

# Prioritization of Academic Program and Program Review: A Hybrid Approach



Kara Larkan-Skinner

Amarillo College/Our Lady of the Lake  
University

# Program Review



- ❧ What is program review?
- ❧ Why are institutions doing this?
- ❧ What are the results of this?

# Scale of Likeability



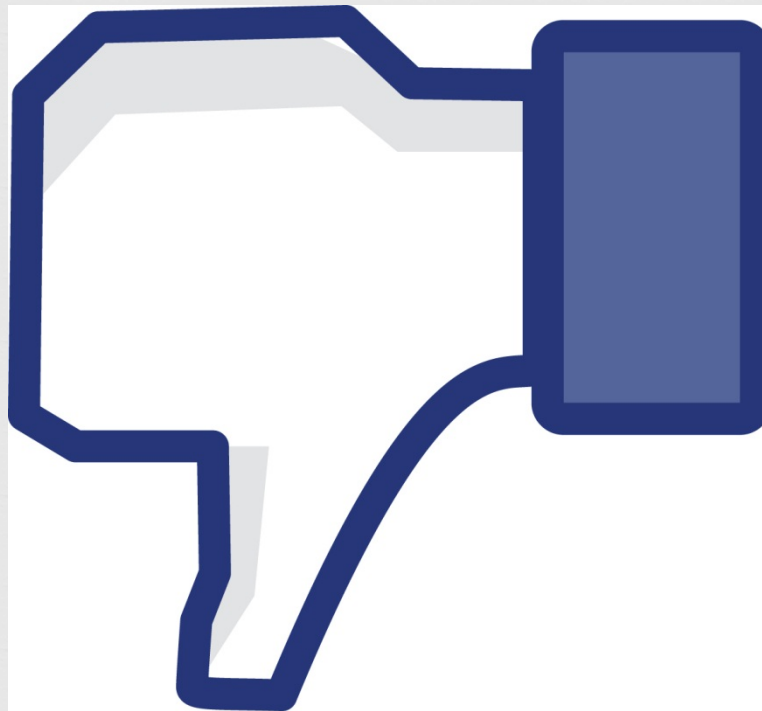


# Prioritization of Academic Programs

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- ❧ What is this?
- ❧ Why are institutions doing this/discussing this?
- ❧ What are the results of this?

# Scale of Likeability



# Former AC Model of Program Review

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- ❧ Self Study
- ❧ External Review
- ❧ Summative
- ❧ Follow Up
- ❧ 100+ individuals on assessment related committees  
(almost 60 on Program Review committees)

# Data issues



- ❧ Departments were reporting their own data
- ❧ IR was giving individual reports on regular basis
  - ❧ Enrollment reports
  - ❧ Graduate Student Survey Report (aggregated)
  - ❧ CCSSE report (aggregated)
  - ❧ Kansas Study
  - ❧ Etc...
- ❧ Lots of data, little change
- ❧ One constant question –
  - ❧ how do I know if this data applies to my program?

# Compliance Issues



- ⌘ Perfunctory process
- ⌘ No carrot or stick and no meaning or compliance
- ⌘ 2 years behind at times
- ⌘ If department did comply, then external review committee had to comply, then IE had to review, then PR ended



# Closing the loop issues



- ❧ There was no closing the loop, it was a check list item and once checked it was done.
- ❧ No improvements were noted from the PR process
- ❧ No changes were made from the PR process

# New request for President

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- ⌘ Programs at Risk
- ⌘ Funding Issues
- ⌘ Not responding to environmental changes/needs fast enough
- ⌘ This request spawned a report called the Academic KPI report
  - ⌘ Initially called “Programs at Risk”

# Data Sources



- ❧ 1) These are unique to AC (not a one size fits all approach)
- ❧ 2) Mixed methods
  - ❧ Quantitative
  - ❧ Qualitative
- ❧ 3) Consider mission
  - ❧ Florida A&M calls this societal need
  - ❧ Critical needs, etc.
  - ❧ Support programs

# Quantitative Measures



- ❧ Enrollments (disaggregated by demographics)
- ❧ Graduates
- ❧ Course Capacity
- ❧ Graduating Student Survey
- ❧ CCSSE
- ❧ EMSI
  - ❧ Employment outlook
- ❧ Transfers
- ❧ Licensure/Placement
- ❧ Fall to Fall retention rates (FTIC)
- ❧ Three year final status rate
- ❧ Kansas Study Data
  - ❧ FTE student and faculty
  - ❧ Instructional cost per student credit hour
- ❧ Contact Hours
- ❧ Faculty info
  - ❧ Overloads
  - ❧ PT/FT loads
  - ❧ FTE students per FTE faculty loads



# Qualitative Measures



- ❧ Opportunity for faculty to describe program purpose
- ❧ Awards of faculty/students
- ❧ Seeking accreditation when available?
- ❧ Is marketing in line with SACSCOC requirements?
  - ❧ Up to date website?
- ❧ Student learning outcome measures
  - ❧ Using for improvements?
  - ❧ Impacting budget?
  - ❧ Pedagogical changes?
    - ❧ Increasing different types of course offerings?

# Morph into One



☞ Light Bulb Moment

“

Isn't the whole idea of prioritization of academic programs the same as program review?”

# Transparency



- ❧ Faculty were angered when they were told programs would be closed.
  - ❧ How could we make this process less upsetting to faculty?
- ❧ Provide faculty the data years in advance
  - ❧ Allow opportunity to be a part of the process

# Opportunity to change directions

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- ❧ If faculty know what they are being measured on, they have the opportunity to change paths
  - ❧ Create interventions
    - ❧ Increase marketing
    - ❧ Expand course offerings
  - ❧ Begin exploring other career options



# Buy In



## Buy In

- Transparency

- Inclusion in the process

- Opportunity to change directions

- Attaches meaning

- Program review and academic prioritization will never be popular or well liked, but they will be more popular than the alternative.

# Obstacles working with leadership

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- ❧ AC initiative was IR led, which introduced many challenges
- ❧ Must have a positive/trusted relationship to initiate
- ❧ Everyone has a different perspective, need, and concern
- ❧ Political battles
- ❧ Axe to grind
- ❧ Fear
- ❧ This is the way we've always done things
- ❧ Lack of understanding, what all is involved
- ❧ Lack of trust (faculty- VPAA or VPAA and Dean's, etc)
  - ❧ VPAA worried about losing faculty trust, etc.

# Leadership Involvement



- ❧ Executive leaders working on scoring system
- ❧ IR provided several examples of scoring matrices
  - ❧ Other institutions
- ❧ Current system developed by IR
  - ❧ Above and below mean score
  - ❧ Indicator flags for each item
  - ❧ Organized list based on quantity of indicator flags

# AC Process Summation



- ❧ Year long development
- ❧ Started with a KPI report
- ❧ Morph KPI into program review
- ❧ Use KPI for departmental assessment plans
  - ❧ Program review
- ❧ 3-5 year time frame for review vs 5-7 previously
- ❧ After review, Dean's Council reviews and makes final recommendations
  - ❧ Scoring matrix is still in progress



# Pros vs Cons

(External to IR)



## ☞ Pros

- ☞ Common standards
- ☞ Doing away with old program review
- ☞ Felt standards were reasonable
- ☞ Transparency
- ☞ Departmental assessment plans linked to program review (alignment)

## ☞ Cons

- ☞ Prioritization of programs
- ☞ Increased fear and politics
- ☞ Questioned sources of data intently
- ☞ Scoring system is most controversial
- ☞ Too many data points

# Summary



- ❧ Long Term process
  - ❧ Not an overnight/quick fix
- ❧ Data integrity addressed
- ❧ Ensured projects we worked on were used
  - ❧ CCSSE
- ❧ Provided data to departments that were not always provided to the departments.
- ❧ Meaningful assessment
  - ❧ Good, bad or indifferent

# Lessons learned



## From AC

- Relevant measures
- Get as much involvement as possible
- Keep it simple
  - Try to limit the data involved
- Provisions for students and faculty

## From other institutions

- Communication
- Monitor the students in affected programs to ensure progression

# Resources



- ❧ Prioritizing Academic Programs and Services
  - ❧ Robert C. Dickeson
- ❧ Florida A&M University
  - ❧ Gita Wijesinghe Pitter, PhD



# Contact Information



Kara Larkan-Skinner

Director of Institutional Research

Our Lady of the Lake University

[Klarkan.skinner@gmail.com](mailto:Klarkan.skinner@gmail.com)

(210) 431-5549