or local community with a bunch of Physics bachelors, it’s to attract and maintain high-quality faculty”. While I appreciate that the program attracts and retains high-quality faculty, this perspective does not align with EWU’s mission and vision, which prioritizes preparing an educated workforce to meet the needs of our region.

The discontinuance of the Bachelor of Science degree is not an elimination of Physics at EWU and tenured faculty will be retained. As noted in my initial recommendations, the content remains important to be offered including but not limited to being integrated into other degrees, and the program can continue to support applied learning initiatives at the institution (e.g., undergraduate research, etc.).

BA in Technical Communications

Summary:

1. **APTF Narrative:** The degree has low and declining student interest but has potential due to its interdisciplinary and collaborative nature. Recommendations include enhancing industry partnerships and program visibility to attract more students. Introducing a Technical Writing Certificate, and leveraging existing resources, may further increase interest and appeal to students from other majors.
2. **Provost's Initial Recommendation:** Recommend discontinuing the Bachelor’s degree due to low enrollment. The program is encouraged to consider offering some of the unique courses as electives in the BA in English Studies.
3. **PRC Recommendation:** The recommendation is to streamline the Technical Communication program and its courses to align with the university’s polytechnic mission, emphasizing career-centered and experiential learning. The program’s value lies in its contribution to technical writing skills essential for polytechnic fields. Collaboration between the program, Department Chair, and Dean should establish clear expectations and outcomes by Spring 2025. Suggestions include exploring alternatives like discontinuing the BA in favor of a minor or advising track, provided the program’s integrity and student benefits are maintained.
4. **UAC Recommendation:** Streamline the degree.
5. **Faculty Senate Recommendation:** Streamline, as per PRC and UAC recommendations.

Provost’s FINAL Recommendation

Based on a thorough review of the documents and data, as well as my academic judgment, my final recommendation is to discontinue the BA in Technical Communication.

As noted in the APTF narrative, the degree has low and declining student demand:

- An average of 12 majors over seven years
- A three-year average of 4 students graduating per year
- Excluding one year, the number of students graduating with this degree over the past seven years has never been more than 7.

The skills the degree offers remain valuable for fulfilling regional workforce needs and aligning with the university's vision of integrating applied learning. To retain these benefits, I recommend transitioning the program to a non-credit-bearing certificate (in collaboration with Professional & Continuing Education) and potentially a credit-bearing minor to be paired with other degrees. This approach maintains the program's interdisciplinary and collaborative strengths, meets workforce demands, and will remain available to students across various majors without requiring a full degree program.

Summary:

As noted above, this has been a thorough shared governance process that has deep inclusion of faculty in decision-making. From December 2022 to the present, this process has simplified pathways for the majority of academic programs. After 402 undergraduate, graduate, and minor/certificate credentials were reviewed, 45 degrees and credentials were agreed to with faculty to be modified or transformed, 82 degrees and credentials were mutually agreed upon with faculty to be discontinued, and only 20 degrees and credentials that did not reach a resolution or did not choose to participate in providing alternatives in the given timeframe were referred to the Program Review and Discontinuance process. As noted in the initial memo to campus, the Program Review and Discontinuance process, a shared governance process, provided the time and processes necessary for such resolutions. Of the 20 recommendations put forward by the Faculty Organization, I adopted 18.

The Faculty Organization and I agree with discontinuing the following degrees:

1. BA in Education Studies
2. Minor in French
3. Minor in German
4. BA in Physics (now called: BS in Physics, General)
5. BAE in Physics – Secondary

After much consideration and review, I continue to recommend the following two degrees be discontinued:

1. BS in Physics (now called: BS in Physics, Professional)
2. BA in Technical Communication

Degrees that are discontinued will follow the NWCCU teach-out requirements.