Program Prioritization at NIU
Chairs Workshop
November 19, 2014
Program Review vs. Prioritization: Not the Same..

PROGRAM REVIEW

- Primary purpose is continuous quality improvement of academic programs through self-study, peer-review and assessment of strengths and weaknesses.
- Data-informed. Comparisons are external and among like programs.
- Focus is on program health and quality.
- Mandated by the Higher Learning Commission (HLC) and on an 8 year cycle by the Illinois Board of Higher Education (IBHE).

PROGRAM PRIORITIZATION

- Primary purpose is to maximize impact of institutional program portfolio, across both academic and administrative programs.
- Data-informed. Comparisons are internal and among unlike programs.
- Focus is on effective deployment of resources to support institutional mission.
- Supported by the NIU Board of Trustees, President and Provost.
- Requires simultaneous evaluation of all programs for effective comparison and prioritization.
Northern Illinois University was evaluated for its 10 year reaccreditation by a team of 11 consultant-evaluators of the Higher Learning Commission (HLC) on March 3-5, 2014.

Concerns were expressed about NIU meeting the core component of Criterion Five: Resources, Planning and Institutional Effectiveness, in part because of a lack of alignment between past budgeting and planning processes.

The team was reassured by the current leadership’s emphasis on accountability, clarity, transparency and sustainability, and noted that

“..interviewees and documents showed that effective methods of producing and using data in conjunction with strategic planning to connect budgeting to institutional priorities are being developed... with new leadership, new organization, and new budget processes, a linkage from budgeting to the progress of the strategic plan is needed.”

A monitoring report on budgeting and planning is required and must be submitted in 2018.
In March 2013, *Academic Impressions* surveyed 115 institutions of higher education, to create a snapshot of their efforts to prioritize academic and administrative programs.
Program Prioritization: A National Snapshot

26% Are planning to in the future

58% Have undertaken prioritization effort

16% Have not undertaken prioritization

21% Are planning to in the future

51% Have undertaken prioritization effort

28% Have not undertaken prioritization
Notable and Quotable on Program Prioritization

From Bob Dickeson

…it is at the nation’s greatest centers of academic talent and strength that the struggle over academic priorities can be the most intense. Creative ideas, compelling opportunities, and talented people combine to intensify the pressure to gain some sense of priorities....

From Larry Goldstein

Planning is not about choosing between good and bad ideas. It’s about choosing between good and better ideas. Both the planning process and the budget process should have the same ultimate objective: the most effective deployment of resources to support the institution’s overall vision and the priorities that will lead to attaining that vision.
Robert Dickeson

50 years experience as executive in higher education, business, government and philanthropy. Multiple leadership perspectives:

• Chair of the governor’s cabinets in AZ (Bruce Babbitt (1979-81) and CO (Roy Romer, 1987).

• Dean, Vice Provost and Vice President at Northern Arizona University (1969-79).

• President of University of Northern Colorado (1981-91).

• President and CEO of Noel-Levitz (1991-1997).

• Co-founder and senior vice president of Lumina Foundation for Education (2000-05).
Larry Goldstein

More than 20 years of campus experience covers in financial administration

- President of *Campus Strategies, LLC*, a management consulting firm providing services to colleges, universities and organizations serving higher education.

- Previously held positions at The University of Chicago; School of the Art Institute of Chicago; and the University of Virginia; the University of Louisville.

- Recipient of NACUBO’s Daniel D. Robinson Award in recognition of his contributions to higher education accounting and financial reporting.
NIU: Conference Attendees/Coordinating Team

- Ibrahim Abdel-Motaleb
- Brett Coryell
- Carolinda Douglass
- Marc Falkoff
- Lisa Freeman
- Susan Mini
- Bill Pitney
- Jeff Reynolds
- (Denise Schoenbachler)
- Andy Small
- Kelly Wesener Michael
ROLE OF COORDINATING TEAM

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

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

Expert Advisors
Cabinet Members
Council of Deans
Academic Planning Council
Resource, Space & Budget Committee
Core Budget Team

Coordinating Team
Facilitator: C. Douglass

University Community

Programs
Two Task Forces

**ACADEMIC PROGRAMS**

- Comprised solely of faculty nominated by their peers for their “trustee mentality.”
- Representatives from all colleges across the university.
- Evaluate academic programs based on criteria selected and weighted by an inclusive and iterative process.
- Review information analyzed by academic program faculty.
- Provide prioritization of academic programs by quintiles for senior leadership to use for resource allocation.

**ADMINISTRATIVE PROGRAMS**

- Comprised of faculty and staff nominated by their peers for their “trustee mentality.”
- Representatives from all divisions across the university.
- Evaluate administrative programs based on criteria selected and weighted by an inclusive and iterative process.
- Review information analyzed by administrative program staff.
- Provide prioritization of administrative programs by quintiles for senior leadership to use for resource allocation.
Academic Criteria: **A Starting Place...**

1. History, Development, and Expectations of the Program.
2. External Demand for the Program.
3. Internal Demand for the Program.
4. Quality of Program Inputs and Processes.
5. Quality of Program Outcomes.
6. Size, Scope, and Productivity of the Program.
7. Revenue and Other Resources Generated by the Program.
8. Costs and Other Expenses Associated with the Program.
9. Impact, Justification, and Overall Essentiality of the Program.
10. Opportunity Analysis of the Program.
Initial Program Prioritization Timeline

Fall 2014
• Initial exploration of program prioritization.
• Development of Coordinating Team.
• Preliminary communications with campus.

Spring and Summer 2015
• Development of criteria with campus input.
• Nomination and selection of Task Force members.
• Initial gathering of data in support of criteria with assistance of Data Support group and analysis by program faculty and staff.
• Continued communications with campus.
Initial Program Prioritization Timeline

Fall 2015

• Analysis of program data by faculty and staff with continued support by Data Support group.
• Continued communications with campus.
• Initial analyses of programs by Task Forces.

Spring 2016

• Completed analyses of programs by Task Forces and prioritization by quintiles.
• Resource allocation by senior leadership based on program prioritization for FY17.
• Continued communications with campus.

Q & A