



Title:	Creation, Revision, and Closure of Academic, Non-Credit, and Collaborative Programs	Type:	Key Institutional
No: KI 1003		Approval Date: Rev. 1, 4-27-2017; 5-15-2014	
Responsible Office: VPAA/Provost		Reviewed By: CLA Exec Comm, 4-27-2017; Fac Exec Cncl, P&BC, Pres Staff, and President; 4-27-2017	
Next Review: 2020		Revised: Rev. 1, Updated 4-27-2017 for CLA governance and name change, and establishment of Administrative Council.	

I. Purpose/Introduction/Rationale

This policy provides guidelines for the review and approval of new academic, non-credit, dual, or joint collaborative programs, as well as substantive program modifications to or closure of to any such programs.

This policy is designed to assure that plans for proposed new academic degree, major, minor, certificate programs (credit or non-credit); joint, dual-degree, or cooperative degree programs with other institutions; or new community or public service programs, as well as significant changes to or closure of existing programs; are communicated to all concerned members of the campus; are aligned with the College’s mission, institutional plans, and priorities; meet the needs of students; and have adequate resources to support program needs.

The College’s regional accreditor, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), requires notification for, and, when required, approval prior to initiation of, any substantive changes – “significant modification or expansion of the nature and scope of an accredited institution” – occurring at member institutions. Such changes may include, but are not limited to, “[t]he addition of courses or programs that represent a significant departure, either in content or method of delivery, from those that were offered when the institution was last evaluated,” closing of programs, or entering into collaborative agreements with other institutions for joint or dual degrees. Additional information on the scope of substantive change may be found in [College Policy KI 1002 Substantive Change](#) or the SACSCOC [Substantive Change for SACSCOC Accredited Institutions Policy Statement](#).

Note: New degree, major, minor, or certificate program; substantive changes to an existing program; including discontinuation of an existing program, or the establishment of joint, dual, or cooperative degree programs may not be advertised or implemented until final approval is received from College entities outlined in this policy, SACSCOC, and other appropriate external accrediting organizations of the College, if required. Non-credit programs require only the approval of appropriate College entities prior to advertisement and implementation.

II. Definitions

Baccalaureate degrees are defined as those programs requiring a minimum of 140 semester hours beyond the high school diploma, a minimum of 30 semester hours of which shall be comprised of general education coursework. In the residential undergraduate programs of the College of Liberal Arts

(CLA), at least 50% of the semester hours required for undergraduate degrees shall be earned through coursework completed at Rollins. In evening undergraduate programs of the Hamilton Holt School (Holt) at least 25% of the semester hours required for the degree shall be earned through coursework completed at Rollins.

Master's degrees are defined as those programs requiring a minimum of 30 semester hours beyond the baccalaureate degree. At least 33% of the semester hours required for master's degrees shall be earned through instruction at Rollins.

Doctoral degrees are defined as those programs requiring a minimum of 50 graduate semester credit hours beyond the baccalaureate degree with at least 30 graduate semester hours beyond the master's degree, including a maximum of 12 hours of dissertation hours and a maximum of 23 dissertation preparation hours.

Undergraduate majors are defined as coherent programs of study in an academic discipline leading to a baccalaureate degree in the given academic area of specialty.

Undergraduate and graduate minors, concentrations, or certificates are defined as coherent clusters of academic courses comprising a distinct curricular pattern in a single discipline. Minor, concentration, and certificate programs normally require a minimum of 15-18 semester credit hours of prescribed coursework.

Credit certificate programs are defined as coherent clusters of credit coursework culminating in a certificate or other credential offered by one of the College's schools.

Non-credit certificate programs are defined as coherent clusters of non-credit coursework culminating in a certificate or other credential offered by one of the College's schools. When appropriate and available, certificate programs of the College are typically recognized by relevant professional organizations.

Dual academic degree programs are defined as those between Rollins and one (or more) institutions in which "students study at two or more institutions and each institution grants a separate academic award bearing only its name, seal, and signature."

Joint academic degree programs are those between Rollins and one (or more) institutions in which "students study at two or more institutions and the institutions grant a single academic award bearing the names, seals, and signatures of each of the participating institutions."²

Dual and joint academic degree programs are typically governed by Memorandums of Understanding (MOUs) between the College and other participating institutions. These MOUs articulate agreed-upon academic completion requirements and the awarding of degrees, diplomas, or certificates.

III. Procedure or Application

A. General Guidelines

The Rollins College Board of Trustees has full authority to "prescribe and regulate the course of studies to be pursued in all departments of the College" and "establish or eliminate degree programs" (Bylaws of Rollins College, Art. I, Sect. 8, p. 2). As noted in the Bylaws, the Board has entrusted and charged the faculty of the College of Liberal Arts (CLA) and the Crummer Graduate School of Business (Crummer), respectively, with responsibility for the academic programs of the College (Bylaws, Art. III, Sect. 7, p. 13). These responsibilities include curricular content, quality, and effectiveness of credit-bearing programs and courses that culminate in the awarding of academic degrees, diplomas, or certificates (Bylaws, Art. IV, p. 16). Non-credit programs of study that culminate in certification document are reviewed administratively in consultation with the appropriate faculty governance entities.

Once formally recommended by appropriate faculty governance entities, new degree, major, minor, certificate programs; substantive changes to an existing program; closure of existing programs, or the establishment of joint, dual, or cooperative degree programs are implemented by the College's administration in consultation with sponsoring faculty. Non-credit programs may be initiated by faculty or administrators of the College and the recommendations of the faculty are reviewed in consultation with the appropriate faculty governance entity or entities.

In the case of new degree programs or significant program revisions with resource implications, administrative review is also required by the College's Administrative Council and President to assure alignment to mission and strategic goals, and assure that adequate resources can be allocated to establish and sustain the program.

In the case of both new degree programs and the closure of existing programs, approval by the College's Board of Trustees and appropriate external accrediting bodies is required. Proposals for all new programs or closure of existing programs, must include a Vice President for Academic Affairs and Provost (VPAA/Provost) Summary Information Worksheet and a detailed justification and rationale based on the College's mission, institutional plan, available resources, and the needs of students. Per appropriate Faculty Bylaws, faculty governance review and recommendation processes follow the steps noted in Part B (below).

Establishment of or significant changes to exchange, joint, or dual degree programs with international or non-regionally accredited institutions, as well as new study abroad sites and providers, require additional consultation with the Office of International Programs and/or the Office of International Student and Scholar Services. The number of students involved, transfer of credit arrangements, and associated matters must be detailed in the VPAA/Provost Program Information Sheet (attached) and full proposal.

Note: No new academic degree, major, minor, certificate program, or substantive change to an existing credit-bearing program, including discontinuation of an existing program, may be advertised or implemented until final approval is granted from the appropriate College entities outlined in this policy, SACSCOC, and other appropriate external accrediting organizations of the College as required. The VPAA/Provost will communicate approvals to program Sponsor(s) and Dean(s) to initiate program implementation, changes, or termination.

B. Review and Approval Process

The VPAA/Provost Program Review Pathway and Academic Program Information Sheet provide a two-step pathway for the review and recommendation of new programs (including joint and dual degree initiatives) or significant changes to existing programs (including program discontinuation) by both faculty governance bodies and appropriate administrative entities.

Departments, programs, faculty, staff, or administrators (hereinafter "Sponsors") considering new credit-bearing academic programs (including joint or dual degrees), significant revision of existing programs, or discontinuation of an existing program, are strongly encouraged to meet with the appropriate Dean(s), faculty governance Chairs, and VPAA/Provost, to discuss preliminary plans as early as possible in the development process. These meetings are intended to promote communication about possible program changes, resource needs, and documentation required, if any, for accrediting bodies prior to development and submission of full proposals.

- 1. Review Process for New Credit Programs (including Credit Certificate programs and joint and dual degrees) or Substantive Changes to Existing Credit Programs (including discontinuation/closure).**

- A. **Preliminary Concept Review.** Sponsor(s) prepare(s) a VPAA/Provost Academic Program Information Sheet (Appendix A). This summary concept document serves as a briefing paper for preliminary conversations with and notification of appropriate Dean(s), faculty governance committee chairs, and the VPAA/Provost, and serves as a cover sheet for full proposal review.

The VPAA/Provost consults with the President and shares the results of that review with the program Sponsor(s). See the [Academic Approval Process Pathway](#) document included with this policy for additional information.

- B. **Full Program Proposal Review.** Sponsor(s) develop a full program proposal for formal faculty governance review describing:
- the rationale and need for new program or modification of an existing program,
 - intended student learning outcomes,
 - budget and resource requirements,
 - a curricular plan (Catalog/ue copy) articulating program requirements, and
 - a Demonstration of Learning (DoL, assessment of student learning outcomes) plan.

The VPAA/Provost Academic Program Information Sheet noting appropriate reviews and notifications and full proposal is forwarded to the Curriculum Committee(s) of CLA and/or Crummer, respectively, for formal consideration and recommendation. Proposals for programs in Holt are first reviewed with the Holt Dean and then follow the same curricular approval processes described above for CLA, depending on the academic discipline involved.¹

- C. **Administrative Review.** In the case of new programs or significant changes requiring new or additional resources, once approved by faculty governance, an administrative review and recommendation by the College's Administrative Council and President, is facilitated by the VPAA/Provost to assure fit to mission and strategic goals, and that adequate resources are available to support proposed changes.
- E. **Trustee Approval, If Required.** In the case of new degree programs (a new type of degree not previously offered by the College, not a new major within an existing degree program), or discontinuation of an existing program, review and approval by the College's Board of Trustees is required. The VPAA/Provost obtains approval from the Education Committee of the Board of Trustees.
- F. **Accreditor Approval, If Required.** Once College approvals are complete, an appropriate proposal, if required, for substantive change will be prepared by the Sponsors(s) and Dean(s) in collaboration with the VPAA/Provost staff and submitted to SACSCOC, or other external accrediting organizations, as required.

Note: No new academic degree, major, minor, certificate program, or substantive change to an existing credit-bearing program, including program discontinuation, may be advertised or implemented until final approval is granted from the College entities outlined in this policy, SACSCOC, and other appropriate external accrediting organizations of the College as required. The VPAA/Provost will communicate approvals to program Sponsor(s) and Dean(s) to initiate program implementation changes, or termination.

¹Actions of the CLA Curriculum Committee are subsequently reported to and reviewed by the Executive Committee of the CLA faculty.

2. Non-Credit Programs

- A. Crummer.** Non-credit programs of the Crummer Philanthropy and Nonprofit Leadership Center, and Management and Executive Education programs are approved by program directors in consultation with the Dean of Crummer, or designate of the Dean, with final approval from the VPAA/Provost. Program effectiveness and participant outcomes are assessed by each unit and are reported annually through the College's Administrative Effectiveness System (AES).
- B. Holt.** Non-credit programs of Holt or its Center for Lifelong Learning follow the review and approval process below.
1. Sponsoring department, program, committee, staff member, or administrator (Sponsor) develops a proposal describing:
 - the rationale and need for new program or modification of an existing program;
 - intended participant outcomes;
 - budget and resource requirements;
 - a curricular plan articulating program requirements; and
 - an AES plan for evaluating participant outcomes and program effectiveness.
 2. The proposal is forwarded by the Sponsor(s) to the Dean of Holt. The Dean of Holt notifies the chair of the CLA Curriculum Committee of the proposal and provides a copy for review. The proposal is then submitted to the VPAA/Provost, along with comments from the faculty leadership, for approval. The VPAA/Provost will consider alignment to mission and budgetary implications, and may consult with other constituencies, if needed. Approval is communicated to the Sponsor(s) and Dean by the VPAA/Provost.

IV. Related Policies or Applicable Publications

Rollins College. (2013). [*Key Institutional \(KI\) Policy 1002 Substantive Change*](#).

Southern Association of College and Schools Commission on College (SACSCOC). *Agreements involving joint and dual academic awards: Policy and procedures*. <http://www.sacscoc.org>

Southern Association of College and Schools Commission on College (SACSCOC). *Substantive Change for SACSCOC Accredited Institutions Policy Statement*. <http://www.sacscoc.org>

Rollins College. (2002, amended). *Bylaws of Rollins College*.

Rollins College. (2016.) *Bylaws of the Faculty of the College of Liberal Arts, Article V Governance Structure, Section 1; Article VI, Section 1-2; and Article VII, Section 1*.

Rollins College. (2014.) *Bylaws of the Faculty of the Crummer Graduate School of Business, Section VI Bylaws, Article III, Faculty Responsibilities, Rights and Duties, Part 1 Academic Programs*.

V. Appendices/Supplemental Materials

[Academic Approval Process Pathway](#)

[Cover Sheet for New Program Proposal or Substantive Change of an Existing Program](#)

VI. Rationale for Revision

Rev. 1, 4-27-2017: Clarification of review and recommendation process, inclusion of academic program discontinuation processes, addition of Program Review Pathway and VPAA/Provost Academic Program Information Sheet, changes to CLA governance, and establishment of Administrative Council.



OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS & PROVOST

Academic Program Review Pathway

The academic program review process for both credit and non-credit programs consists of two-steps – preliminary concept and full program proposal review. The Pathway assures that new academic programs (or significant changes to existing programs, including program discontinuation) recommended by the College’s faculty are aligned to strategic priorities of the College, support the mission of the institution and sponsoring academic unit, and that the College’s administration can identify necessary resources to establish and sustain the program.

As detailed in College policies KI 1003 *Creation and Revision of Academic, Non-Credit, and Collaborative Programs* and KI 1002 *Substantive Change*, some types of academic changes may not require approvals at all levels, or may be advanced through some levels of the process as information items.

The general approval sequences, for new credit, non-credit, and collaborative programs with other institutions, or significant changes to existing programs, including program closures, appear below. The approval process is based on the steps required to develop and offer a new academic degree or non-credit programs. However, significant changes to academic programs, including program closures, also follow the same review process. Faculty governance leaders, Deans, the Vice President for Academic Affairs and Provost (VPAA/Provost), and VPAA/Provost staff, share responsibility for administering this process at Rollins College.

New Credit Programs or Substantive Changes to Existing Programs <i>(Including credit certificate programs; joint, dual, or collaborative programs with other institutions; and program discontinuation.)</i>	
1. Preliminary Concept Review	
a. Sponsor Completes VPAA/Provost Academic Program Information Sheet	
b. Sponsor Confers with Appropriate Faculty Governance Body, Dean(s), and VPAA/Provost (e.g., CLA-CC, Crummer-CRC, CLA Executive Committee, Crummer Full Faculty)	
c. Board of Trustees (Notification Only as part of Provost’s Reports to Education Committee)	
2. Full Proposal Notification and Approval	
a. Appropriate Faculty Governance Committee(s) and/or Full Faculty	
b. Administrative Council <i>(If Additional Resources Required)</i>	
c. President	
d. Board of Trustees <i>(New Degree Programs and Program Discontinuations Only)</i>	
e. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) or other external accrediting organizations <i>(If required, as determined by VPAA/Provost Staff)</i>	

Non-Credit Program Approvals	
Holt	Crummer
Sponsor(s)	Program Director
Holt Dean	Crummer Dean or Designee
Faculty Governance (Notification/Comment)	VPAA/Provost
VPAA/Provost	
Planning and Budget Committee (P&BC), <i>If Additional Resources Required</i>	Planning and Budget Committee (P&BC), <i>If Additional Resources Required</i>

Note: No new academic degree, major, minor, certificate program, or substantive change to an existing credit-bearing program, including program discontinuation, may be advertised or implemented until final approval is granted from the College entities outlined in this policy, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and other appropriate external accrediting organizations of the College as required. The VPAA/Provost will communicate approvals to program Sponsor(s) and Dean(s) to initiate program implementation changes, or termination. Non-credit programs require only the approval of appropriate College entities prior to advertisement and implementation.

I. Overview of the Faculty Recommendation and Trustee Approval Process

Listed below are typical proposals considered in the academic program approval process, as well as general review and approval process details. For a [complete list of significant changes](#) requiring notification, review, or approval by SACSCOC, faculty and administrators should consult College [Policy KI 1002 Substantive Change](#).

A. Types of Changes in Academic Programs and Structures Requiring SACSCOC Attention

- All NEW academic credentials, including:
 - majors/tracks/concentrations,
 - minors,
 - certificates,
 - degrees, and
 - name changes.
- Discontinuation/termination/closure of existing academic degree programs.
- New joint, dual, or collaborative programs with other institutions.
- New campus branches or extension centers.
- New schools or name changes of schools.
- New departments, including name changes and transfers to other divisions.
- New centers or institutes, including name changes.

NOTE: Minor changes, less than 25% new courses or program changes, to existing programs (including majors, minors, concentrations, stand-alone degrees, or certificate program) that do not require additional resources are not considered substantive changes and require only review and recommendation from appropriate faculty governance bodies with appropriate notification of Deans and VPAA/Provost.

B. Steps in Proposal Development and Review: New Academic Programs

1. Pre-Proposal Review

- a. Sponsor reviews College Policies for Required Approval Process (including VPAA/Provost [Academic Program Information Sheet](#)).
- b. Sponsor prepares preliminary VPAA/Provost *Information Sheet*, including estimated enrollments, projected revenue, and costs.
- c. Sponsor submits VPAA/Provost *Information Sheet* to appropriate faculty governance body.
- d. Appropriate governance body chair adds item to committee agenda for consideration with copies to appropriate Dean and VPAA/Provost for preliminary consideration of alignment to mission and strategic goals and resources needs.
- e. VPAA/Provost or designee informs Sponsor(s), appropriate governance body chair, and Deans of any resource concerns or required notifications to accreditors.
- f. Education Committee of Board of Trustees notified as part of VPAA/Provost's regular report.

2. Full Proposal Approval

- a. Prepare full proposal and update VPAA/Provost *Information Sheet* (if needed).
- b. Submit VPAA/Provost *Information Sheet* and full proposal to appropriate faculty governance body for formal review and recommendation, with copies to Dean and VPAA/Provost.
 - If additional resources are required, VPAA/Provost will submit the proposal to the Administrative Council for review and recommendation.
 - If additional resources are required, VPAA/Provost will submit the proposal with the Administrative Council recommendations to the President for review and approval.
- c. **For new degree programs or closure of existing programs only**, VPAA/Provost submits proposal to Education Committee of the Board of Trustees for approval.
- d. For new degree programs, substantive changes to existing programs, or closure of existing programs, the Sponsor(s) and Dean, in collaboration with VPAA/Provost's Office staff, prepare documentation required for approval by SACSCOC, or other external accrediting organizations.
- e. VPAA/Provost notifies Sponsor(s), Dean, and other concerned constituents of outcome.
- f. New program, program changes, or program discontinuation may be announced and posted to College's websites.

II. Board of Trustees Approval: New Degree Programs or Discontinuation of Existing Programs

New academic degrees comprise those for which a new degree credential, e.g., Executive Doctorate in Business Administration (E.D.B.A.), Master of Public Health (M.P.H.), not previously offered or awarded by the College is proposed. **No outside notifications or advertising of proposed changes may be made until the program is fully approved by the College's Board of Trustees and external accreditors.**

Similarly, the discontinuation of any existing degree program, e.g., the Associate of Arts (AA) or the Master of Planning in Civic Urbanism (MPCU) degrees in the Hamilton Holt School, require recommendation by the appropriate faculty and administrators, formal approval by the College's Board of Trustees, and appropriate notification of the College's accrediting organizations.

Appropriate faculty governance and administrative committees first consider all proposals for new academic degree programs or the discontinuation of existing programs. Once recommended by appropriate faculty governance bodies, proposals for new degree programs requiring new resources are forwarded by the VPAA/Provost to the Administrative Council for review and recommendation. If resources are required and the Administrative Council makes a positive recommendation, the VPAA/Provost's Office then forwards proposals to the President for review and approval. Once approved by the President, the VPAA/Provost forwards the new degree program proposal to the chair of the Education Committee of the College's Board of Trustees for inclusion on its agenda and subsequent presentation to, review by, and approval of the full Board or inclusion on the Administrative Action Report, as appropriate.

NOTE: Academic changes not requiring Trustee action may be implemented with appropriate internal approvals from the VPAA/Provost and/or President, with notification of the Education Committee of the Board of Trustees as part of the Provost's regular report to the Committee.

Following Trustee approval, the Sponsor(s), appropriate Deans, Assistant Provost for Institutional Effectiveness, and VPAA/Provost prepare required accrediting agency notifications or substantive change proposals for approval by SACSCOC and/or other College accreditors, as required.

The VPAA/Provost or a member of his/her staff will notify Sponsor(s) and Deans of accrediting agency approval decisions. Once approval is obtained, program proposers may move forward with implementing and advertising the new program.



Office of the Vice President for Academic Affairs and Provost
ACADEMIC PROGRAM INFORMATION SHEET
New Programs or Substantive Change/Discontinuation of Existing Programs

Program Name		
College		
Department or Program		
Contact(s), E-mail, Phone		
Type of Program	Type In Degree, Major, Minor, Certificate, Dual or Joint Degree Program	
Level	Choose from undergraduate, post-baccalaureate, graduate, doctoral, or certificate	
Credit or Non-Credit		
Total Credit Hours		
Effective Date		
Program Need and Fit to Mission		
Intended Audience		
Projected Enrollment		
Location(s) of Instruction	Physical location of instruction (e.g. Main Campus, new location, etc.) and means of delivery (e.g. traditional face-to-face, on-line, blended, etc.). Include information on the percentage of technology-based course delivery if a blended program. Indicate plans or potential plans for expansion to additional physical locations or additional means of delivery. If this program is for international exchange or study abroad, briefly describe transfer of credit arrangements and consult with International Programs or the Office of International Student and Scholar Services as required.	
Admission Requirements		
Faculty Required/Credentials	If existing faculty will staff the program, please explain how teaching in the new program will affect offerings of the department, e.g., existing majors, minors, general education, etc.	
Coursework Required		
Student Learning Outcomes	What will students or participants know or be able to do upon completion of the program?	
Evaluation & Assessment	How will student learning outcomes be assessed and how will program efficacy be evaluated? Attach Demonstration of Learning plan.	
Resource Requirements & Project Budget	Will the program require additional resources, from any source, such as faculty, courses, library materials, equipment, and/or facilities? If such resources are required, indicate the source of funding to support needs.	
R E V I E W S - A P P R O V A L S		
Sponsoring Department	Signature	Date
OIP or OISSS (if program involves international institutions)	Signature	Date
Dean	Signature	Date
VPAA/Provost	Signature	Date
Faculty Governance (signatures from all governance entities)	Signature	Date
	Signature	Date
Administrative Council (if financial resources required; completed by VPAA/Provost)	Signature	Date
President (if required)	Signature	Date

Board of Trustees (if required)	Signature	Date
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