

**Academic Curriculum Audit Final Report**  
**Division of Academic Affairs**  
**Morehead State University**  
**Executive Summary**

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## **Background and Process**

Initiated in September 2007, the Academic Curriculum Audit was designed to provide an in-depth analysis of all instructional programs. The overarching goal of the Academic Curriculum Audit was to identify the mix of academic programs appropriate for Morehead State University to offer as a 21<sup>st</sup> century institution. The scope and magnitude of the undertaking reinforced the essential operating premise that both the process and the outcomes have integrity, are driven by collective best efforts, and offer opportunities for growth, change, and potential excellence that do not exist through maintenance of the status quo. Under the leadership of the Provost's Council through direct discussion and input by the five academic deans, the process includes faculty involvement, participation, and opportunity for input and feedback. Directly linked to the University's mission and strategic plan especially in the areas of academic excellence and student success, the process includes analysis of data to support informed recommendations at each stage.

Robert Dickeson's book, *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance* (San Francisco: Jossey-Bass, 1999) provided foundations, principles, and a strong link to best practices in higher education. His campus visit provided opportunities for discussion and further articulation of goals and framework. Work teams from the Provost's Council developed and compiled review materials, standardized the formats for collecting and reporting information, and planned and conducted training for audit teams.

The Final Audit Report provided recommendations by college that synthesize the original Audit Reports at program, department, and college levels; considered and in most cases incorporated feedback from the initial recommendations made in September; and took into account audit responses received in December through the audit teams, departments, and individual faculty. In some cases, budget considerations necessitated significant alterations to Campus Audit recommendations, but where possible the intent of those recommendations was preserved but cost contained. Based on parameters established in the original audit process, audit recommendations were framed in common format with associated rationales. A brief summary of recommendations by college is included at the end of this Executive Summary report.

The complete audit report is available online at [www.moreheadstate.edu/provost/](http://www.moreheadstate.edu/provost/) . Recommendations in the report include the assignment of each academic program into one of the following categories. The number of programs in each category is shown in parentheses.

1. Enhance (20)
2. Maintain and Improve (33)
3. Maintain with Modifications (19)
4. Maintain with Conditions (17)
5. Delete or Phase Out (17)

In addition, 10 new programs have been proposed as a result of the evaluation process.

## **Summary of Recommendations by College**

Recommendations and proposals emerging from the Academic Audit process in the **College of Science and Technology** invest in reorganization strategies to align academic programs within functional discipline-related strands that enhance program effectiveness and create budgetary efficiencies. A defining theme in the Science and Technology reorganization is the creation of a School of Health Sciences. This school provides the administrative and academic framework that positions MSU to take advantage of the enormous growth potential in health-related programs in the region. Significant reorganization became necessary with the decision to align the four academic units within the Department of Physical Sciences to other academic departments within the College. Because the academic programs in Physical Sciences are STEM disciplines, all programs are to be maintained, but Earth Systems and Physics are identified for restructuring. In addition, recommendations for other programs in the College include renaming the Department of Agriculture and Human Sciences to Department of Agricultural Sciences and enhancing programs in Biology, Psychology, Nursing, Imaging Sciences, and Engineering Technology.

Recommendations for the **College of Education** are generally organizational in nature and reflect strategies for defining or redefining programs in response to mandates from regulatory groups. Additionally, the College of Education recommends enhanced coordination among all teacher preparation programs across colleges. College of Education programs must meet requirements and standards set by the Kentucky Educational Professional Standards Board (EPSB) for credentialing and state accreditation, and the National Council for the Accreditation of Teacher Education (NCATE). Recommendations for reorganization and relocation of departments provide a more coherent alignment of programs and a more responsive support system for students, faculty, and programs across campus. Deletion of graduate programs and development of the new master's and certificate programs are in response to mandates from the EPSB and are aligned with the College's regional engagement focus.

The recommendation that the Institute for Regional Analysis and Public Policy (IRAPP) be integrated into the administrative structure of the **College of Business** was supported at all levels. This merger results in a reconfiguration of the College of Business into the College of Business and Public Affairs. The MPA and MBA programs as well as the Small Business Management/Entrepreneurship focus and a proposed Healthcare Administration program have been recommended for enhancement. Because it is closely aligned with business programs, it is recommended that the Sport Management program be moved to the College of Business.

The **Caudill College of Humanities** has recommended the organizational structure be altered with programs reconfigured to foster and improve efficiency, effectiveness, and excellence. To facilitate this, it is recommended that the College be organized into a School of the Arts and a School of Humanities and Social Sciences. Programs would be aligned within these schools according to academic discipline. In addition, the establishment of a Department of Communication, Media and Leadership within the School of the Arts separate from Theatre is recommended. This organizational change reflects the current programs in the communications and media disciplines as do the proposed programs and affiliated work in leadership and forensics. A hallmark of the proposed School of Humanities and Social Sciences would be a new Department of International and Interdisciplinary Studies, the combination of academic programming in foreign languages, interdisciplinary, and international programs.