

Program Prioritization Initiative Open Forum

Division of Academic Affairs



OLD DOMINION
UNIVERSITY

The Task Force



OLD DOMINION UNIVERSITY

Members of Prioritization Task Force

- Members are institutional representatives and not college or department representatives
- Members are tasked with identifying what they believe is best for the institution
- “This is not an opportunity for people to be assigned based on their title or their role. You need individuals with strong reputations, credibility within the institution, and a willingness to adopt an institutional, rather than departmental, perspective” (Goldstein)

Vinod Agarwal

Tom Allen

Nina Brown

Nina Gonser

Heather Huling

Vishnu Lakdawala

Norou Diawara

Wayne Hynes

Tisha Paredes

Brian Payne (co-chair)

Desh Ranjan (co-chair)

Lynn Ridinger

Jay Scribner

Deanne Shuman

Mileta Tomovic

Karen Vaughan

Charles Wilson

Xiushi Yang

Wie Yusuf

*Judy Bowman is staffing the committee

Why?

OLD DOMINION UNIVERSITY



Why now: The need for reform

The budget reality and future enrollment trends require that we take a close look at our academic programs and courses to determine how the academic affairs community believes it should prioritize its resources.



Goals

- Shape the future of academic programming at ODU
- Use an evidence-driven process to prioritize academic programs
- Identify potential areas for resource reallocation
 - Consolidations
 - Potential program or unit closures
 - Course offerings
 - Potential Investments
- Submit report to the provost, deans, and faculty senate
 - As appropriate, inform application of Policy 1462 (Policy for the Review of Academic Programs, Departments or Colleges for the Purpose of Possible Curtailment or Discontinuance)



Tenets Guiding the Process

- Shared governance
- Transparent
- Future-focused
- Inclusive
- Use ODU faculty as experts
- Build on ODU Strengths
- Academic quality
- Evidence-based
- Community-Focused
- Student success and social mobility



Workplan

- Regular meetings of the task force
- Data review and presentations by stakeholders
- Data will come from the Office of Institutional Effectiveness and Assessment and the Office of Academic Affairs
- Task force members will identify additional data gathering mechanisms
- Activities guided by Dickeson's Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance



Focus of Prioritization and Review

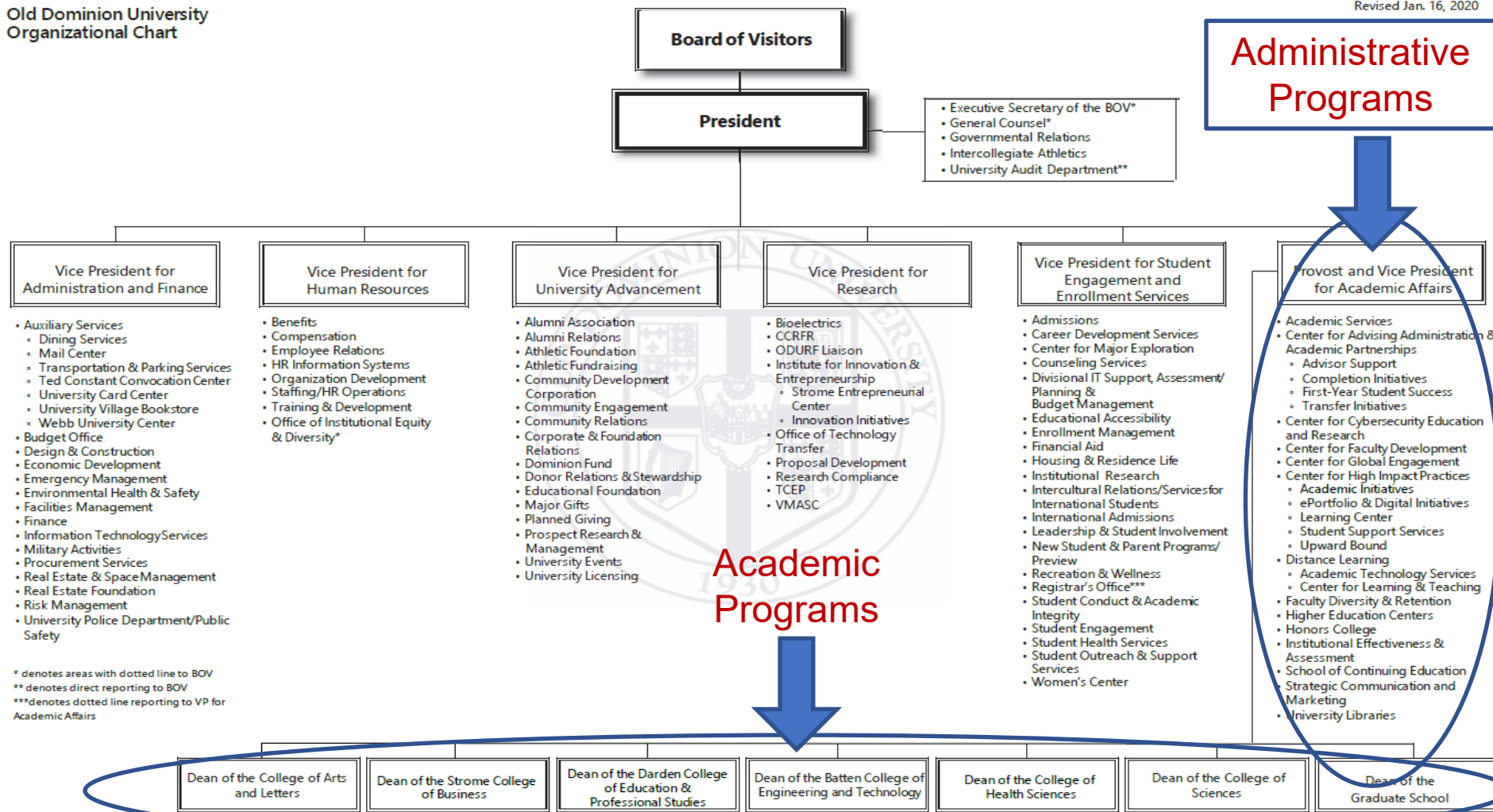
- Degree programs, majors, and certificates
- Frequency of university-wide course offerings
- Arrangements and functions of academic affairs units
- Organizational structures and administrative support units in academic affairs
- Task force will make recommendations to provost, deans, and faculty senate, not decisions
- Final decisions to be guided by shared governance with decisions made by authorized parties using existing practices and policies
- This is NOT general education review or program review



More on the Focus

- The reviewing is focusing on all programs in Academic Affairs:
 - Academic Programs
 - Administrative Support Programs



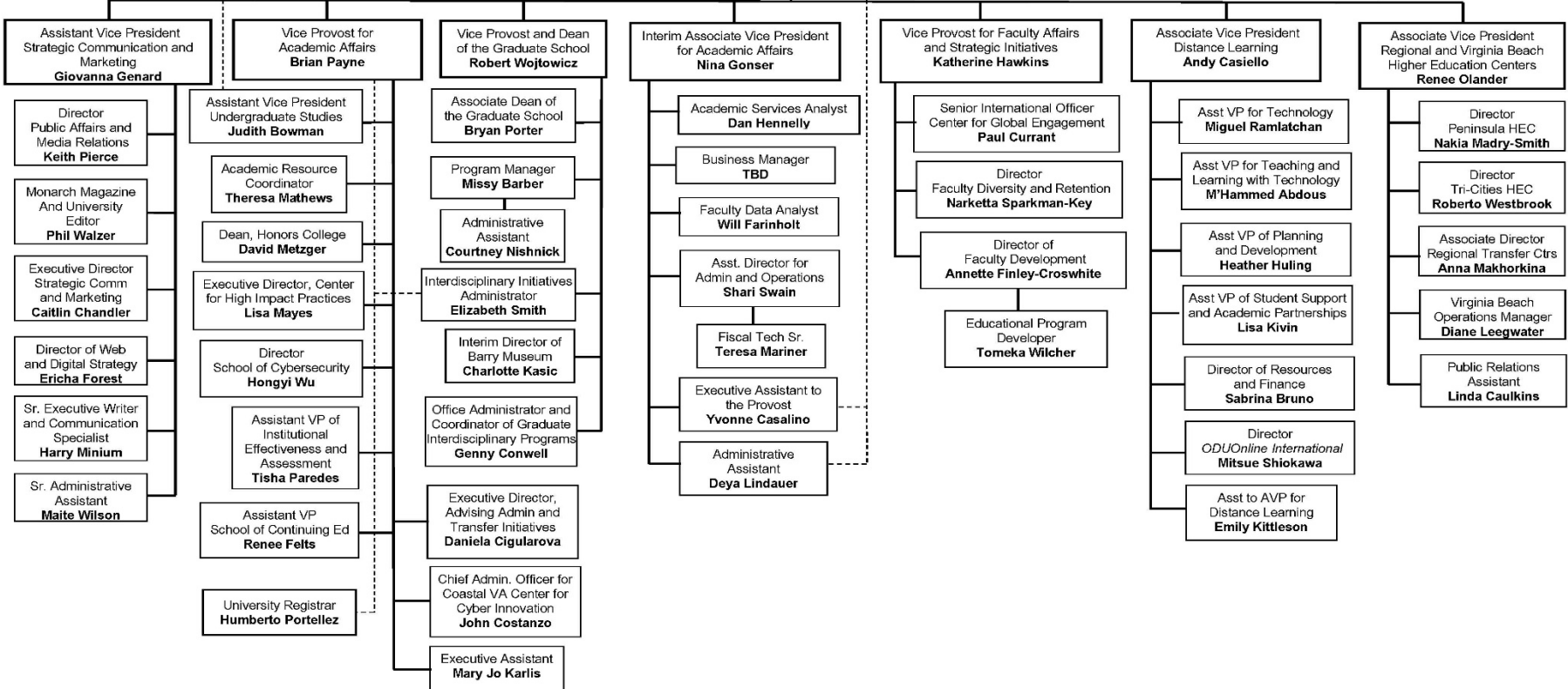


* denotes areas with dotted line to BOV
 ** denotes direct reporting to BOV
 ***denotes dotted line reporting to VP for Academic Affairs

Provost and Vice President
for Academic Affairs
Austin Agho

Academic Deans
College of Arts and Letters
Strome College of Business
Darden College of Education & Professional Studies
Batten College of Engineering and Technology
College of Health Sciences
College of Sciences
Graduate School
University Libraries

President
Tidewater Consortium
Lawrence Dotolo



Factors to be considered for academic programs (identified in BOV policy)

- Relevancy and relationship of program to college/university mission and objectives
- Quality of academic programs
- Cost and revenues of academic units
- Student enrollment/productivity
- Current and projected relationship to other units
- Distinctive and unique features of units
- Impact on women and minorities
- Research implications
- Impact on student needs
- Placement and employment opportunities for students



Work of the Task Force:

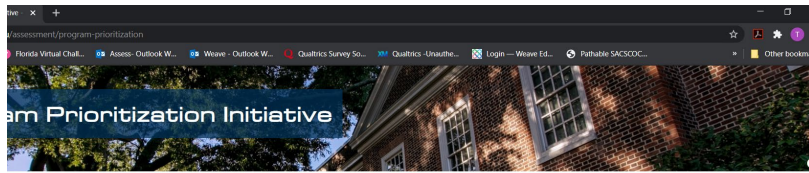
- Started Phase 1 of the process:
 - Determined prioritization criteria for academic programs and administrative units
 - Reviewed national and institutional data
 - Trends, enrollments, degrees conferred, budget, etc...
 - Developed and distributed surveys to deans, chairs and administrative unit leaders (results are currently under review)
 - Identified additional groups to seek feedback



Phase 2: spring 2021

- Review survey results
- Identify additional information needed
- Make recommendations





Business & Assessment > Program Prioritization Initiative

Prioritization Initiative

CALL FOR REFORM

In 18 months, Old Dominion University has had to abruptly respond to factors beyond our control. In doing so, we learned the breadth of our campus, the resilience of our faculty and staff and perseverance of our students. If we have learned one thing from this year, it is that working together we can overcome any hurdle.

Letter to the Community

Initiative Overview

The purpose of the Program Prioritization Initiative is to review academic programming at ODU to determine which programs are most essential to the university's mission and to prioritize administrative and academic programs. The initiative will focus on program enhancements, program reallocations, and program discontinuances. The provost, deans, and faculty senate will be involved in the review process. For more information, see Policy 1462 (Policy for the Review of Academic Programs: Departments or Colleges for the Purpose of Possible Curtailment or

CONTACT US BELOW

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Norfolk, VA 23529

757-683-3322 (office)

• [Welcome from the Assistant Vice President](#)

• [Office Directory](#)

• [Degree Programs by CIP Code](#)

Required Student Assessments

• [D&As](#)

• [Entering Student Assessment \(First-Year\)](#)

• [Entering Student Assessment \(Transfer\)](#)

• [Graduating Student Assessment](#)

Updates

- Website
 - <https://www.odu.edu/assessment/program-prioritization>
- Surveys
 - Deans
 - Chairs
 - Unit leaders
- Additional surveys to program directors forthcoming



Significance of the Criteria Across Programs

Academic Programs	
Item	Item
Impact on students	Impact on women and minorities
Academic quality	Distinctive features
Student enrollment	Relationship to other units
Consistency with mission	Future opportunities
Impact on research	Internal demand
Placement and employment opportunities	Community engagement, needs/relevance
Program cost	

Administrative Units	
Item	Item
Impact on students	Impact on women and minorities
Program costs	Distinctive features
Relationship to other units	Placement and employment opportunities
Consistency with mission	Future opportunities
Student enrollment	Internal demands
Academic quality	Regional and Commonwealth needs and relevance, combination of units
Impact on research	



Report to Provost, Deans, and Faculty Senate

- The provost and deans will share the information with program directors and chairs.
- Opportunities for investments will be highlighted
- Information, as appropriate, will also assist in deciding whether to initiate program closure process
- Per Policy 1462, “the unit’s program director, chair, academic dean, or provost and vice president for academic affairs (“initiator”) may initiate the action for possible curtailment or discontinuance.”
- If one of the decision makers decides to use the information to initiate program closure, the process will follow Policy 1462.
- Information may also be used to suggest consolidations, unit closures, frequency of course offerings, etc.



Report will include

- Identification of possible investments
- Recommendations for administrative units
 - Increase support, reallocate to, reallocate from, consider closing
- Classification of academic programs
 - Expand, retain, consolidate/reduce, consider closing



How is this different than SCHEV Productivity Review (SPR)?

- Future-focused whereas SPR looks only to the past.
- Investment orientation whereas SPR is about cuts.
- Institutionally focused to make the community stronger.
- Driven by Academic Affairs
- Creates a Bridge to the Future



Additional points

- Identify where additional resources are justified and where they might be reallocated from
- Budget is much better than it could have been, but significant amounts still needed to be cut/frozen
- Goal is to identify most efficient use of AA resources as we approach fiscal challenges and enrollment changes



Driven by Mission and Vision

MISSION

- Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a dynamic public research institution that serves its students and enriches the Commonwealth of Virginia, the nation, and the world through rigorous academic programs, strategic partnerships, and active civic engagement.

VISION

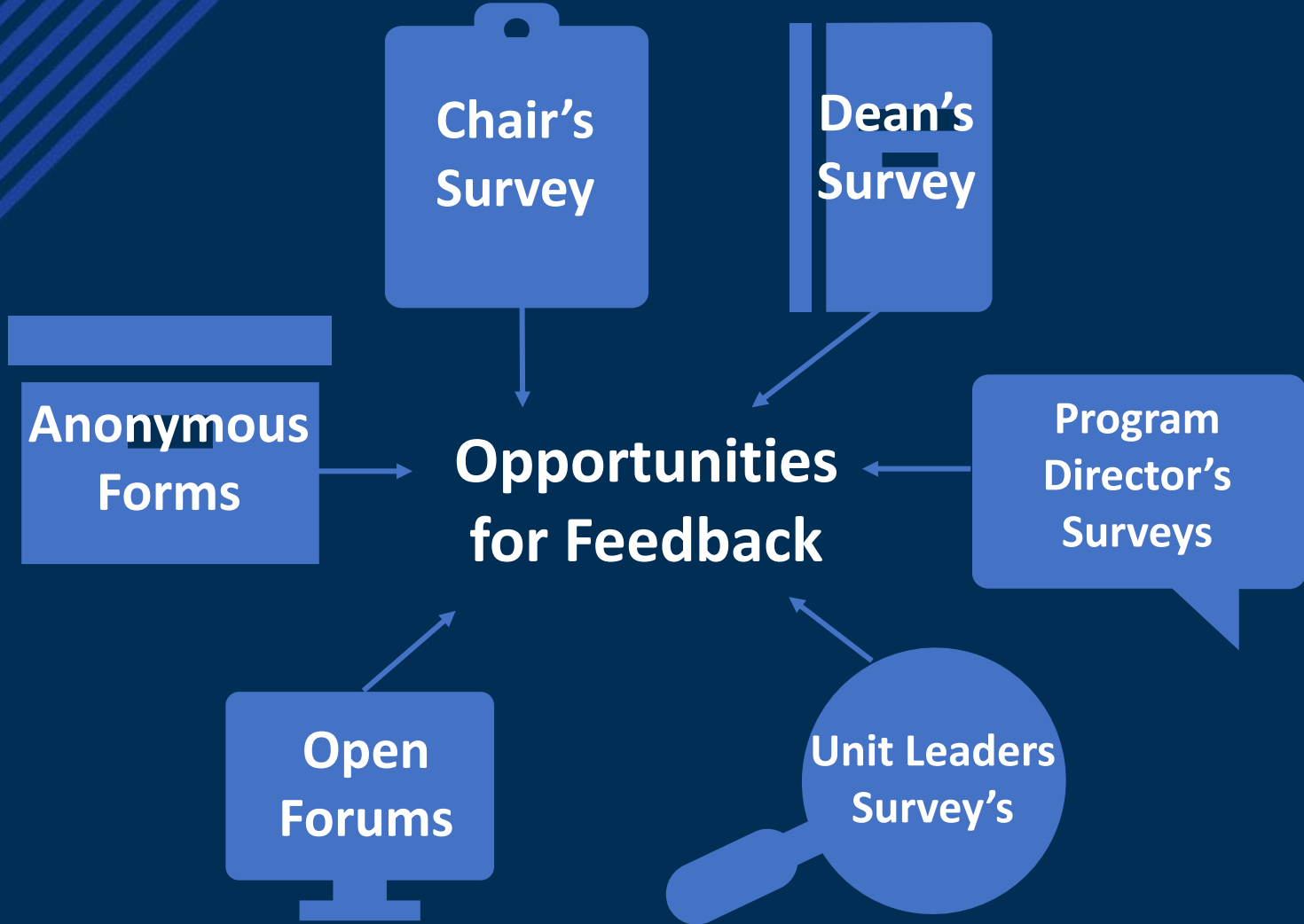
- Old Dominion University will be recognized nationally and internationally as a forward-focused metropolitan university with a collaborative and innovative approach to education and research that spurs economic growth, focuses on student success, engages civic and community partners, and uses its connections with the military and maritime industries and its exceptional strengths and leadership in related areas to provide practical solutions to complex, real world problems.



Values Identified by Strategic Plan Committee

- Academic and Research Excellence
- Student Success
- Inclusion and Diversity
- Community Engagement
- Entrepreneurship and Innovation
- Integrity
- Quality of University Life







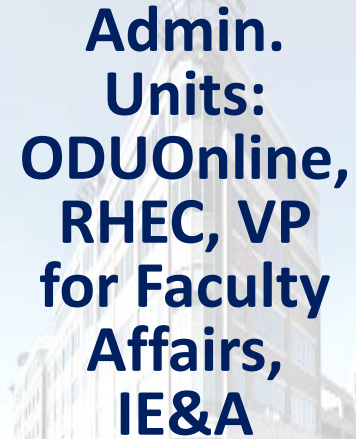
**Arts &
Letters
and
Health
Sciences**



**Education &
Professional
Studies
and
Sciences**



**Engineering
&
Technology
and
Strome
College of
Business**



**Admin.
Units:
ODUOnline,
RHEC, VP
for Faculty
Affairs,
IE&A**



**Admin.
Units:
Graduate
School, CHIP,
Advising,
Honors
College, and
Libraries**



Subcommittees

Institutional reps serving on subcommittees that do not include their home units/programs

Questions and Feedback



OLD DOMINION UNIVERSITY

Meeting One (10/16/20)	Meeting Two (10/28/20)	Meeting Three (11/11/20)	Meeting Four (11/20/20)	Meeting Five (12/09/20)
<p>Thank you</p> <p>500 years of experience</p> <p>Task force process discussed</p> <p>Ground rules</p> <p>Survey introduced</p>	<p>Reviewed task force charge</p> <p>Feedback from survey of task force members provided.</p> <ul style="list-style-type: none"> -Discussed how to prioritize -Different criteria for academic and admin support programs -Support for expand, retain, etc. <p>Budget overview from Nina Gonser</p> <ul style="list-style-type: none"> -Enrollment, tuition revenue, and budget -Funding likely to be for targeted degree production 	<p>Tisha Paredes provided data overview</p> <ul style="list-style-type: none"> • Student/program data • Course Data • Faculty Data • DFWI data • Course utilization data • Career data • Student satisfaction data • Market research data <p>Surveys reviewed and changes suggested</p> <p>Surveys distributed to chairs, deans, and unit leaders (11/16)</p>	<p>Began to discuss certificate programs</p> <p>Provided overview of administrative programs</p> <p>Reviewed the university and academic affairs organizational charts</p> <p>Created subcommittees</p> <p>Discussed issues related to measuring cost.</p>	<p>Reviewed feedback from surveys.</p> <p>Discussed rubrics for prioritization.</p> <p>Preliminary feedback from initial review of evidence.</p> <p>Identified additional groups to survey.</p> <p>Reviewed this PPT.</p>

December Data/Evidence Review (12/9 and 12/18)	January Develop Preliminary Actions	February Draft Reports	March Final Report and Recommendations
<p>Faculty forum (12/10)</p> <p>Subcommittee Gathers Feedback from Various Units and Programs</p> <p>Review of Data</p> <p>Review Findings from Surveys</p> <p>Phase 2. Draft Questions for Targeted Groups Based on Agreed Upon Criteria</p>	<p>Subcommittees Report Back to Task Force</p> <p><u>Phase 2.</u> Additional Qualitative Data Collection -- Distribute or Administer Survey to Targeted Units and Programs Based on Selected Criteria.</p> <p>Deeper Data Dive into Selected Programs and Units</p>	<p>Faculty Forum (first week)</p> <p>Initial Recommendations for Administrative Programs</p> <p>Initial Recommendations for Academic Programs</p>	<p>Faculty Forum (last week)</p>