I. College of Law, Leadership Transition
II. Program Prioritization at NIU
III. Q&A
Leadership Transition

Farewell Event
Thurgood Marshall Gallery
Thursday
May 14, 2015
3:00 to 5:00 pm
# Interim/Acting Dean of Law

## Search Time Line

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Deadline</td>
<td>April 24</td>
</tr>
<tr>
<td>Committee Review of Applications; Selection of Finalist(s)</td>
<td>Week of April 27</td>
</tr>
<tr>
<td>Candidate Interviews</td>
<td>Week of May 4</td>
</tr>
<tr>
<td>Naming of Interim/Acting Dean</td>
<td>No later than May 15</td>
</tr>
</tbody>
</table>
Interim/Acting Dean of Law Search Committee

Co-Chairs
• Lisa Freeman (EVP/Provost)
• Derryl Block (Dean CHHS)

Members, College of Law
• Mark Falkoff (Associate Professor)
• Laurel Rigertas (Associate Professor)
• Amy Widman (Associate Professor)
• Anita Maddali (Associate Professor, Director of Clinics)
• David Taylor (Distinguished Teaching Professor, Director of Skills Training)
• Heidi Kuhel (Associate Professor, Director of Law Library)
• Therese Clarke Arado (Associate Professor, Assoc Director for Administration/Public Service)
• Meredith Strange (Program Coordinator, Legal Writing and Academic Success)
• Kathleen Coles (Associate Dean for Student Affairs)
• Tita Kaus (Administrative Assistant)
• Patti Donahue (Incoming SBA President)
Interim/Acting Dean of Law

Required Qualifications

• Established record indicating a distinguished academic or professional career in law, with significant academic experience, and achievements deemed appropriate to a tenured Professor.

• Ability to communicate effectively with academic and non-academic audiences.

• Familiarity with and commitment to the NIU College of Law vision, mission and strategic plan.

• Ability to handle the demands and requirements of senior-level management in higher education.

• Ability to work effectively with a diverse student body, faculty, and staff.
Interim/Acting Dean of Law
Duties & Responsibilities

• Primary responsibility and authority for planning, implementing and administering the program of legal education of the College of Law, including:
  – curriculum,
  – methods of instruction and evaluation,
  – admissions policies and procedures,
  – academic standards
  – recommending the selection, retention, promotion and tenure of members of faculty

(Responsibilities considered standard by the ABA)
Interim/Acting Dean of Law
Duties & Responsibilities

• Oversee the College operating budget during a dynamic period
• Work to increase the enrollment of qualified students
• Lead the College during Program Prioritization and assist faculty and staff with data analysis and narrative development;
• Work with faculty (and other constituencies) on the self-study required in advance of the Spring 2017 ABA visit
• Provide direction on strategic planning, and articulation of student outcomes
• Liaise with University and outside constituencies including alumni, bar associations, and other community partners
• Oversee public relations and other reputation-building for the college
• Collaborate with the Vice President for Advancement and others at NIU to appoint a dedicated gift officer for the College.

Additional Specific Responsibilities during Academic Year 2015-2016
Program Prioritization
Responding to Challenge and Change

• Today’s environment for American higher education is one of challenge and change. The time of comfortable annual growth in enrollments and revenues is over for most institutions.

• Institutions that thrive will do so by being clear about their values and by aligning:
  – resources (revenues, people, programs);
  – processes (planning, budgeting, program review, educational delivery);
  – results (degrees/credentials, learning, research, economic development, social mobility and jobs);
  – and investors (students, public, philanthropists, employers).
NIU’s Bold Future – Our Focus

**Student Career Success**
- Thriving Communities
- Financial Program & Viability
- Ethically Inspired Leadership

**Introduction**
To Realize NIU’s *Bold* Future-
We Need to Integrate Plans and Set Priorities

**Essential Actions**

- Pursue Strategic Goals Despite Fiscal Stress
- Operationalize NIU’s Mission
- Confront the Real Issues
- Use Data to inform Planning and Management
- Integrate Resources into Planning
- Stay Within Scope
- Prioritize Programs
- Quit Doing Some Things
  - that don't work anymore
  - solely because "that's the way we've always done them"
  - that aren't supported by cost-benefit (risk/reward) analysis.
- Reallocate Existing Resources Accordingly
The National Context

A 2013 survey involving 115 institutions of higher education, indicated:

- Not yet: 25%
- Planning to do so: 25%
- Already undertaken program prioritization: almost 50%
Context—Why Prioritize Programs?

• Program prioritization increases alignment between priorities, planning and resource allocation;

• Program prioritization results in quality and efficiency improvements

• Addresses HLC finding in 2014

• Addresses IBHE requirement (Public Act 97-0610)
Program Prioritization: Basic Elements

- Guiding Principles
- Inventory of Programs
- Criteria for Program Evaluation
- Data Templates/Submission Format
- Review Panel(s)
- System for Ranking Programs
- Processes for Connecting Findings to Action Steps
NIU Program Prioritization: Overview

- Rigorous and methodical review of all programs on campus—both academic and administrative
- Inclusive of all campus stakeholders
- Facilitated by a coordinating team with diverse expertise
- Guided by evaluation criteria developed with input from the entire campus community and finalized through shared governance
- Informed by quantitative and qualitative data-analyses and narratives created by program leaders
- Conducted by two task forces comprised of current faculty and staff, with members nominated by NIU faculty, staff, students
Program Prioritization Coordinating Team

- Jeff Reynolds
- Ibrahim Abdel-Motaleb
- Susan Mini
- Bill Pitney
- Brett Coryell
- **Marc Falkoff**
- Denise Schoenbachler
- Andy Small
- Kelly Wesener Michael
- Dillon Domke

- Carolinda Douglass (Facilitator)
- Lisa Freeman (EVP/Provost)
Role of the Coordinating Team

Communications Support Team
- Marketing & Communications
- Division of Information Technology
- Office of the Provost Staff

Data Support Team
- Institutional Research
- Registration & Records
- Academic Analysis & Reporting
- Sponsored Projects

Coordinating Team
Facilitator: C. Douglass

Expert Advisors
- Cabinet Members
- Council of Deans
- Academic Planning Council
- Resource, Space & Budget Committee
- Faculty Senate
- Student Association

University Community
Programs
Timeline

Fall 2014
✓ Initial exploration of Program Prioritization
✓ Development of Coordinating Team
✓ Preliminary communications with campus

Spring 2015
✓ Establish Guiding Principles
✓ Develop Criteria with broad campus participation
✓ Task Force nomination process
☐ Task Force selection
Timeline

Summer 2015

- Training of Task Force members is initiated
- Data Support Team is busy: building data system; working with Task Forces on mapping data elements; loading data; and reporting
- Communications Support Team is focused on internal communications plan; Fall 2015 panel
Timeline

Fall 2015

- Programs provided with relevant data and information on how to access data system
- Program data analyzed by program faculty and staff in the form of “program narratives”
- Ongoing training for Task Forces
  (Still under development/contents of training will be public)
- Task Forces review data and narratives
Timeline

Spring 2016

- Task Forces prioritize programs into five equal categories (quintiles) and provide recommendations
- Student panel reflects on Task Force recommendations
- Task force recommendations shared with campus and community and senior leadership
- Resource allocation in FY17 budget influenced by recommendations from Program Prioritization
Guiding Principles

• All programs, academic and administrative, will be reviewed
• All employee contracts will be honored
• All students will be able to finish their academic programs
A program is any activity or collection of activities that consume resources ($$, people, space, equipment, time)

A program is NOT a department
Program Definitions

Academic Programs
- Typically anchored by CIP Code
- Primarily consumes courses, faculty or other academic resources
- Conducts teaching and learning, research and scholarship, creativity and artistry and outreach and service
- *Note*: Some programs in Academic Affairs are Administrative per this definition

Administrative Programs
- Typically anchored by HRS Dept ID and Financial Cost Center(s), given discrete, well-defined activities and responsibilities
- Primarily supports directly or in ancillary/auxiliary capacity, the mission of the university, including that of student success
- Supports teaching and learning, research and scholarship, creativity and artistry and outreach and service
Finalized Academic Criteria

• **Criterion 1: Quality of Faculty and Faculty Outcomes [16%]**
  – What are the indicators of faculty quality?
  – What is the program faculty productivity including, but not limited to, such things as teaching loads, research, artistry, service, awards, and recognition?
  – What is the composition of the faculty associated with the program, including the number, proportion with terminal degrees, and years of experience?

• **Criterion 2: Quality of Students and Student Outcomes [16%]**
  – What are the students’ perceptions of program quality (eg, satisfaction, value added)?
  – What is the evidence of student success? (eg, honors, awards, publications, presentations, passing rates on professional examinations, employment, graduate school)
  – What is the graduation rate of the program?
  – What is the persistence of students in the program?
Finalized Academic Criteria

Criterion 3: Financial Efficiency [11%]

- What are the direct and indirect costs of delivering the program in relation to the amount of revenue that is generated from enrollments, grants, or other funding?
- What is the outcome of National benchmark data comparing resources of the program with national averages?

- Criterion 4: Importance of the Program to the University Mission [16%]

- Describe how the program contributes to the University Mission to promote excellence and engagement in:
  - teaching and learning,
  - research and scholarship,
  - creativity and artistry,
  - outreach and service
- Should the program be part of the University’s portfolio?
Finalized Academic Criteria

- **Criterion 5: Program Potential [11%]**
  - What would it take to make the program exemplary in the discipline?
  - What inter-disciplinary opportunities are available for the program?
  - What opportunities exists for the program to partner with other programs to improve effectiveness?
  - What opportunities exists for improving the effectiveness of the program?

- **Criterion 6: External Demand of the Program [11%]**
  - Is the program in demand by students?
  - Is the program in demand by potential employers?
  - Is the program filling a need in society (region, state, nation, and international)?
Finalized Academic Criteria

• **Criterion 7: Internal Demand for the Program [14%]**
  – Is the program needed to support other programs? (to include credit hours taken by majors and non-majors)
  – What impact does this program have on other programs or requirements?
  – Does the program provide an alternative program of study for students who are not accepted into a limited admissions or limited retention program?

• **Criterion 8: Program’s Contribution to Diversity [5%]**
  – How is the program addressing issues of inclusion through curriculum, research, and service?
  – How is the program addressing issues of diversity?
  – How diverse are the students enrolled in the program?
  – How diverse is the program faculty?
  – How does the diversity of students and faculty compare to other NIU programs as well as benchmark data comparing national averages?
Program Data Elements - Expectations

- Sufficient breadth, depth, and diversity to accurately reflect, measure and describe discrete program activities
- Inclusive of metrics or key performance indicators that the administrative or academic program use for benchmarking or follow per industry standards or disciplinary norms
- Quantitative and Qualitative
- Available/accessible on compatible time-line
Program Prioritization Task Forces

• **Academic:**
  – Tenured Faculty and Instructors
  – At least one member from each college

• **Administrative:**
  – Staff, Tenured Faculty and Instructors
  – At least one representative from each division

• **No more than 20 members per Task Force**

• **Task Force Members nominated by NIU faculty, staff, students**

• **Over 100 nominees across all colleges and divisions**
Questions About Program Prioritization?