

# Program Prioritization Initiative Open Forum

*Division of Academic Affairs*



**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

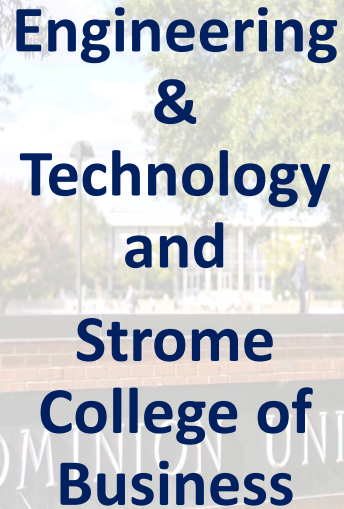
\*Judy Bowman is staffing the committee



**Arts &  
Letters  
and  
Health  
Sciences**



**Education &  
Professional  
Studies  
and  
Sciences**



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



**Admin. Units:  
ODUOnline,  
RHEC, Faculty  
Development,  
Faculty  
Diversity, IE&A,  
&  
Center for  
Global  
Engagement**



**Admin. Units:  
Grad School,  
AA Admin,  
CHIP,  
Advising,  
Strat. Comm,  
Honors  
College, &  
Libraries**



## **Subcommittees**

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

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 administrative support and academic programs
- Identify opportunities for future investments
- Identify potential areas for resource reallocation
  - Consolidations
  - Potential program or unit closures
  - Course offerings
- Submit report to the provost, deans, and faculty senate
  - 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
- Community Oriented
- Evidence-based
- Student success and social mobility



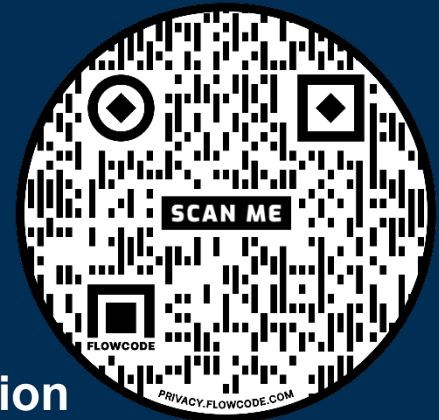
# Program Prioritization Task Force Meeting Summaries

<p>December 18, 2020</p> <ul style="list-style-type: none"><li>• Discussed focus on academic affairs</li><li>• Reviewed draft rubrics</li><li>• Committees provided updates</li><li>• Discussed strategies for faculty to give feedback</li><li>• Recommended seeking feedback from attendees of forum</li></ul>	<p>January 6, 2021</p> <ul style="list-style-type: none"><li>• Reviewed feedback from faculty</li><li>• Discussed need to focus on investments</li><li>• Discussed revised rubrics</li><li>• Committees provided updates</li><li>• Certificate programs discussed.</li></ul>	<p>January 20, 2021</p> <ul style="list-style-type: none"><li>• Reviewed anonymous feedback</li><li>• Discussed feedback from chairs</li><li>• Discussed and approved certificate recommendations</li><li>• Discussed results of GPD and UPD surveys</li><li>• Data update provided</li></ul>
<p>February 3, 2021</p> <p>Preliminary report from subcommittees:</p> <ul style="list-style-type: none"><li>• Perry Honors College</li><li>• Strategic Comm. &amp; Marketing</li><li>• Center for High Impact Practices</li><li>• Center for Advising Administration and Academic Partnerships</li><li>• University Libraries</li><li>• Graduate School</li><li>• School of Continuing Education</li><li>• Academic Affairs Administration</li></ul> <p>Committee updates provided</p>	<p>February 17, 2021</p> <p>Preliminary report from subcommittees:</p> <ul style="list-style-type: none"><li>• Center for Faculty Development</li><li>• Center for Global Engagement</li><li>• Office of Faculty Diversity and Retention</li><li>• Office of Institutional Effectiveness and Assessment</li><li>• Regional Higher Education Centers</li><li>• Distance Learning</li></ul> <p>Committee updates provided</p>	<p>February 24, 2021</p> <p>Preliminary report from subcommittees:</p> <ul style="list-style-type: none"><li>• Engineering and Technology</li><li>• Business</li></ul> <p>Committee updates provided</p>



# Updates

- Rubrics Completed
- Administrative Programs – Preliminary Reviews
- Certificate Programs – Recommendations
- Revised timeline



# Rubrics Completed



OLD DOMINION UNIVERSITY

# Administrative Unit Rubric

Area	Item	Data Sources	Categories
Essential for meeting needs of groups (35%)	Student needs	Surveys of directors, chairs and deans, WEAVE report	Unit is essential, mostly essential, somewhat essential, and not essential.
	Faculty needs		
	Academic needs		
	Other unit's needs		
	University mission		
Efficiency (25%)	Unit offers distinct services		Exceeds, meets, approaches, does not meet, unable to rate
	Appropriate number of personnel		
Unit Costs (30%)	Duties could be provided by others	Surveys of directors, chairs and deans and data provided by AA central.	Strongly Agree, Agree, Disagree, Strongly Disagree
	Budget is appropriate		
	Services could be streamlined		
	Costs are aligned with other units		
Unit Spending (10%)	Spending by Unit	Data provided by AA central	Increased notably, remained stable, decreased over 3
	Spending per SCH by Unit.		

# Academic Program Rubric

Area	Item	Data Sources	Categories
Impact on Students (35%)	Future Jobs	BLS Data	Exceeds expectations, Meets expectations, Approaches expectations, Does not meet expectations, Unable to Rate
	Student Satisfaction	20+ items from Senior Survey	
Academic Quality (25%)	Program Retention Rates	Alignment with univ.	Does not meet expectations, Unable to Rate
	Student Learning	Assessment Data	
	Specialized accreditation or ranking	Web and Chair surveys	
	Program Concentrations	Enrollment data	
Enrollment (5%)	Enrollment	Enrollment data	Increasing, stable, decreasing, unable to rate
Productivity (10%)	Student credit hours	ODU Factbook	Top 20%, Above Average, Bottom 20%, Unable to rate.
	Degrees conferred	ODU Factbook	
	Research funding	Office of Research	
Unit Spending (10%)	Spending by Unit	AA Administration	Increased notably over 3 fiscal years, remained relatively same, decreased notably
	Spending per SCH by Unit	AA Administration	
	Faculty Salary by SCH	AA Administration	
Dean's Response (5%)	Responses provided by deans to survey	Dean Survey	Identified as top and distinctive, as distinctive, or not identified.
Chair's Response (5%)	Program distinctiveness	Chair's survey	Exceeds expectations, Meets, Approaches, Does not meet, Unable to Rate
	Services or programs for the community	Chair's survey	
State Demand (5%)	State offers additional funding for programs in certain fields. Is this program on that list?	State data	Yes or No

# Additional Items on Rubrics

Academic Units	Administrative Units
Do you think ODU should invest additional resources in this program? Please explain why or why not.	What modifications to the unit might increase impact, efficiency, or costs?
Given the size of the academic program's curriculum, population, faculty, and current budgeting levels, are there opportunities to reallocate resources from this program to support other programs in the department or college?	What investment might be made to the unit to increase impact, efficiency, or costs?

Committee members asked to make comments on each area.

Describe the opportunities for this unit to collaborate more with other areas on campus.

What is your recommendation for this program/unit?

- a. Consider providing support to the program/unit.
- b. Consider reallocating funds to other programs or areas.
- c. No action, keep as is.

# Administrative Program Overview

Organizational Charts and  
Summaries of Administrative Units

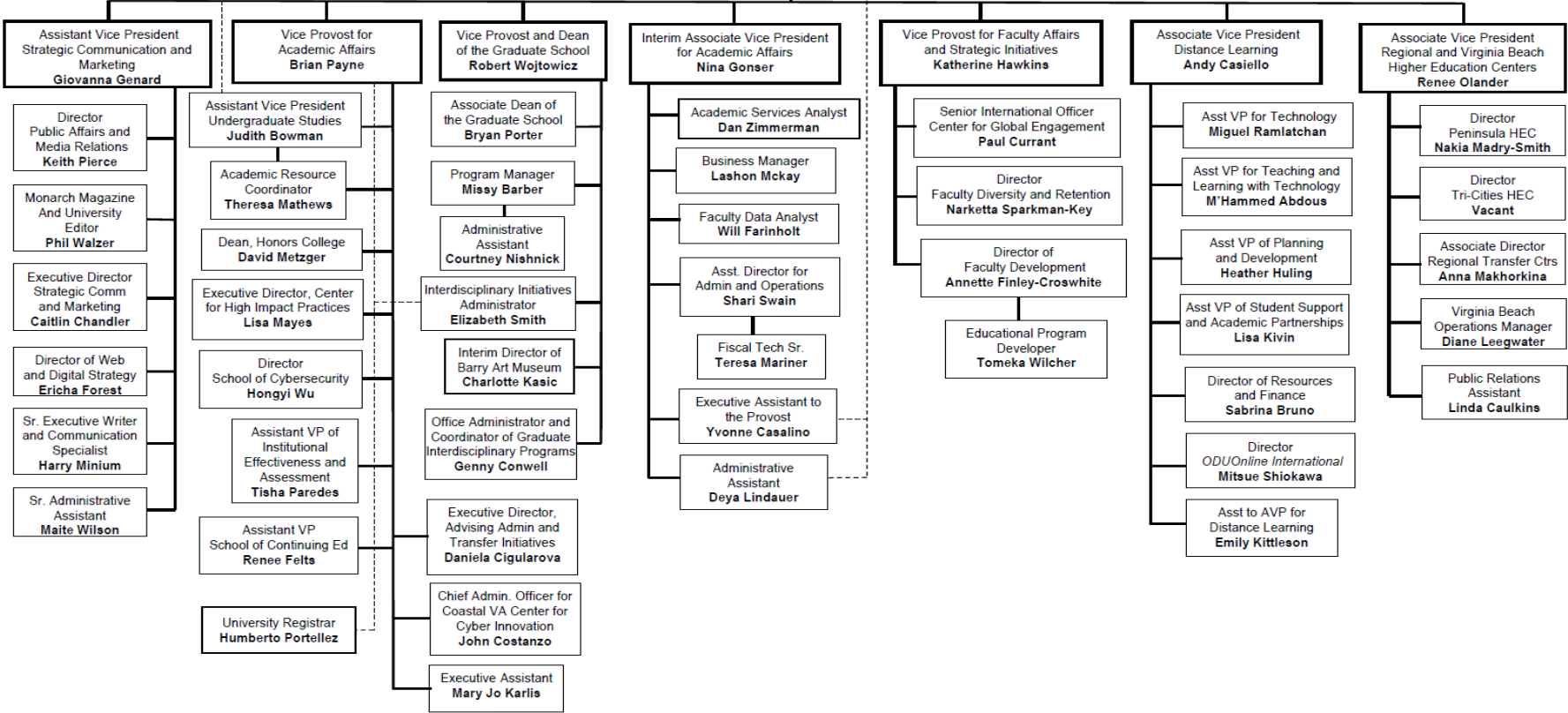


OLD DOMINION UNIVERSITY

Provost and Vice President  
for Academic Affairs  
**Austin Agho**

College of Arts and Letters  
Strome College of Business  
Darden College of Education  
Batten College of Engineering and Technology  
College of Health Sciences  
College of Sciences  
University Libraries

President  
Tidewater Consortium  
**Lawrence Dotolo**



# Administrative Support Programs Preliminary Discussions

- Efficient use of resources
- Reduce duplication of services
- Service level agreements
  - Mission,
  - Purpose
  - Responsibilities,
  - KPI's
  - Evaluation methods
- Develop routine process for evaluating units similar to way academic programs and chairs and deans are evaluated.





# Certificate Reviews

A photograph of a stone sign for Old Dominion University. The sign is dark with the words "OLD DOMINION UNIVERSITY" in raised, light-colored letters. It is set in a landscaped area with green grass, various plants, and trees in the background. A blue and white striped graphic overlay is on the left side of the image.

OLD DOMINION UNIVERSITY

# Certificate Review

- We have 67 certificates.
- Awarded 245 certificates in 2019-2020
- Across all certificates, average is 3.7 awards per year.
- 28 certificates had zero awards in 2019-2020
- Just seven certificates had 10 or more awards



# Certificate Recommendations

- Discontinue any certificate that has existed for at least five years but has produced two or fewer certificate awards over the past five years.
- Discontinue any certificate that departments recommend cutting.
- When there is duplication, combine certificate programs and be cognizant of the overlap.
- For future new certificates, require that the respective Faculty Senate committees approve the creation of for-credit certificates.
- Submit an issue to the Faculty Senate for guidelines on what should be part of a certificate (e.g., how certificates should be structured).
  - Recommend to the Senate that future certificates that go five years averaging less than one certificate a year be terminated.
  - Ensure that there is no duplication.
  - Ensure the certificate is appropriately named.
  - Identify the strategy to develop the certificate.
  - Identify the workload for faculty.



# Revised Timeline



OLD DOMINION UNIVERSITY

# Revised Timeline

- Preliminary reviews ongoing
- Additional feedback solicited
- Next forum – update in April
- Draft report released early May
- Feedback through September 1, 2021
- Task force review of feedback – September
- Submit to Provost, Deans, and Faculty Senate – October 1.



# Feedback Process

A stone sign with the words "OLD DOMINION UNIVERSITY" in raised, serif capital letters. The sign is set against a background of lush green trees and a clear blue sky. In the foreground, there is a well-maintained lawn and a flower bed with various plants.

OLD DOMINION UNIVERSITY



# Questions and Feedback

OLD DOMINION UNIVERSITY





# End With 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.

