

Youngstown State University  
Board of Trustees  
Academic Excellence and Student Success Committee  
March 4, 2020

Report by Brien Smith, Provost and Vice President for Academic Affairs

### **ACADEMIC PROGRAM EFFECTIVENESS AND ENHANCEMENT**

**Background:** From four respondents to the Request for Proposals (RFP), two remain under consideration and we are discussing a contract with one for our **Academic Program Effectiveness and Enhancement** initiative. The RFP assessment team included the chair of the Academic Senate, a previous president of the Ohio Education Association, Dean, department chair, associate provost, two vice presidents and the director of procurement. A similar team will help guide the process moving forward.

**Purpose:** This Request for Proposals (RFP) sought a collaboratively-oriented, higher education focused firm with vast expertise in assisting institutions to evaluate, optimize and enhance academic programs. During the review of proposals, preference was given to firms with significant knowledge of markets and market projections, and significant experience in engaging academic communities. The RFP sought firms with experience in prioritizing current and potential new programs of study, creating an understanding for data-informed decision-making around efficiency and effectiveness, as well as a comprehensive understanding of the marginal cost of courses, academic programs, college profiles, and institutional financial measures that facilitate creating a vibrant future that is sustainable.

#### **Sample of Stated Expectations:**

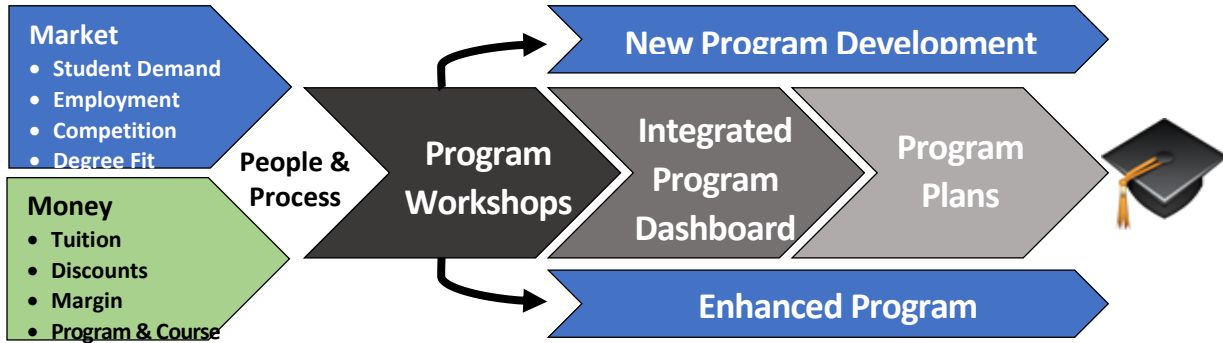
- How might you (the firm) support YSU engaging in vibrant and sequential leadership and academic conversations including assessment of data analysis provided by the firm that supports a consequential and actionable decision-making process associated with academic program vibrancy, vitality, and sustainability?
- What is your process to assist clients to reach consensus on program decisions linked to vibrancy and vitality?
- How might you provide real time and multi-faceted market information that illustrates the educational interests of various regions, corridors, or specific metropolitan service areas that can inform discussions regarding population-based educational interests to help guide decision-making regarding current program modifications or new program development in real time and in a rapidly responsive manner?

**Timeline:** Actionable recommendations to the Board of Trustees will occur no later than June 2021. The basic elements of the engagement will include:

- March/April market analytics
- May on-site market analytics discussion and deliberations
- April/August data exchange, verification and validation
- September on-site business analytics discussion and deliberations
- October onward actionable outcomes discussion and deliberations

**Illustrations:** Attached to this update are illustrations of likely work products via our engagement with the selected firm.

## Components of the Process



### Illustration of program strategic direction and actions

Overall Evaluation: **Fix and Grow**

#### Mission and Institutional Goals: Faculty Comments

Goal	OECD Guidelines	APEC Privacy framework	Relevant article in the Directive
Legitimacy	Collection limitation principle	Preventing harm principle and collection limitation principle	Article 7: criteria for legitimacy
Purpose restriction (only implies data quality, purpose specification and use proportionality)	Data quality principle, purpose specification principle and use limitation principle	Uses of personal information principle, and integrity of personal information	Art 6: purpose and use restrictions, and quality/necessity requirements
Security and confidentiality	Security safeguards principle	Security safeguards principle	Art 16-17: Confidentiality and security of processing
Transparency	Openness principle	Notice principle	Art 10 & Art 11: the right to information regarding essential aspects of the data processing
Data subject participation	Individual participation principle	Choice principle: Access and correction principle	Art 12: right to access, which is sometimes coupled with the right to correct or delete the data
Accountability	Accountability principle	Accountability principle	Art 20-23: rules on records and liability

#### Academic Standards: Internal Data

#### Financial Performance

Program Degree Major	Expense	Total Revenue	Total Margin	Credit Hours	Total Margin
BS Life Sciences	\$9,384,705.46	\$10,574,588.03	\$1,179,882.57	16,545	
BFA Communication Arts	\$7,002,246.59	\$6,428,705.34	<span style="color: red;">(\$573,541.25)</span>	9,723	
MA Communication Arts	\$1,941,503.84	\$2,658,081.38	\$716,577.44	2,545	
BS Interdisciplinary Studies	\$1,863,612.24	\$2,601,614.18	\$738,001.95	3,221	

#### Market Awareness

Overall Score: 85		Program Score: Post: Bachelors Nursing	
Category	Score	Target	Score
Substance	40	40%	40%
Design	22	22%	22%
Competitiveness	0	0%	0%

### Continuous Improvement Goals and Actions

Goal	Strategic Actions
Goal 1. Academic Excellence	Increase attendance at DEI workshops
Goal 2. Student Success	Train advisors on new degree audit system
Goal 3. Community Engagement	Inventory department community engagement activities
Goal 4. IT Infrastructure	Identify data useful for informed decision-making

