*3.4.11 For each major in a degree program, the institution assigns responsibility for program coordination, as well as for curriculum development and review, to persons academically qualified in the field. In those degree programs for which the institution does not identify a major, this requirement applies to a curricular area or concentration. **(Academic program coordination)**

The USC *Faculty Manual* delineates the appointment process for department heads, their responsibilities to faculty teaching and research, and their responsibilities for compliance with university policies. Responsibility for academic program coordination, curriculum development and curriculum review is assigned to department chairs or program directors, or their designees who are described as senior and experienced faculty. The latter would be charged as undergraduate faculty program directors or directors of graduate programs. The activities of assigned faculty personnel are overseen by a recently developed all-university Academic Program Liaison Committee with members representing all academic units. All chairs and their designees responsible for curricular and policy developments possess necessary terminal degrees and qualifications. Transcripts for several undergraduate program directors were not included for review; thus, the Off-Site Review Committee was unable to determine compliance with this standard for these cases. Three apparent exceptions were identified in the two-year programs in System Affairs, A.A, A.S. Liberal Arts and Sciences and in the baccalaureate programs in Organizational Leadership and in Education, B.A., Middle Level Education.

The On-Site Review Committee found that academic qualifications of 15 undergraduate program coordinators and 24 graduate program coordinators were not related to the major, curricular area or concentration.

In its Compliance Report USC indicates that it assigns the primary resp0nsibility for program coordination, curriculum development and curriculum review within each college or school to the department chair or program director, who normally holds the terminal degree in the discipline.

The USC Faculty Manual (p. 18) identifies the minimum academic qualifications for appointment for an Instructor as a master's degree in the teaching discipline or master's degree with a concentration (18 credits or more) in the teaching discipline. Academic Personnel Policy (ACAF1 .00) indicates that tenure-track faculty are required to have terminal academic degrees in the field, with exceptions for clear equivalents in professional experience and scholarly achievement. These exceptions must be authorized by the Chief Academic Officer.

The Off-Site Review Committee indicated, "All chairs and their designees responsible for curricular and policy developments possess necessary terminal degrees and qualifications." The On-Site Review Committee disagreed with this finding.

Exceptions were identified by the Off-Site Review Committee for three programs: A.A./A.S. Liberal Arts & Sciences; B.A. Organizational Leadership; B.A. Middle Level Education. Exceptions for the Liberal Arts and Sciences and Middle Level Education programs were resolved.

Vitae and transcripts provided by the institution for undergraduate program and graduate program coordinators were reviewed. Because the institution provided vitae for tenure-track faculty only, it was not possible to determine if additional qualifications beyond the academic degree were present for some coordinators. It was determined

that the following programs do not have coordinators who are academically qualified in the program field:

UNDERGRADUATE PROGRAMS
B.A. Classics
B.A. French
B.A. Russian
B.A. Spanish
B.A. Film & Media Studies
B.A. Organizational Leadership
B.A. Women's & Gender Studies
B.S. Business & Technology Education
B.S. Integrated Information Technology
B.S. Cardiovascular Technology
S.S. Marine Science
S.S. Sport & Entertainment Management
B.S.B.A. Insurance & Risk Management
B.S.B.A. Management
B.S.B.A. Real Estate

GRADUATE PROGRAMS
M.A. Art Education
M.A. Art Studio
M.F.A. Art Studio
M.M.A. Media Arts
M.A. French
M.A. German
M.A. Ph.D. International Studies
M.A.C.C. Accountancy
M.H.R. Human Resources
M.S. Business Administration
P.M.B.A. Business Administration
Ph.D. Business Administration
M.E. Nuclear Engineering
M.S. Nuclear Engineering
Ph.D. Nuclear Engineering
M.P.H. Environmental Health Sciences
M.S. Environmental Health Sciences
M.S.P.H. Environmental Health Sciences
Ph.D. Environmental Health Sciences
M.S. Pharmaceutical Sciences
Ph.D. Pharmaceutical Sciences
Ph.D. Marine Science

Recommendation 3
The Committee recommends the institution assign responsibility for program coordination, as well as for curriculum development and review, to persons academically qualified in the field.