Q1: What changes to Hartwick programs are you recommending?

A1: Based upon a review of 12 academic programs during the fall of 2015, we are recommending changes that include the creation of several new majors, the possible elimination or reconfiguration of up to five majors, and the revision of a number of other majors.

- **We are recommending the addition or significant revision of nine majors.** Minors might also be created in these areas, but that has yet to be determined, and will be discussed with individual departments. Several of the proposed majors are already under discussion. The new or revised majors include:
  - actuarial mathematics (new)
  - criminal justice and legal studies (new)
  - global studies (new)
  - media studies (new)
  - music performance (new)
  - public health (new)
  - computer science (revised)
  - creative writing (revised)
  - literary studies (revised)

- **We are recommending the elimination of three majors; the future of two additional majors will be determined by April 15**
  Majors recommended for elimination include:
  - **German, French, and Information Science.**
    - Instruction in French and German will continue to be offered
    - Minors in French and German may not be continued. We are consulting with the department and Faculty Council to determine whether these minors should continue to be offered
    - The Computer Science and Information Science majors will be combined into one major called Computer Science
  - **Majors in Philosophy and Religious Studies** may or may not be continued.
    - We will remerge the departments of Religious Studies and Philosophy into a single department, a configuration which existed until July 2010. We are consulting with the current Philosophy and Religious Studies faculty to determine whether these majors can be continued with a maximum number of five full-time faculty in a newly combined department.
    - Minors in Philosophy and Religious Studies will continue to be offered even if these majors are eliminated.
• We are also **recommending the reorganization of several departments** to accommodate new major offerings. For example, we are proposing that Modern Languages and English be combined, and the addition of a new major in media studies. Combined, these majors will create the department of Language, Literature and Media Studies. In addition, we are proposing that Theatre Arts become a stand-alone department rather than become part of the new Language, Literature and Media Studies department.

• We are recommending that the **Information Science major be restructured** with the simultaneous restructuring of the Computer Science major. The result will be a single new major, probably called Computer Science, that will include important elements of both current majors. One important feature will be the elimination of a number of math requirements that the faculty believe are a barrier to student participation in the Computer Science major. These changes all were recommended by the Department.

• In **Music**, we are recommending a reduction in an excessive number of credits required for both the BA in Music and BS in Music Education, as well as the creation of a Bachelor of Music in Music Performance major, as recommended by the Department Chair.

• Finally, as Hartwick replaces retiring faculty we will shift subspecialty emphasis in some cases. For example, in **Anthropology** we will replace a retiring faculty member with a faculty person that has a specialty in local and/or forensic anthropology to help improve interest and experiential learning opportunities in these areas. Other examples include the addition of a second **creative writing** specialist, and the addition of a faculty member who can provide instruction in **applied ethics**.

**Q2: Will current students be able to take all of the classes necessary to complete their majors in German, French, Information Science, or any major that undergoes revision?**

**A2: Yes, if a current student has declared one of these majors, then that student will be able to complete studies for the major.** We expect to “teach out” every major that is eliminated – this means that current Hartwick students who have declared these majors will be able to complete their course of studies. All students currently enrolled at Hartwick who have declared one of these majors will be able to complete their major through study at Hartwick. If these recommendations are approved, then students entering Hartwick starting in the fall of 2016 will not be able to choose to major in German, French, or Information Science.

The same will be true if we ultimately decide to eliminate majors in Philosophy and Religious Studies. We expect to “teach-out” these majors.

**Q3: Will students still be able to declare a minor in Philosophy and Religious Studies?**

**A3: Yes,** Hartwick students will still be able to complete a minor in Philosophy and/or Religious Studies, even if these two majors are eliminated.
Q4: Will individual courses still be offered in German, French, Information Science, Philosophy, and Religious Studies?

A4: Yes. Language study, the study of Philosophy and the study of Religious Studies are critical components of a well-rounded liberal arts education. Even though majors in German and French will be eliminated, and majors in Religious Studies and Philosophy may be eliminated, Hartwick will continue to offer coursework in these areas assuming that there continues to be ongoing student interest.

In addition, it is important that we continue to offer language courses that will allow Hartwick students to readily complete their language proficiency requirements. Courses in other languages will also be offered. The Spanish major will continue to be offered.

Courses in Information Science will be folded into the revised Computer Science major.

Q5: How soon will the proposed changes take effect?

A5: The answer depends upon the proposed change. There are a number of steps (some internal, some external) that must occur before majors can be eliminated or new majors can be offered. Some recommendations require the action of the Faculty, the Board of Trustees, and the NYS Department of Education, while some recommendations do not require approval. The Faculty will consider the recommendations for new majors, as well as the elimination of majors, and will ultimately vote on them. The Board of Trustees must ultimately approve any change in program offerings, but because we need to discuss some elements of these proposals with departments and/or Faculty Council, we will not submit proposals to the Board for their action until later this spring.

We hope to introduce new majors as soon as possible.

Q6: Will current faculty lose their jobs?

A6: No, no current full-time faculty member will lose his/her job. Where there are faculty line eliminations due to proposed program changes, all changes will occur through attrition, that is, as faculty retire from the College or choose to leave the College for some other reason. Based upon the current plans for faculty retirement, all of these transitions will be complete by July 1, 2018, assuming that new programs have all of the approvals that are required.

Even though the French major will be eliminated, the affected faculty member will be offered the opportunity to transfer to the department of Language, Literature and Media Studies where he will offer French courses, coordinate the proposed Global Studies major and teach a variety of language, literature and digital humanities courses.
Q7: Will Hartwick hire faculty for the new or revised majors?

A7: Yes, if the program recommendations are approved, we will hire faculty with expertise in the following areas:

- Applied Ethics
- Creative Writing (i.e., a second creative writing line in addition to our current CW line)
- Media Studies
- Musical Theater
- Actuarial Mathematics
- Computer security or health informatics
- Public Health

We will not need to hire new faculty with expertise in Criminal Justice and Legal Studies because, starting in the fall of 2016, we will already have two faculty with expertise in this area. Those positions are currently in the Department of Sociology. We will ask Faculty Council for their input on which academic department should be the “home” for the new Criminal Justice and Legal Studies major after a final proposal on the major has been submitted and approved by Academic Affairs.

Shifting of faculty lines at the time of retirements in some areas will allow us the resources necessary to hire faculty with needed expertise in the same or other areas. There are a number of faculty who will retire between now and July 2018 whose positions will be replaced. At this time, we expect to hire a total of 10 faculty based upon these proposals. We will hire faculty with expertise in media studies, creative writing, applied ethics, anthropology, musical theater, computer science, actuarial math, history, public health and art (sculpture). All of our plans to hire faculty are contingent upon program approvals and, of course, upon continued interest in our new and existing programs.

Q8: Why are you making these recommendations?

A8: In 2009 the Hartwick community refined our mission statement and the Board of Trustees confirmed that the College would remain an experience-enhanced, residential liberal arts college. We then began a cycle of planning intended to strengthen the College’s position for the future. In June 2014 the Board of Trustees considered recommendations made by the College’s Administration in response to the work of the Leadership Group, a strategic planning group composed of faculty, administrators, students and former trustees. In response to recommendations, the Board voted to 1) approve and fund capital projects 2) approve and fund non-capital projects 3) approve but not fund program related LG suggestions that required more development and 4) not take any action on several issues. During that meeting the Board recognized that current resources were insufficient to advance planning-related recommendations and to assure a sustainable future. So, at that same meeting the Board voted to fund initiatives in three ways: by borrowing, by fundraising, and by reallocation of current resources. This review of academic programs is being done in response to the Board’s request that we pursue resource reallocation.

Our specific focus in this reallocation effort is to identify resources that can be invested in new programs that interest prospective students. Interest in majors currently offered at Hartwick is very uneven. Some of our majors are filled to overflowing. Many members of our community understand that
student interest in some areas of study has dropped rather significantly, while interest has increased significantly in other areas of study. At this time, 55% of Hartwick students major in just five areas of study. We focused the review that resulted in these recommendations on 12 academic programs where we had seen a drop in interest or where per major costs were unusually high.

Q9: Why are you only making recommendations to reallocate funds in academic programs? Why not other, non-academic programs?

A9: Our original intention was to review both administrative areas of operation and academic programs for possible reallocation. However, we cut $1.68M out of the FY16 budget in June 2015, and almost all of those savings came from cuts to administrative areas. Our largest expense is financial aid. Because of the genuine financial need demonstrated by many of our students, we will not cut the financial aid budget to find resources to reallocate to new programs. We believe it is highly unlikely that we can find significant additional dollars to reallocate with a comprehensive review of non-academic areas.

Even so, we are currently undertaking a review of six additional non-academic operational areas to see if additional funds can be identified for reallocation. These areas include: the library, campus safety, payroll, athletics, the copy center, and health services. These reviews are at different stages of completion; we hope to have all reviews complete by June 2016.

Q10: How did you decide which academic programs to review? Why did you focus on counting majors rather than on the demand for the courses in general?

A10: We identified programs for review based upon the history of the number of students who have majored in each area, trends in departmental enrollments, and/or relative cost per major.

We had hoped to review all academic programs, but for a number of reasons a timely and complete review of all academic programs was not possible. We hope to review the remaining academic programs at some point in the future as we know that there is much that we can learn from reviewing programs whose enrollments are growing.

We found that the review of the 12 departments was very helpful in a number of respects, and that the discussion with academic departments generated important ideas about new programs and how we can function more productively, across the College, in the future.

We looked carefully at the number of majors in each department because offering a major has very specific requirements for disciplinary expertise. If there is little demand for a major, providing the full complement of faculty expertise necessary to offer a major is a very costly decision. Courses, and even minors, can be offered by fewer faculty with excellent experience and preparation.
Q11: Do you recommend major changes in every program you reviewed?

A11: No, we do not recommend major changes in every program we reviewed, though we propose less significant revisions/modifications in every major we reviewed. During the course of our discussion some important themes emerged, and we will pursue these themes across all programs, even those higher enrollment programs that we did not review. For example, we see the need for greater cooperation and coordination between individual academic departments and admissions. We also see the need to set enrollment goals by major to help us monitor fluctuations in student interest and address these fluctuations in a timely way. In addition, we need to increase the number of articulation agreements that we have with community college programs.

Q12: What was the process for determining the recommendations you would make?

A12: The Administration had discussions with the Faculty throughout the 2014-15 academic year about the need to complete the academic program review. The Provost sent a letter to 12 departments in August 2015 in which he asked them to answer several questions about their programs, questions most often related to enrollment patterns. The Provost and President then met with each of the 12 departments during the fall of 2015 to discuss their responses to the questions that were asked. Some departments offered additional written comment after the meetings. The Provost and President took all of this information into consideration, as well as information about enrollment trends nationally.

In some cases Hartwick department faculty suggested changes, including the development of new majors or changes within the major. In other cases we reviewed programs at other colleges to determine how programs might be reconfigured.

Some faculty told us during our discussions that various majors could not be offered without replacement or additional faculty with particular expertise. It was our determination that demand for some areas of study is insufficient to support a decision for replacement or additional hiring, and we do not forecast increased demand in these areas.

Q13: Are you doing this to balance the budget given our smaller enrollment this year?

A13: No, we did not conduct this review to balance near-term budgets. This strategic reallocation review was approved by the Board in June of 2014 before we knew that we would have fewer new students than expected in the fall of 2015. This review was intended to help us determine what we could “stop doing”, and what we could start to do to help increase student interest in Hartwick programs and new enrollments. Some of our majors are filled to overflowing, while interest in others has flagged significantly over the years. Hartwick is committed to remaining an experience-enhanced, residential liberal arts college, and we will continue to be guided by the College’s mission. Doing so will require a robust, predictable flow of students and creative development of additional revenue strategies.

There will be a “savings” of approximately $735,000 at the end of the proposed period of academic program creation and elimination, but these funds will not be fully available until all retirement
transitions have been made in 2018. Funds that become available will be used to staff new majors and address the College’s needs (curricular, other) at the time the funds become available.

Q14: Will review of academic programs continue into the future?

A14: Looking forward, we will need to innovate and strengthen college enrollments even as we continue to protect our core values. We will continue to offer a high quality liberal arts education. This requires more frequent assessment of demand for our programs. To help us to better monitor demand for areas of study, Academic Affairs will work with all academic departments and Faculty Council to determine reasonable goals for the enrollment in individual majors and department based coursework. These goals will act as benchmarks: when enrollments surge, or when they wane, reviews will be done to assure that proper levels of faculty and other support are allocated across departments. Currently, this type of review usually happens only at the time of faculty turnover within a department.

Q15: If I have additional questions, where can I turn for answers?

A15: If you have questions, please email them to APRQuestions@Hartwick.edu.