Update on Program Prioritization to Faculty Senate

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HSC Sky Room, April 22, 2015
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)
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
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
Coordinating Team

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

- Brian Cunningham+
- Carolinda Douglass--
- Lisa Freeman--

--- Conference Attendee
* Data Team
^ Criteria Team
** Communications Team
+ Student Member
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 three functional subgroups
- Establish Guiding Principles
- Develop Criteria with broad campus participation
- Task Force nomination process
- Define composition of Task Force Selection Team
Timeline

Spring 2015
- Select Task Forces
- Communicate criteria to campus community

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
- Changes in curriculum will go through all shared governance processes
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?
Finalized Administrative Criteria

- **Criterion 1: Importance to University Mission /Operations [22%]**
  - Alignment with the University’s mission, strategic plan, and operational requirements.
  - Who is served?
  - Essentiality of services/functions provided.
  - Overlap with function of other units?

- **Criterion 2: Quality / Effectiveness [22%]**
  - How are quality and effectiveness assessed?
  - What measures are used and with what regularity?
  - How well are functions executed and services provided?
  - Evidence demonstrating how well the services meet the needs of customers and whether there is a known unmet demand?
  - Actions to improve quality of services such as training for personnel?
  - Other factors affecting quality, e.g., turnover, complexity of role, etc.?
Finalized Administrative Criteria

• **Criterion 3: Productivity/Efficiency [22%]**
  – How is the program’s impact measured?
  – What evidence demonstrates the volume of work performed?
  – How well does the program perform compared to benchmarks?
  – National benchmark data comparing resources of the program with national averages or peer institutions.
  – Scope of duties performed by this program.
  – Operations or collaborations that generate revenue or result in cost savings.

• **Criterion 4: Internal & External Demand [22%]**
  – What is the internal demand for the program’s services?
  – What is the external demand for the program’s services?
  – External mandates that will affect demand?
  – Required for compliance?
Finalized Administrative Criteria

• **Criterion 5: Opportunity Analysis [12%]**
  
  – Describe opportunities for cost-saving (for example: automating, consolidating, collaborating, or eliminating functions, and/or performing functions elsewhere in the university or by an outside contractor).
  
  – Describe opportunities for additional revenue or resource generation or cost savings.
  
  – Describe potential improvements that could be made to save on labor, improve the product/services, or improve efficiencies.
  
  – Describe opportunities for improving the effectiveness and efficiency of staff (for example: development, technology, elimination of redundancy, cross-training).
  
  – Describe what it would take to make the program exemplary (for example: staff, equipment and/or technology, removing barriers to success, additional functions, restructuring, greater impact).
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
Final Task Force Selection Team

Modeled on University Advisory Committee:

- Executive Vice President and Provost
- Vice President for Administration and Finance
- University Council Executive Secretary/Faculty Senate President
- Three faculty members selected by Faculty Senate
  - Melissa Lenczewski
  - Greg Long
  - Richard Siegesmund
- One SPS member selected by SPS Council
  - Jeanne Meyer
- One Operating Staff member selected by Operating Staff Council
  - David Long
- One student selected by Student Association
  - Nathan Lupstein
Questions About Program Prioritization?