

# Montana State University-Northern Open Forum April 10, 2013

## Program Prioritization Review

When the best leaders' work is done the people say,  
"We did it ourselves." --Lao-tzu

## Chancellor's charge to the Academic Council

September 10, 2012

### Phase I

Conduct a comprehensive review of all academic programs to answer the following questions:

1. What is optimum program mix that fulfills our institutional mission?
2. What is the optimum mix of on-line vs. on-site offerings (taking into consideration all three campuses)?
3. What is the recommended future for master's study at MSUN?
4. What are the recommendations of the Academic Council to address other significant issues within the academic realm?

## Why answer these questions?

The Academic Council wanted to examine academic programming for the following reasons:

- To increase quality;
- To better prepare students for the workforce;
- To be responsive to advisory boards' and national accreditation recommendations;
- To strengthen the reputation of MSUN;
- To meet the needs of constituents – local, state, and national levels; and
- To know with certainty who we are (mission) and what we do well (programs).

## How did Academic Council proceed?

1. We built a knowledge base on program review and prioritization processes by reading Robert C. Dickeson's work.
2. We discovered that MSUN fit many of the characteristics that made it a prime candidate for a campus-wide program prioritization review.

## Key Characteristics

*Most institutions can no longer afford to be what they've become.* Dickeson, 2010

- Most institutions strive to be all things to all people (so cannot focus on programs of distinction);
- Most institutions are over-programmed for their available resources, so quality wanes and faculty become tired;
- Programs increase and calcify without regard to their relative worth; and
- Across-the-board cuts tend toward mediocrity for all programs. Decided we needed to relocate resources.

## Review Process - Seven Criteria for Assessing Programs

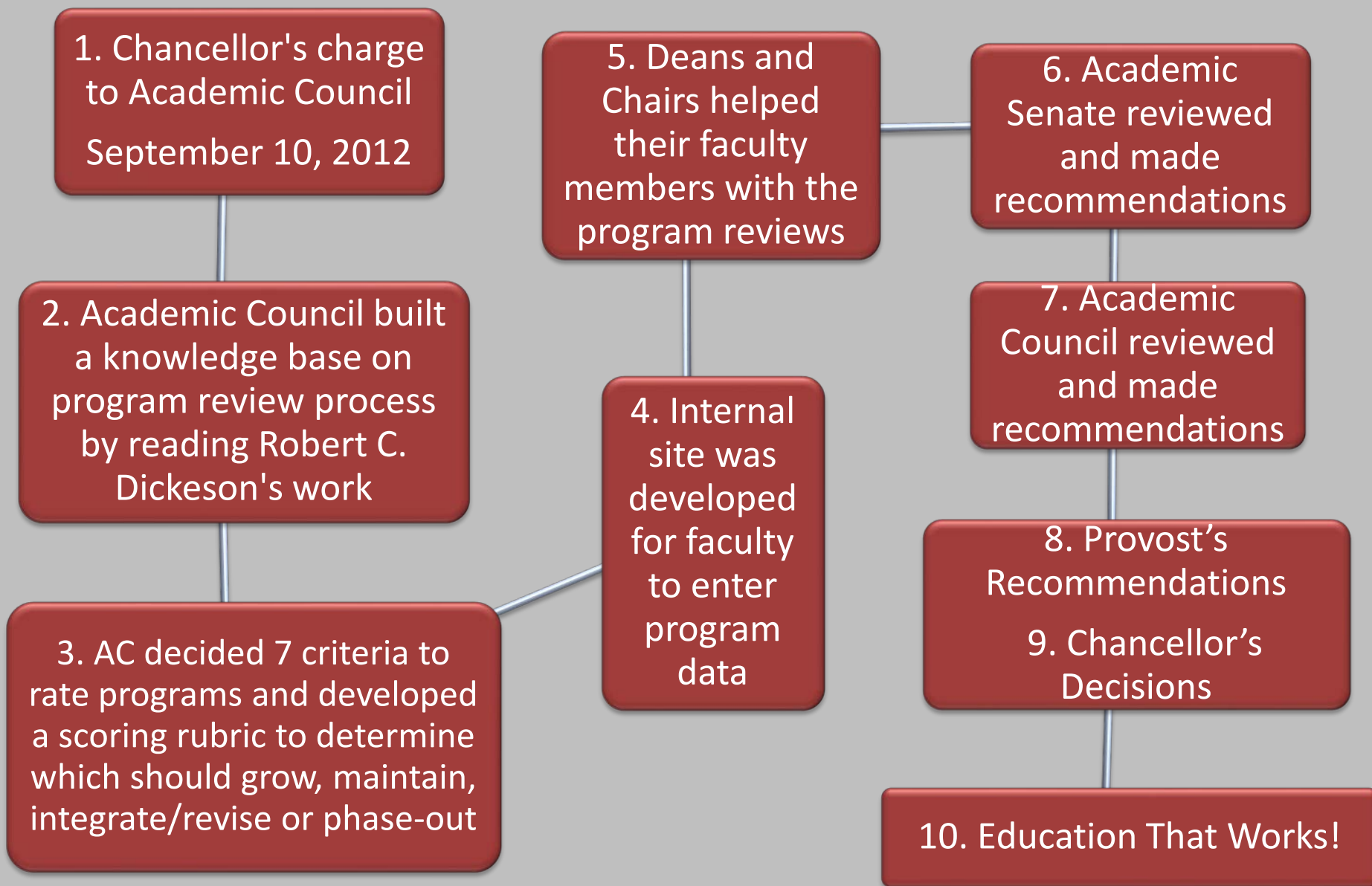
1. **Centrality** – Advancement of MSUN’s vision, mission, and core themes; relationship to areas of academic excellence;
2. **Productivity** – Credit hours taught (majors, other service courses), degrees granted (graduate and undergraduate), student retention, time-to-degree, number of majors, minors, etc.
3. **Demand – internal** – Student demand and degree to which other programs rely on this program for instruction or support including courses required by majors in other units, general education offerings.
4. **Demand – external** – Present and future demand for program output as measured by market demand for graduates, economic/scientific/social trends; partnerships with external stakeholders; and the uniqueness of the program.

## Seven Criteria, continued

5. **Quality** – State, national and international reputation of the program; faculty recognition; comparisons with peers; student work experiences or other co-curricular learning experiences; faculty achievements in teaching, with success in establishing and meeting learning goals.
6. **Size** – Critical mass of faculty, students, curricular offerings. Outline personnel and/or facilities issues attached to quality, growth, and expansion.
7. **Cost Effectiveness** – Operational expenditures compared to comparable institutions; program efficiency; investment in facilities and equipment; potential economies of scale, proportion of administrative to total costs; self-sustaining and revenue generating activity.  
**Other** – Other activities influencing teaching productivity.



# Program Prioritization Process





## Recommendation Results-Grow

Grow was used for programs that are vital to MSUN and its constituents. Additional resources are recommended and will position programs to be those of distinction.

- Seven areas of growth: Nursing, Diesel-Auto-Agriculture, Business, Elementary Education, Community Leadership, Trades and Criminal Justice.

## Recommendation Results-Maintain

Maintain means programming that has been determined to meet a need at MSUN without additional resources needed.

Programs that will be maintained:

1. Master's degree in Counselor Education; and
2. Bachelors' degrees in agriculture operations, civil engineering, industrial technology, graphic design, secondary education—social science and HPE, liberal studies, applied science, and health promotion.

## Recommendation Results - Maintain, Continued

Programs that will be maintained:

1. Two-Year degrees in nursing, business, agricultural, and design drafting;
2. Certificate of Applied Sciences in carpentry;  
and
3. Minors in business, accounting, auto, design drafting, diesel, agriculture, art (K-12), health promotions, and Native American studies

## Recommendation Results - Integrate & Revise

1. MS in Education in Instruction and Learning;
2. Bachelors' degree in biology;
3. Two-Year degrees in auto (fast-track), general education, water quality;
4. Certificate of Applied Sciences in auto; and
5. Minors in computer information, biology, community leadership, English teaching, health and physical education.

## Recommendation Results – Phase-Out

Phase-out defined out as putting in moratorium to recreate programs or terminated to create something new.

1. Graduate - Principal Endorsement (K-12);
2. Bachelors' degrees in computer information, design drafting, mathematics, secondary education-mathematics, general science, and English;
3. Two-Year degrees in carpentry, civil engineering, computer information, graphic design, and sustainable energy;
4. Certificate of Applied Sciences in sustainable energy; and departmental certificates in land survey, agricultural mechanics, and electrical technology; and
5. Minor in civil engineering.

## Next Steps

1. Provost will make recommendations by April 15, 2013 and submit final report to Chancellor;
2. Chancellor will make final decision by May 10, 2013. This ends Phase I;
3. Provost's Office will work with Academic Council, Colleges, Academic Senate, MSU, OCHE, BOR, and NWCCU to complete the approval process for each program (Phase II).
4. Launch integrated, revised, and new programs (Phase III).

# Possible New Programs

What has been rumored:

- Gaming – CIS/Design Drafting/Graphic Design
- CJ – emphasis in forensics, pre-law, liberal studies
- Trades/Business – credit for prior learning
- CIS integrated into business
- Industrial Tech – STEM and SET
- Rural health care
- Health promotion – wilderness ed, outdoor ed, athletic training, etc.
- Professional communication minor/major
- Native American minor to include musicology and art—unique major
- Rural sociology/border studies
- Rural Studies Center for health, sociology, industry needs, border studies, continuing ed. etc.



QUESTIONS?

*SECURING OUR FUTURE BY OFFERING  
EDUCATION THAT WORKS*