

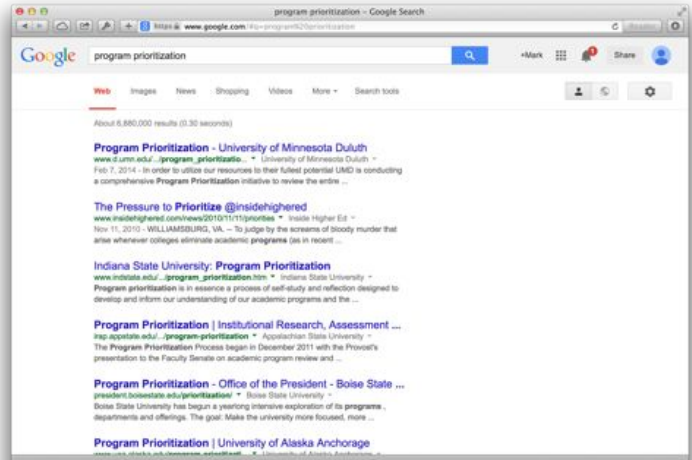


Program Prioritization, May 2014



Program Prioritization, Feb 2014

### Program Prioritization



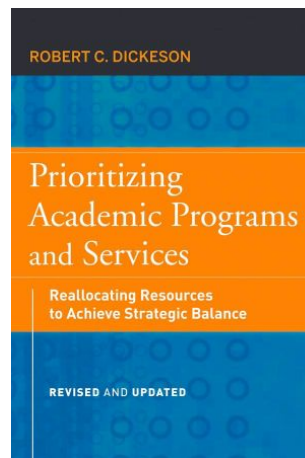
Faculty

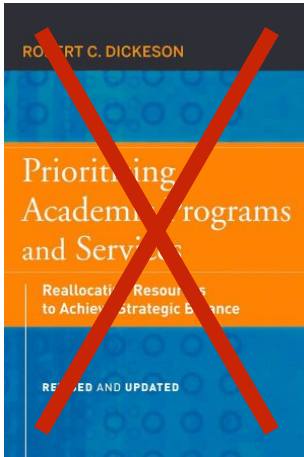
Faculty

**Discussion item: Academic Program Array Review**

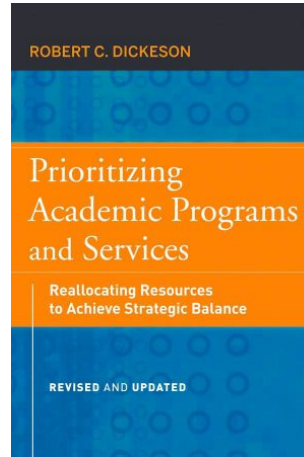
Introducing the discussion item, MCBRIDE noted the negative feelings and concerns that had surfaced about the approach of the Dickinson book, *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*. She stressed that the Provost had taken the approach that program prioritization, or program array review, was a shared governance function. She said that the Faculty Senate Steering Committee had already had several conversations with the Provost and on its own about undertaking such a process, and now wanted to engage Senate in consideration of what actions to take. Senate could decide whether it wants to embrace the opportunity or not. Steering Committee had voted to recommend engaging in a program array review process, to ensure that it is accountable to faculty governance; but she noted that PSU lacked a culture of program review apart from review for accreditation in the professional schools, making it difficult for Steering to capture what the majority sentiments are. Steering Committee had gathered a list of working principles, caveats and questions for such a review (see slides 2-3, B1), that it was offering as a place to start to elicit Senate feedback.

MCBRIDE moved the meeting to a committee of the whole, from 3:20 to 3:55 pm.

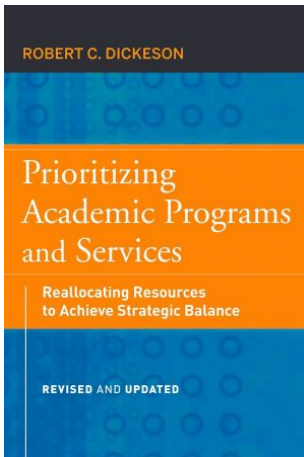




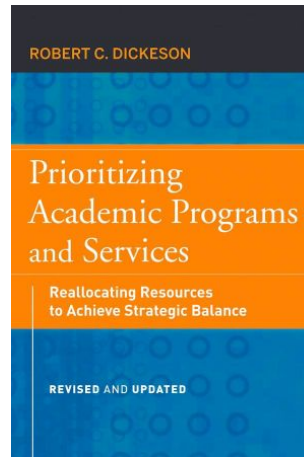
“One of the frustrating aspects of instruction for professors is that at the end of the term, just when the students finally understand the subject matter, they leave and are replaced by other students, and the professor must start all over again.”



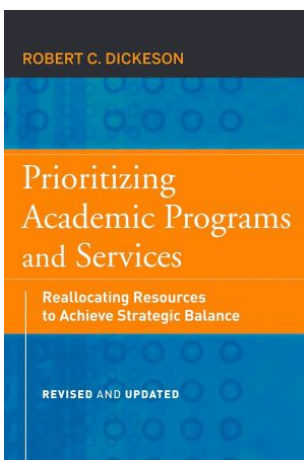
A portfolio approach that looks at the institution’s performance as a whole



A process to guide strategic investments in programs that best support institutional goals



An approach that leverages institution-wide data sets to inform resource allocation/reallocation decisions



“The ultimate goal is to place the institution in the best possible position, ready and capable of responding effectively to new contingencies at the same time as it goes about shaping its future”



### Three Observations

1. Academic Program Prioritization (APP) does not introduce any new, special powers:
  - Any recommendations that it generates are subject to all of the usual oversight and procedures
  - If there are hidden agendas, they will be exposed

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2. Decisions will be made, with or without an Academic Prioritization Process:
  - Deciding not to make a decision ... is still a decision
  - *Well-informed decisions* are more likely to be *good decisions*

### Three Observations

1. Academic Program Prioritization (APP) does not introduce any new, special powers
2. Decisions will be made, with or without an Academic Prioritization Process
3. Faculty have an opportunity to be part of the Academic Prioritization Process at PSU:
  - Faculty perspectives considered at all stages
  - A commitment to shared governance

### My Perspective

The question we should be asking is NOT

“Should we engage in APP?”

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information, insight, understanding

## My Perspective

The question we should be asking is

~~“Should we engage in APP?”~~

“How do we conduct an APP process to maximize the benefits that it will provide, and to minimize the **costs** that it will incur?”

morale, workload, ...

## Academic Program Prioritization Ad Hoc Committee

Shelly Chabon  
Professor & Associate Dean, CLAS



Mark Jones  
Professor, Computer Science,  
MCECS

Jon Fink  
Vice President, Research and  
Strategic Partnerships



DeLys Ostlund  
Professor of Spanish, World Lang.  
& Lit, CLAS

Kris Henning  
Professor, Criminology and  
Criminal Justice, CUPA



Barbara Sestak  
Professor, Architecture, COTA

Committee  
Support



Steve Harmon  
Curriculum Coordinator,  
Academic Affairs

## Committee Charge

Develop the initial groundwork for how PSU will conduct its academic program prioritization process

## Process and Parameters

1. Program prioritization calls for the use of a set of evaluation criteria, consistent with our values, that can be applied to all of the programs in the review
2. Programs are assessed with respect to the chosen criteria using a set of quantitative metrics and qualitative questions
3. Programs are grouped in to categories rather than attempting a total rank-ordering

## Process and Parameters

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## Organization

An Academic Program Prioritization Committee (APPC) oversees the process:

1. parameter setting (values, criteria, programs, metrics, questions, categories, process details)
2. a strong commitment to communication throughout the process
3. responsibility for generating the final slate of recommendations

A Program Scoring Team (PST) focuses on data gathering, measurement, and analysis, with broad faculty representation

## Sample Criteria

### Sample Criteria (Dickeson)

1. History, development, and expectations
2. External demand
3. Internal demand
4. Quality of program inputs and processes
5. Quality of program outcomes
6. Size, scope, and productivity
7. Revenue and other resources generated
8. Costs and associated other expenses
9. Impact, justification, overall essentiality
10. Opportunity analysis

### Appalachian State University Criteria

1. Centrality to University's mission.
2. Quality of the program.
3. Faculty involved.
4. Facilities/equipment.
5. Demand.
6. Costs.
7. Duplication.
8. Critical mass.
9. Recommendation about the program.

## Sample Categories

### Example with three categories (Dickeson)

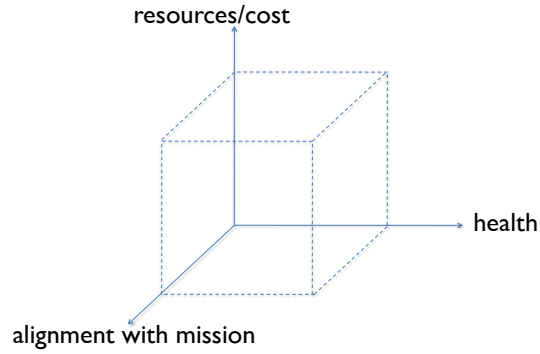
- **Top:** candidates for enrichment
- **Middle:** programs to be retained at present level of support
- **Lower:** programs where reduction or consolidation may be appropriate

### Appalachian State University Categories

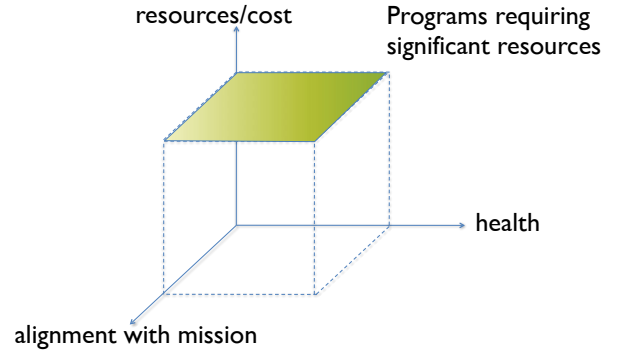
Programs that:

- are poised to move forward toward national excellence
- have capacity to increase research funding or scholarly productivity
- have capacity to increase the service mission
- are poised to add additional degrees
- have insufficient enrollments or productivity to justify continuing in their current state

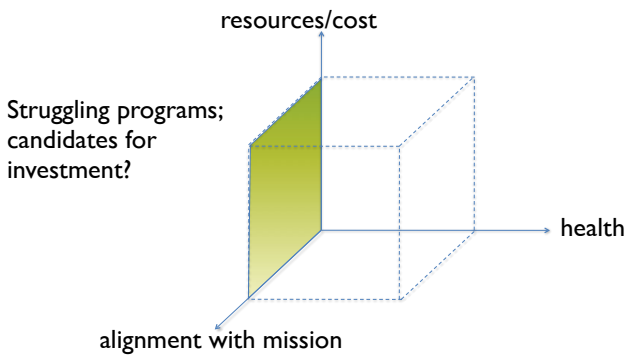
## Multi-dimensional categorization



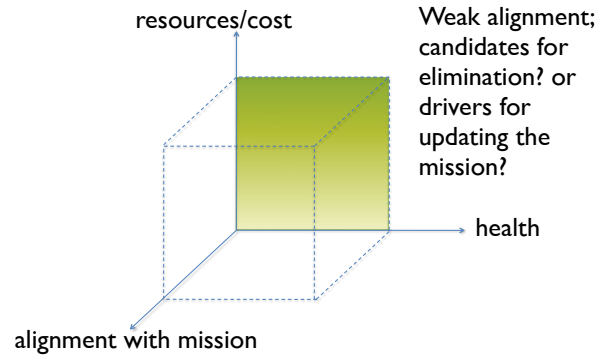
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## The Road Ahead

### The Road Ahead

- Academic Program Prioritization is not easy, but choosing not to do it, in my opinion, is not a responsible option
- Many decisions about the process have yet to be made
- The APPC will lead the process, but broad faculty input and engagement is essential at all stages and critical to its ultimate success