

NO AND LOW ENROLMENTS PROCEDURES

Section	Academic
Contact	Academic Policy and Regulations Unit
Last Review	New
Next Review	November 2017
Approval	AC15/10/410Rev1 – November 2015

Purpose:

These Procedures are to monitor the Massey University qualification portfolio and evidence qualifications and specialisations that receive no enrolments or low enrolments. They intended to ensure that Massey University meets the Committee on University Academic Programmes' (CUAP) requirement that qualifications/specialisations with no enrolments should be re-evaluated. For qualifications/specialisations with low enrolments the Procedures are intended to support decisions to: revitalise where enrolments are declining; confirm the strategic, community or academic importance of those that only attract low enrolments; or to close them where appropriate.

Background/Context:

These procedures apply to both new and existing qualifications and specialisations and are designed to monitor enrolment numbers in order to provide the opportunity for action to be taken to:

- attract enrolments;
- where appropriate, revitalise qualifications/specialisations that have no or low enrolments;
- confirm that some qualifications/specialisations will only attract low enrolment numbers but are of sufficient importance to support their continuation;
- identify those qualifications or specialisations that have reached the end of the qualification lifecycle and should be closed and deleted.

The lifecycle of a qualification/specialisation consists of initial approval, followed by monitoring, review, assessment and on-going qualification development and, where necessary, revitalisation. In this way qualifications and specialisations are afforded the opportunity to be responsive to the changing needs of students, stakeholders, the University community and the global community. As society's needs and interests change some qualifications and specialisations may no longer remain appropriate or be possible to adapt and therefore they may enter a period of decline and, for some, come to the end of their lifecycle. Some may naturally attract low numbers but it may be appropriate for them to do so.

Universities New Zealand has determined that approved proposals remain approved for a period of five years following their introduction, or following the most recent enrolments. If a qualification/specialisation has not been offered, or has attracted no enrolments in any five-year period following its introduction, and a university wishes to continue to offer it, the programme must be submitted to CUAP for re-evaluation.

While the requirement for re-evaluation by CUAP applies only to those qualifications/specialisations with no enrolments, monitoring qualifications and specialisations with low enrolments allows the opportunity for strategies and action to be put in place to attract increased enrolments where appropriate.

Definitions:

No Enrolments:	A qualification/specialisation which no student has enrolled in in any one academic year.
Low Enrolments:	Undergraduate qualifications - low is deemed to be 15 headcount enrolments or less per year. Undergraduate specialisations – low is deemed to be five headcount enrolments or less per year. Graduate qualifications - low is deemed to be five headcount enrolments or less per year. Graduate specialisations low is deemed to be five headcount enrolments or less per year. Note: These numbers do not mean qualifications/specialisations with less are under threat of disestablishment but this establishes a threshold for monitoring. Thresholds will be reviewed as appropriate.
Qualification:	A coherent programme of study.
Specialisation:	For the purposes of these Procedures the collective term specialisation covers majors, subjects and endorsements in a specific discipline for a qualification but excludes minors.

Procedures:

1. Tracking and Monitoring No Enrolments and Low Enrolments:

Colleges have primary responsibility for monitoring their enrolment numbers. In addition, Information Technology Services (ITS) and the Academic Policy and Regulations Unit (APRU) will generate data twice yearly; once after the withdrawal date has passed for Semester One and again after the withdrawal date for Semester Two. Notification to the host College of qualifications/specialisations that have no and low enrolments will then be made. A copy of these procedures will accompany the notification.

Colleges should take action as soon as they are aware of issues preventing or restricting enrolments and do not have to wait until they are notified through these procedures.

2. Data Reports:

2.1 Semester One Reports

These are timed to provide the opportunity for additional action to be taken to attract enrolments into offerings in Semester Two and/or Summer School. Colleges may take any action they deem appropriate including action external to the College but no formal follow up or report external to the College is required in response to this first report.

2.2 Semester Two Reports

These are timed to allow additional action to be taken prior to the opening of the following year's enrolments. Colleges will report to the October meeting of Academic Committee on the action that is planned or underway to address the enrolment situation. The report requirements escalate each year through the five year matrix. (see sections 4. and 5. Management of Qualifications and Specialisations for further details.)

3. Monitoring Lists:

3.1 Removal from Monitoring Lists

Qualifications/specialisations that have previously been on the no enrolments monitoring list that subsequently receive enrolments will be moved off the no enrolment list and, depending on the number of enrolments, either transferred to the low enrolments list for further monitoring or, if the enrolments are sufficient, removed from both lists. Qualifications/specialisations on the low enrolment monitoring list that receive sufficient enrolments to cross the monitoring threshold will be removed from the low enrolment list.

3.2 *End of Lifecycle Action*

If a qualification/specialisation has reached the end of its lifecycle, and re-development is not appropriate, the College can follow the CUAP deletion process at any point in the five year matrix without having to wait until year five.

4. **No Enrolments – Management of Qualifications and Specialisations**

4.1 *No Enrolments Year One*

The College hosting the qualification/specialisation with no enrolments will submit a report to the October meeting of Academic Committee summarising possible reasons for the no enrolments, and action planned to attract students. Given this is the first year of no enrolments, there may be no definite additional planned activity to attract enrolments at this stage and it may also be too early to determine causes for the no enrolments. Colleges also need to be aware of future steps in these procedures in order to begin thinking of further action should the no enrolment trend continue.

Examples of reasons for no enrolments at this stage may include but not be limited to the following:

- For new or significantly revised qualifications/specialisations approved through CUAP - insufficient time for marketing (particularly relevant to international marketing)
- For existing qualifications/specialisations - changes (expected or unexpected) to environment, industry, staffing, funding or resourcing.

4.2 *No Enrolments Year Two*

If there have been no enrolments for two years, Colleges must take affirmative action to attract students. Reasons for the no enrolments should be considered and taken into account when planning action to take. The College will submit a report to the October meeting of Academic Committee containing an analysis of why no enrolments have been received and outlining action planned or underway.

If a qualification/specialisation has not yet been offered the College should take the reasons for not offering it into consideration and determine if circumstances will allow it to be offered the following year.

4.3 *No Enrolments Year Three*

After three years of no enrolments the College must consider the future of the qualification/specialisation taking into consideration the reasons for no enrolments. If the College wishes to continue to offer the qualification/specialisation the Year One and Year Two action plans must be revised and details of the updated plan included in the College's report to the October meeting of Academic Committee.

For a qualification/specialisation that is not new it may be appropriate at this time to undergo a comprehensive review which may result in a revitalisation of the qualification/specialisation or a decision to close and delete.

The College must demonstrate that it has actively sought to attract students.

If the circumstances for no enrolments are deemed to be out of the College's control the College should anticipate whether or not these circumstances will change and determine whether or not to continue to offer the qualification/specialisation.

If a decision is made to not continue with the qualification/specialisation the CUAP deletion process should be initiated.

4.4 *No Enrolments Year Four*

The College must now consider the future of the qualification/specialisation and make a decision whether or not to continue offering it. If a decision is made to not continue with the qualification/specialisation the CUAP deletion process will need to be followed.

If the College decides to take this last chance to attract enrolments then an updated action plan must be developed and detailed in the report to the October meeting of Academic Committee.

If no enrolments have been received by year five the College must prepare for the CUAP deletion process or apply for re-evaluation as described in section 4.5 below.

4.5 No Enrolments Year Five

Under the CUAP regulations qualifications/specialisations that have been five years without any enrolments must either be deleted or an application for re-evaluation prepared. The College will notify the August meeting of Academic Committee whether it is deleting the qualification/specialisation or applying for a re-evaluation. If a decision is made to not continue with the qualification or specialisation the CUAP deletion process will be followed.

CUAP will not automatically grant re-approval and the College must provide a robust and compelling argument for continuing to offer a qualification/specialisation that has attracted no enrolments for five years. This will include a detailed explanation as to why there have been no enrolments and a definitive plan of action to attract enrolments.

If the College is to delete the qualification or specialisation this process can begin prior to the report to Academic Committee in order to make CUAP Round 1. If the process to delete is initiated after the report to Academic Committee this will go to CUAP Round 2.

5. Low Enrolments – Management of Qualifications and Specialisations

Colleges also need to be aware of qualifications/specialisations with low enrolments in order to take action where appropriate. Numbers alone do not determine the sustainability of qualifications/specialisations, other factors need to be taken into consideration. In some qualifications/specialisations, enrolment numbers may be low where they meet a special need, are contributing to society, a community or field, or have strategic/academic importance.

When enrolments drop the College needs to be aware of this in order to identify and evaluate any reasons for the decline and take appropriate action to remedy the situation. This may include reviewing the qualification/specialisation in order to establish if it can be revitalised through redevelopment. Alternatively, if it has reached the natural end of its lifecycle, then consideration should be given for it to be closed and deleted.

All qualifications/specialisations that sit below the low enrolment threshold, including those where a decision has been made to accept low enrolments based on criteria other than numbers, will be included in the monitoring list and data reports generated (see Section 2. above) and provided to the College each year.

5.1 Low Enrolments Year One

The first year a qualification/specialisation drops below the low enrolment threshold will see it added to the low enrolment monitoring list and the College notified. No formal action is required by the College.

5.2 Low Enrolments Year Two

In the second year that enrolments have fallen below the low enrolment threshold, the College will submit a report to the October meeting of Academic Committee that provides an analysis of the low enrolments which should include but not be limited to the following:

- whether enrolments have always been low and if this is appropriate;
- whether there has been a drop in numbers and possible reasons for this;
- actions to be undertaken to increase enrolment numbers where appropriate.

5.3 Low Enrolments Year Three

After three years of low enrolments, the College will submit a report to the October meeting of Academic Committee that provides an updated detailed analysis of the low enrolments which includes:

- whether enrolments have always been low and if this is appropriate;
- whether enrolments have always been low but should be higher; or
- whether there has been a drop in enrolments and reasons for this
- actions to be undertaken to increase enrolment numbers where appropriate.

Where the numbers have dropped or are low and there is no expectation of this the College will provide an updated action plan on the activities underway or planned to increase enrolment numbers. The College should engage with students, employers and other stakeholders to explore reasons behind the low enrolment numbers in order to assist with an action plan to increase enrolments. At this point the future of the qualification/specialisation should be considered.

5.4 Low Enrolments Year Four

Where it has not been established that the qualification/specialisation usually and acceptably receives low enrolments, the College must now consider the ongoing viability and future delivery of the qualification/specialisation. Consideration should be given to demographics, changing markets, future needs, acceptability to stakeholders and communities of interest, academic rationale for continuation and relevance and currency of curriculum.

If a decision is made not to continue with the qualification/specialisation the CUAP deletion process will be initiated. Consideration must also be given to implications on other qualifications/specialisations that the closure may have such as papers that may contribute to other qualifications/specialisations.

If a decision is made to continue offering the qualification/specialisation then the report submitted to the October meeting Academic Committee must include an updated analysis of why the numbers are low as provided in the Year Three report and a detailed updated action plan. Such action might include increased and targeted marketing where resources permit, curriculum re-design, consultation with industry/employers/students and qualification review by independent external experts which can occur either through the University's Qualification Review process or as a separate exercise.

5.5 Low Enrolments Year Five

An evaluation of qualifications/specialisations with low enrolments must now be carried out and a report provided to the August meeting of Academic Committee.

For qualifications/specialisations that normally sit below the low enrolment threshold the College must include in the report a re-evaluation of the justification for offering a low enrolment attracting qualification/specialisation and whether or not the College intends to continue to offer it. If it is decided to discontinue, then the CUAP deletion process will be initiated. If the College has determined it will continue to offer the qualification/specialisation the justification for continuing must be provided.

For qualifications/specialisations where the enrolment numbers have dropped, the College will conduct an evaluation in order to determine whether or not it will continue to offer the qualification/specialisation. If it is decided to discontinue, then the CUAP deletion process will be initiated. If the College wishes to continue to offer the qualification/specialisation a reason to do so must be provided in the report to Academic Committee along with a detailed plan on how enrolment numbers will be grown, or a justification as to why the low numbers are acceptable.

Qualifications/specialisations that continue to be offered will begin the low enrolment monitoring process again from year one.



6. Quick Guides

6.1 No Enrolments

Date	College Action	Time Line
Year One, Semester One	Raise internal awareness.	n/a
Year One, Semester Two	Report to Academic Committee: <ul style="list-style-type: none"> • evaluate reasons for no enrolments, if known; • summarise action to attract enrolments, if any. 	30 September
Year Two, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Two, Semester Two	Report to Academic Committee: <ul style="list-style-type: none"> • analysis of reasons for no enrolments; • outline action to attract enrolments. 	30 September
Year Three, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Three, Semester Two	College to consider future of qualification or specialisation. Report to Academic Committee: <ul style="list-style-type: none"> • statement regarding future of qualification or specialisation • detailed analysis of reasons for no enrolments; • revised action plan Possible Review of qualification or specialisation	30 September
Year Four, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Four, Semester Two	Report to Academic Committee: <ul style="list-style-type: none"> • statement whether or not College will continue its efforts to attract enrolments; • updated detailed action plan. CUAP deletion process to be initiated if qualification or specialisation to be discontinued.	30 September
Year Five, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Five, Semester Two	Report to Academic Committee: either <ul style="list-style-type: none"> • statement of intent to delete; or • statement of intent to apply for re-evaluation and compelling argument for doing so. . Further action outside these Procedures is required for both these outcomes.	31 July

6.2 Low Enrolments

Date	College Action	Time Line
Year One, Semester One	Raise internal awareness.	n/a
Year One, Semester Two	Raise internal awareness.	n/a
Year Two, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Two, Semester Two	Report to Academic Committee: <ul style="list-style-type: none"> • analysis on low enrolments; • action plan to increase enrolments 	30 September
Year Three, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	



Year Three, Semester Two	Report to Academic Committee: <ul style="list-style-type: none"> detailed analysis of reasons for low enrolments; updated and detailed action plan to increase enrolments College to engage with stakeholders Future of qualification or specialisation to be considered.	30 September
Year Four, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Four, Semester Two	College to consider ongoing viability and future delivery of qualification or specialisation. Report to Academic Committee: <ul style="list-style-type: none"> statement whether or not College will continue its efforts to increase enrolments; If continuing: <ul style="list-style-type: none"> updated analysis for low enrolments; detailed action plan to increase enrolments. If discontinuing: <ul style="list-style-type: none"> University transition process to be initiated. 	30 September
Year Five, Semester One	Report for information only. No action required - College may initiate actions to increase enrolments as deemed appropriate.	
Year Five, Semester Two	College evaluates future of qualification or specialisation. Report to Academic Committee: either <ul style="list-style-type: none"> statement of intent to delete; or statement of intent to continue to offer, providing compelling reason for doing so and comprehensive action plan to increase enrolments. 	31 July

Audience:

All Staff

Related procedures / documents:

Massey University Qualifications Framework
 Massey University Qualifications Policy
 Qualification Review Policy
 Qualification Review Procedures
 Transition Procedures

Legislation:

Education Act 1989 Section 250B(2)

Document Management Control:

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 Authorised by: Assistant Vice-Chancellor, Research Academic and Enterprise
 Approved by: Academic Committee (AC15/10/410Rev1)
 Date issued: November 2015
 Next review: November 2017