



**HOWARD
UNIVERSITY**

***Academic Program Renewal
Academic Affairs and Health Sciences
Implementation Update
June 2011***

Strategic Focus and Objective	Academic Division	Academic Renewal Initiative	Implementation Progress
Reduce and reorganize graduate programs in the School of Education	Academic Affairs (School of Education)	Discontinue the M.S. degree program in Human Development	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Reduce and reorganize graduate School of Education programs	Academic Affairs (School of Education - Educational Administration and Policy)	Discontinue the MA and MS degree programs. Retain the M.Ed. and Ed.D. programs	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Reduce and reorganize graduate School of Education programs	Academic Affairs (School of Education)	Discontinue Ed.D. Degree programs in counseling psychology, educational psychology and school psychology. Develop a dual M.Ed. degree program in School and Educational Psychology	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014. <p>Admission and enrollment protocol completed and department design submitted to the Office of the Provost</p>

**Academic Program Renewal
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Reform teacher education	Academic Affairs (School of Education)	Close the MAT program in Early Childhood Education	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Reduce and reorganize graduate Education programs	Academic Affairs (School of Education)	Discontinue the Certificate in Advanced Graduate Studies (CAGS) program	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Contribute to the production of teachers, especially for urban school districts and schools	Academic Affairs (School of Education)	Develop an undergraduate teacher education program with an urban education and leadership focus	Curriculum development in progress in the School of Education
Reform graduate programs and curricula and enhance their quality and academic focus	Academic Affairs (Graduate School)	Reduce the number of academic concentrations offered in graduate doctoral programs	Doctoral programs charged to reduce concentrations in-line with strategic focus, enrollment trends and academic best practices
Reduce master's degree programs that are not aligned with Ph.D. programs	Academic Affairs (College of Arts and Sciences)	Discontinue the MA program in Philosophy	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Enhance interdisciplinary doctoral and research-oriented programming	Academic Affairs (College of Arts and Sciences)	Discontinue the MA in Art History Reposition relevant	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination.

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Enhance quality and focus of Ph.D. programs		aspects of the program within the envisioned graduate program in Africana and African Studies and other related programs	<ul style="list-style-type: none"> Enrolled students must complete degree requirements by August 2014.
	Academic Affairs (School of Communications)	<p>Discontinue the Ph.D. program in Communication and Culture (MA & Ph.D.)</p> <p>Create a new department through the merger of the Department of Communication and Culture with the Department of Media Studies and Mass Communications.</p>	<ul style="list-style-type: none"> Admissions discontinued Jan. 2011. Enrolled students notified of program termination. Enrolled students must complete degree requirements by August 2018. <p>Faculty engaged in ongoing development of new departmental structure and curricula. Progress report submitted to Office of Provost, May 15.</p>
Develop more research focused academic programs	Academic Affairs (School of Divinity)	Transform the Doctor of Ministry program into a Ph.D. in Religious Studies program	Development of Ph.D. program design in progress
Update and enhance curricula to achieve an enhanced strategic and research focus	Academic Affairs (School of Divinity)	Transform the Master of Arts in Religious Studies (M.A.R.S.) program into a Master of Theological Studies program	Development of program design in progress

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Increase focus on teacher education, urban education, leadership, human development and educational administration	Academic Affairs (School of Education – Curriculum and Instruction)	Offer BS and M.Ed. degrees (emphasize preparation of PK-12 teachers) Discontinue the M.S. and M.A. programs	Admission and enrollment protocol completed and department design submitted to the Office of the Provost <ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Develop interdisciplinary research programs	Academic Affairs (College of Engineering, Architecture and Computer Science)	Transform the M.S. program in Civil Engineering as part of a Ph.D. program in Civil and Environmental Engineering	Transformation proposal submitted to the Office the Provost (April 30, 2011)
Enhance the University's role in public policy and affairs. Reduce master's degree programs that are not aligned with Ph.D. programs	Academic Affairs (Graduate School)	Discontinue the Master of Arts in Public Administration (MAPA) program Reconfigure it as an interdisciplinary Master of Public Affairs (MPA) program reporting to the Dean of the College of Arts and Sciences	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014. <p>A committee is completing a program design for review by the Dean of Arts and Sciences and the Office of the Provost</p>
Reform graduate professional school curricula and enhance program quality, accountability and academic focus	Academic Affairs (School of Law)	Retain the L.L.M School of Law program within a new model of enhanced professional school autonomy with accountability	Faculty-led planning initiated to redesign the program and make it self-sustaining
Reduce undergraduate degree programs	Academic Affairs (College of Arts and Sciences, School of Communications, School of Business)	Discontinue undergraduate programs in: <ul style="list-style-type: none"> • Anthropology 	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination.

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<p>Enhance the strategic position of the Architecture program within the university's design curricula</p> <p>Enhance Africana and African Studies academic programs</p> <p>Increase interdisciplinary humanities programming</p>		<ul style="list-style-type: none"> • Fashion Merchandising • Interior Design • Hospitality Management • Insurance • Classical Civilization • Communication Sciences and Disorders • German • Russian • Music Education 	<ul style="list-style-type: none"> • Enrolled students must complete degree requirements by August 2015.
	Academic Affairs (School of Architecture and Art Department)	Authorize the Art Department and the School of Architecture to pursue design discussion and submit a program concept and design to Provost and President	Proposal submitted by Department of Architecture under review by Provost. Architecture-Art Department discussions are continuing.
	Academic Affairs (African Diaspora Studies)	<p>Develop interdisciplinary undergraduate and graduate degree programs in Africana and African Studies</p> <p>Develop an interdisciplinary Center for the Study of the African Diaspora. The Center's components will reflect the breadth of all University programs engaged in relevant aspects of the African Diaspora.</p>	<p>Proposals from African Studies and Afro American Studies Departments under review</p> <p>Development of roster for the multidisciplinary membership of a task force on the interdisciplinary Center for African Diaspora Studies is in progress</p>
Academic Affairs (College of Arts and Sciences)	Discontinue the Classical Civilization BA degree and reposition relevant aspects of the program within an Classical	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must 	

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affairs and leadership development			will develop, beginning summer 2011, the final concept for implementation in the fall of 2012
Reform undergraduate programs and curricula and enhance quality and academic focus	Academic Affairs (All academic departments with undergraduate programs)	Review and revise curricula by all departments	Initial reports submitted for evaluation by the Office of the Provost
Reform undergraduate education and curricula and enhance quality and academic focus, and student retention and graduation rates.	Academic Affairs (Schools and colleges with undergraduate degree programs)	Revise the model for the delivery of undergraduate education	<p>Multidisciplinary faculty groups participated in</p> <ul style="list-style-type: none"> • AAC&U Institute for General Education and Assessment, 6/4-8, 2011 • Initiating and Sustaining Undergraduate Research Programs, Council on Undergraduate Research, 5/25-27, 2011 <p>Membership for Undergraduate Studies Committee appointed. Committee planning is in progress. Committee will collaborate with school/college curriculum committees and Interdisciplinary Undergraduate Research faculty committee.</p>
Increase interdisciplinary programming	Academic Affairs (College of Arts and Sciences and School of Divinity)	Add a Religious Studies concentration to the BA degree program in Philosophy developed in collaboration with the School of Divinity	Representatives from College of Arts and Sciences and School of Divinity have held preliminary meetings
Increase interdisciplinary research programs	Academic Affairs (College of Engineering, Architecture and Computer Science)	Transform the Chemical Engineering MS program as part an interdisciplinary Ph.D. program in Chemical and	Transformation proposal submitted to the Office of the Provost (April 30, 2011)

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Narrow the range of strategic languages and enhance program quality and focus	Biomolecular Engineering		
	Academic Affairs (Graduate School)	Discontinue the MA Spanish degree program within the World Language and Culture Department redesign framework	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Reduce and reorganize graduate programs	Academic Affairs (College of Arts and Sciences)	Discontinue the Master in Music Education (M.Mus.E.) program	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
		Develop a concentration in Music Education within the M. Mus. degree program	Admission and enrollment protocol completed and department design submitted to the Office of the Provost
Narrow the range of strategic languages and enhance program quality and focus	Academic Affairs (Graduate School/College of Arts and Sciences)	Discontinue the French MA program within the World Language and Culture Department redesign framework	<ul style="list-style-type: none"> • Admissions discontinued Jan. 2011. • Enrolled students notified of program termination. • Enrolled students must complete degree requirements by August 2014.
Enhance the effectiveness and delivery of Health Sciences curricula and programs	Academic Affairs and Health Sciences	Enhance the quality of pre-professional education provided to students planning to enroll in Health Sciences professional programs	A review of the pre-med curriculum in the biological and chemical sciences is under review in the Provost Office to enhance the instructional and research content in addition to the advising system for student success

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Improve the alignment of health and wellness related degree programs to enhance program quality and academic focus	Health Sciences/Academic Affairs (Allied Health Sciences, Graduate School, College of Arts and Sciences)	Continue to explore possibility of repositioning Health Human, Performance and Leisure Studies with Nutritional Sciences	Committee charged to develop recommendations to merge selected programs from Health Human, Performance and Leisure Studies with Nutritional Sciences. Consultant services are required
Improve administrative services, increase efficiency and sustainability in Health Sciences	Health Sciences	Ensure strategic alignment among individual HUHS units and general programs	Unit Level strategic initiatives aligned with HUHS Strategic Plan. No additional resources are required
Improve the alignment of health and wellness related academic programs	Health Sciences (Allied Health Sciences/Nutritional Sciences)	Explore the feasibility of an interdisciplinary graduate program in Nutritional Sciences	Committee appointed, convened and charged to develop a recommendation for an interdisciplinary Nutritional Sciences Ph.D. program. No additional resources required (4-29-11 to 6-1-11)
Enhance interdisciplinary translational research, individualized medicine, and related research initiatives	Health Sciences (School of Pharmacy)	Transform the M.S. and Ph.D. programs in Pharmaceutical Sciences in response to the departmental proposal	Committees convened and charged to develop final recommendations for Pharmaceutical Sciences. No additional resources required. (4-29-11 to 6-1-11)
Reform Health Sciences curricula and administrative structure to enhance program quality and academic focus	Health Sciences (Allied Health Sciences)	Continue exploring possible collaboration with area colleges and universities regarding program offerings in Health Sciences Management, Pre-Physical Therapy and Radiation Therapy	Committee charged to develop recommendation for transitioning Health Management, Physical Therapy and Radiation Therapy. Program consultant services and assistance with negotiations with selected area colleges and universities. (4-29-11 to 6-1-11)
Enhance public health academic programming and services	Health Sciences	Re-establish a Masters of Public Health program	Planning and committee formation have not been initiated (7-13-13 to 9-17-17)

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Reorganize academic programs to enhance strategic focus and program quality	Health Sciences (College Pharmacy, Nursing and Allied Health Sciences)	Separate the School of Pharmacy from the College of Pharmacy, Nursing and Allied Health Sciences and designate it as the College of Pharmacy	Transition Committee formed to launch School of Pharmacy. (4-29-11 to 7-1-11). Interim Dean named and Permanent dean Search committee appointed. (6-1-11 to 9-30-11) No additional resources are required
Enhance administrative effectiveness and accountability	Health Sciences	Leadership Institute	Complete feasibility study for Satcher-Cobb Health Leadership Institute. (3-1-11 to 1-1-12). No additional resources are required
Enhance public health academic programming and services	Health Sciences	Consortia-based Public Health program	Initial discussion with University of Maryland regarding access for a public health degree program with HUHS. No additional resources are required. (3-30-11 to on-going)
Improve administrative services, increase efficiency and sustainability in Health Sciences	Health Sciences	Improve inter-professional educational development in HUHS	Established a committee to develop recommendations for inter-professional development. No additional resources are required (9-30-10 to 1-1-11)
Improve administrative services, increase efficiency and sustainability in Health Sciences	Health Sciences	Complete a HUHS strategic framework	HUHS Strategic Framework completed. No additional resources are required
Improve the quality of teaching, research and administrative services in Health Sciences	Health Sciences (College of Medicine, College of Dentistry, School of Nursing and Allied Health Sciences, College of Pharmacy)	Complete peer review of each Health Science department	Deans preparing five-year peer review schedules for Health Science departments and units. Approximate Cost per unit: \$10,000

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Strategic faculty development, recruitment and retention	Health Sciences	Enhance faculty development	Associate VP for Research and Faculty development hired. No additional resources are required
Increase level of extramural research funding in the Health Sciences	Health Sciences	Enhance successful grant-writing and submission	Secured specialized part-time grant writer and a part-time grant coach for HUHS faculty. Resources: \$75,000 per year
Improve administrative services and support , increase efficiency and sustainability in Health Sciences	Health Sciences	Enhance faculty resource infrastructure	Develop Faculty Research Resource Core. Resource needs to be determined
Enhance Health Science infrastructure and facilities	Health Sciences	Improve Health Science laboratories	Upgrade at least four HUHS core laboratories. Resource needs to be determined
Increase articulation and consortia arrangements to support Health Science programs	Health Sciences	Enhance consortia relations with area universities to develop academic program initiatives	MOU with University of Maryland under development focused on specific programs in neuroscience, public health and technology transfer. No additional resources are required
Increase articulation and consortia arrangements to support Health Science programs	Health Sciences	Enhance consortia relations to develop academic program initiatives	Expand articulation agreement with Prince Georges Community College or explore opportunities with others. No additional resources are required
Enhance clinical programs and services	Health Sciences (Howard University Hospital)	Increase number of clinical partners	Exploring potential clinical partners for HUHS and HU Hospital
Improve administrative and academic services available to students	Health Sciences (College of Medicine)	Identify areas of concern and enhance student satisfaction in the College of Medicine	Completed internal COM student survey. No additional resources are required

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Improve administrative and academic services available to students	Health Sciences (Colleges of Medicine and Dentistry, School of Nursing and Allied Health Sciences, and College of Pharmacy)	Conduct annual HUHS student satisfaction surveys on each unit	Resource needs to be determined
Improve administrative services, increase efficiency and sustainability in Health Sciences	Health Sciences	Improve faculty recruitment and hiring process	Completed Lean Six Training for key HUHS faculty and staff. Resource needed: Black Belt Trainer (\$10,000) Resource Needs: \$10,000 Black Belt Trainer
Improve administrative services, increase efficiency and sustainability in Health Sciences	Health Sciences	Improved turnaround time for HUHS faculty on boarding system	Resource needs to be determined
Improve administrative services, increase efficiency and sustainability in Health Sciences	Health Sciences	Improve process in key HUH operations (e.g., ER and OR)	Resource needed: \$30,000 for Kaizan Program
Reform basic medical sciences curricula and administrative structure to enhance program quality and academic focus	Health Sciences and Academic Affairs (College of Medicine and the Graduate School)	Reorganize the doctoral programs in the basic medical sciences into a single degree program in Biomedical Sciences	Continuing deliberations regarding the reorganization, led by the Senior Vice President and Executive Dean of Health Sciences and the Provost and Chief Academic Officer, with the College of Medicine and Graduate School