ACADEMIC PROGRAM ENHANCEMENT AND EFFECTIVENESS INITIATIVE (APEEI)
An Identified Strategy in the
PLAN FOR STRATEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE (*The Plan*)
and via
Board of Trustees Resolution while *The Plan* was Evolving

OVERVIEW & DETAILED TIMELINE
JANUARY 2021
Updated MARCH 2021

OVERVIEW OF APEEI

There will be two inter-related and overarching attributes of APEEI:

- Campus Awareness
- Campus Engagement

Within these attributes, there will be accompanying actions or steps:

- Awareness
  - Academic Senate updates
  - OAA hosted virtual office hours
  - Deans/Chairs updates to and engagement (see below) with faculty
  - Campus-wide updates through *The Plan:* Guidance Team (TP:GT) that includes an updated Strategic Planning website as well as TP:GT steps to involve the campus community in APEEI
- Engagement through chairs and deans directly with Program faculty (meetings and data sharing) for:
  - Current program assessment to create recommended BOT action
    - Preliminary findings
    - Preliminary recommendations
    - Penultimate recommendations
    - Recommendations
    - BOT action
  - New program opportunities
    - Current academic program enhancement (Fall 2021)
    - New academic program development and implementation (Fall 2022)
  - Dashboard development for each Program
    - Includes market and economics analytics
    - Includes developing Program Mission attributes as well as academic metrics associated with *The Plan* and related to Board of Trustees Key Performance Indicators

- o Develop Academic Program Dashboard that includes a Mission section with an academic attributes narrative and Academic Metrics as well as approaches to continuous improvement and indicators of improvement aligned with *The Plan*
  - ▪ Linked to a March/Summer 2021 HLC Interim Report
    - • APEEI expected to be implemented and an Interim Report submitted to HLC given reaccreditation through 2027
- o Academic Program curricular efficiency

There will be significant engagement via academic leadership in the process:
- • Monthly chairs/deans/faculty meetings and data sharing
- • Monthly interactions of the Academic Program Team (Associate Provost Ball and Assistant Provost and Dean Sanders and selected interim chairs)
  - o Interactions and discussions will ideally lead to consensus regarding possible adjustments to current and new academic programs and revisions of CIP codes
- • Monthly interactions of the Curricular Efficiency Team (Associate Provost Pintar and selected interim chairs)
  - o Interactions and discussions will ideally lead to consensus regarding possible principles and approaches to curricular efficiency to enhance student progress and completion and to improve the teaching and learning environment

There will be a sequence of steps to engage Academic Program faculty via the chairperson and/or dean generally via meetings and data sharing as follows:
- • Introduction and familiarization with approach and preliminary findings
- • Move preliminary findings to preliminary recommendations in consideration of evolving Dashboard including Mission narrative section that includes Academic Program metrics
- • Penultimate recommendations related to academic programs
- • OAA considers penultimate recommendations; secures feedback on likely recommendations to the Board of Trustees
- • Board of Trustees actions (Academic Programs identified for grow; sustain; adjust; further review possibly moved to the adjust or sunset categories)

A high-level timeline is the following:
- • January to March: Program assessment considering market, and economics (two Academic Program faculty meetings)
  - o Preliminary findings to Preliminary recommendations (grow, sustain, adjust, further review)
  - o Program Dashboard development
- • March to April: Add to the market and economics assessment (January to March) the perspectives of Program Mission including academic attributes and metrics, as well as an Academic Program Dashboard (one Academic Program faculty meetings and data sharing)
  - o Finalize Dashboard Mission and academic attributes statements
  - o Preliminary recommendations are transitioned to actions associated with grow, sustain, adjust, sunset, as well as adjust current or create new Programs

- <u>May</u>: OAA develops recommendations
  - OAA secures feedback regarding the emerging recommendations to the BOT
- <u>June:</u> OAA recommendations to BOT for endorsement = decisions made

DETAILED TIMELINE FOR APEEI

January 19 -   Interactions with chairs and deans to review and provide feedback on the emerging and evolving Program Dashboard
> There were two interactions with the deans and one interaction with chairs/deans

January 28 -   Finalized group review of current programs
- Group review of programs not group reviewed on October 29, 2020
- Re-affirm (or not) the review of the October 29, 2020 group review outcomes

Current program enhancement discussion
- Cognitive science connected to psychology?
- Other?

New program development & implementation discussion
- E-sports
- Other?

January 29 -   Introduction to curricular efficiency and effectiveness with chairs/deans
> Gray illustrates curricular efficiency, using an example data set, to discover, explore, and resolve various aspects of curricular efficiency
>> Breakout groups for discovery and interactions including a follow-up discussion

<u>APEEI Informed Through Academic Program Markets and Economics Information</u>
(data-informed; the science related to informed findings, recommendations, and decisions)

February

Awareness
> Academic Senate Update/Feedback having been initiated October 2020
> OAA hosts a virtual office hour regarding APEEI

Engagement
> *OAA/Colleges*
>> College by college leadership engagement with Gray & Associates and Office of Academic Affairs regarding 2019-2020 curricular efficiency data

Academic Programs (introduction and familiarization with approach and preliminary findings):

Chairs meet with Program faculty and review Preliminary Findings and/or Scorecards (January 28, 2021) and evolving Dashboard to increase understanding of the approach to APEEI; develop first-draft narrative for the Mission section including academic attributes of the Dashboard; and begin to consider action steps for improvement linked to the goals and strategies associated with *The Plan* and HLC

Curricular Efficiency Team

Design & develop framework, structure for inquiry, and standardized views in consultation with Gray & Associates

Develop principles, perspectives and/or practices to improve curricular efficiency

Academic Program Team

Provide perspectives regarding possible adjustments to current programs to enhance enrollment to implement in Fall 2021

Provide perspectives on possible new programs to consider for design and implementation in Fall 2022 building on previous discussion sessions and exploration of additional new possibilities

Registrar/OAA

Registrar interacts with support areas related to the Catalog and with Academic Programs to develop the process to verify Degree Maps and 4-Year Degree Plans

OAA gathers input to the approach to integrate aspects of *The Plan* and APEEI into the Catalog [Undergraduate (UG) & Graduate (G) levels]

MEETINGS

Feb 25 - 11am-1pm   OAA/deans/chairs/senators
Feb 26 - 11am-1pm   OAA/deans/chairs/senators

Agenda

- Update from Registrar/OAA regarding Catalog (February 26 at 11am)
- Update from Academic Program Team
- Update from Curricular Efficiency Team
- Having met with Academic Program faculty, chairs, including concurrent comments from each dean, provide:
  o Verbal update on faculty response to preliminary findings (January 28 2021 Tables) and chair/dean recommendation related to preliminary recommendations;
  o Written questions, comments, observations related to the attributes of the Scorecard and Dashboard; and
  o Written *first-draft initial* narrative responses to the Mission section and academic attributes of the Dashboard

March

Awareness

BOT Update on APEEI (Preliminary Findings)

Academic Senate Update/feedback

OAA hosts virtual office hours regarding APEEI

Campus communication(s) via *The Plan*: Guidance Team (TP:GT)

Introduce Strategic Planning website redesign

APEEI Informed by Academic Program Developed Mission and Academic Attributes Statements
(YSU mission-alignment-the art related to decision-making)

Engagement

OAA/Academic Program Team

Engage with HLC regarding status of APEEI and Dashboard development

Programs (moving preliminary findings to preliminary recommendations in consideration of evolving Dashboard including Mission section that includes academic attributes and metrics)

Chairs meet with Program faculty further refine Dashboard Mission section including academic attributes; and metrics consider Academic Programs from the intersection of the "science" and the "art"; continue to refine action steps for improvement linked to the goals and strategies associated with *The Plan* and HLC; initial thoughts on subjective ratings for the Dashboard; consider opportunities for adjustments to current Programs; consider interest for possible engagement in assessing and developing Proforma and business case of selected new Program(s); adopt some curricular efficiency strategies as appropriate for Fall 2021

Curricular Efficiency Team

Inform the discussion as appropriate related to preliminary recommendations

Continue exploration of curricular efficiency and development of principles, perspectives and/or practices to improve curricular efficiency for Fall 2021 and beyond

Academic Program Team

Facilitate the process associated with adjustments to existing Programs through Academic Senate if necessary to offer Fall 2021

Begin to develop the Proforma and business case framework and outline for eventual new Program submission for local and state approval for Fall 2022

Develop preliminary recommendations associated with adjustments to CIP Codes having engaged in the discussion OAA, Gray & Associates, Institutional Research & Analytics, and others as appropriate

Registrar/OAA

Registrar interacts with support areas related to the Catalog and with Academic Programs to verify Degree Maps and 4-Year Degree Plans

OAA considers and adopts approach to integrate aspects of APEEI and *The Plan* into the Catalog (UG & G)

MEETINGS

March 25 – 11am-1pm	OAA/deans/chairs/senators
March 26 – 11am-1pm	OAA/deans/chairs/senators

Agenda

- Having met with faculty, chairs, including concurrent comments from each dean, provide:
  - Verbal update on faculty response to preliminary findings becoming recommendations in the context of the evolving Mission including academic attributes, and metrics
  - Verbal perspectives offered regarding 2nd draft narrative submitted regarding the revised narrative for the Mission section of the Dashboard including academic attributes and metrics
    - Initial thoughts on subjective Dashboard ratings
  - Initial draft of action steps for improvement linked to the goals and strategies associated with *The Plan* and HLC
- Update from Academic Program Team
- Update from Curricular Efficiency Team
- Update from Registrar/OAA regarding Catalog (March 26 at 11am)

April

Awareness

Academic Senate Update/feedback

OAA hosts virtual office hours regarding APEEI

Campus communication(s) via *The Plan*: Guidance Team (TP:GT)

Engagement

OAA/Academic Program Team

Finalize recommendations associated with adjustments to CIP Codes having followed up on discussions with OAA, Gray & Associates, chairs/deans, Institutional Research & Analytics, and others as appropriate

Academic Programs (penultimate recommendations related to academic programs)

Chairs meet with their Program faculty create penultimate Dashboard Mission section including academic attributes; consider Programs from the intersection of the "science" and the "art" and make recommendations for opportunity; sustain; adjust; sunset; continue to refine action steps for improvement linked to the goals and strategies associated with *The Plan* and HLC; suggest penultimate subjective ratings for the Dashboard; updates on progress associated with adjustments to current programs to offer Fall 2021; finalize interest to engage in developing Proforma and business case of selected new Program(s); adopt additional curricular efficiency strategies as appropriate for Fall 2021 and beyond

Curricular Efficiency Team

Inform the discussion as appropriate related to recommendations associated with Academic Programs

Consult with Academic Senate General Education Committee and other Committees as appropriate on aspects and attributes of curricular efficiency that might warrant consideration for academic excellence, and student progress, persistence and completion aligned with *The Plan*

Academic Program Team

Helps finalize processes associated with adjustments to existing Programs through Academic Senate if necessary to offer Fall 2021

Finalizes the Proforma and business case framework and outline for eventual new Program submission for local and state approval for Fall 2022

Registrar/OAA

Registrar continues interactions with areas related to the Catalog and with Programs to verify Degree Maps and 4-Year Degree Plans

OAA continues to integrate aspects of *The Plan* and APEEI into the Catalog

MEETING

April 29 – 11am-1pm   OAA/deans/chairs/senators
April 30 – 11am-1pm   OAA/deans/chairs/senators

Agenda

- Having met with faculty the chairs, including concurrent observations from each dean, provide:
  - Penultimate Dashboard Mission section including academic attributes narrative;
  - Penultimate recommendations for Academic Program recommendations (opportunity; sustain; adjust; sunset) considering the intersection of the "science" and the "art"
  - Refined action steps for improvement linked to the goals and strategies associated with *The Plan* and HLC;

- o Penultimate subjective ratings for the Dashboard;
- o Update on progress associated with adjustments to current programs to offer Fall 2021;
- o Report on interest to engage in developing Proforma and business case of selected new Program(s);
- o Indicate adoption of curricular efficiency strategies for Fall 2021 and beyond
- Update from Academic Program Team
- Update from Curricular Efficiency Team
- Update from Registrar/OAA regarding Catalog (April 30 at 11am)

May

Awareness
> Academic Senate Update/feedback
> OAA hosts virtual office hours regarding APEEI
> Campus communication via *The Plan*: Guidance Team (TP:GT)

Engagement
> *OAA/Deans/Chairs (OAA considers penultimate recommendations; secures feedback on likely recommendations to the Board of Trustees)*
> OAA reviews and discusses with the deans/chairs/senators Program level penultimate recommendations related to various aspects of APEII that sets the stage for the June Board of Trustees meeting including various aspects of APEEI including:
>> "final" narrative of the Dashboard related to the Mission section; "final" subjective ratings of the Programs; "final" Programs-related actions associated with grow-sustain-adjust-sunset; actions accomplished to adjust current programs for additional market opportunities to increase enrollment; actions underway to develop the Proforma, business-case and narrative associated with review of new a Program (s) (YSU and ODHE); reactions to narrative associated with action steps for improvement linked to the goals and strategies associated with *The Plan* and HLC including narrative associated with unique attributes and other notable attributes; responds to curricular efficiencies adopted and/or requiring further consideration

> *Curricular Efficiency Team*
> Informs on-going conversations related to curricular efficiencies in consideration of the upcoming BOT meeting
> Considers approaches to aligning APEEI to *The Plan* from the perspectives of transforming the educational experience

> *Academic Program Team*
> Informs on-going conversations related to curricular efficiencies in consideration of the upcoming BOT meeting

Considers approaches to aligning APEEI to *The Plan* from the perspectives of transforming the educational experience linked to *The Plan*

Finalize recommendations related to adjustments to CIP codes having had broad discussions and considered collateral effects

Registrar/OAA

Registrar continues interactions with areas anticipating receipt for final review of academic support areas of Catalog and final Degree Maps, 4-year Plans, and final Academic Senate actions

OAA finalizes integration of *The Plan* and APEEI into the Catalog

MEETING

May 20 – 11am-1pm   OAA/deans/chairs/senators
May 21 – 11am-1pm   OAA/deans/chairs/senators

Agenda

- Given materials developed over the previous four-months at the Program, Department, and College levels, OAA provides anticipated recommendations to the BOT associated with:
  - Dashboard subjective ratings
  - Current program actions associated with grow, sustain, adjust or sunset
  - Current program adjustments implemented Fall 2021
  - New program development targeting implementation Fall 2022
  - Curricular efficiencies to be realized in Fall 2021 and beyond
- Update from the Curricular Efficiency and Academic Program Teams regarding possible approach to transforming the educational experience linked to *The Plan*
  - Transformational General Education
  - Implement institution-wide learning outcomes
- Update from Registrar/OAA regarding Catalog (May 21 at 11am)

June

BOT meeting
OAA makes:

Recommendations regarding current Academic Programs using the categories of grow, sustain, adjust or sunset

Update on current programs seeking adjustments to enhance enrollment beginning Fall 2021

Update on new program development that will seek approval during the 2021-2022 academic year to offer beginning Fall 2022

BOT action via Resolution

June-August

Continue with HLC interactions—final Interim Report

Develop narrative for new academic program(s) to be considered by YSU Academic Senate and ODHE

July

2021-2022 Academic Year YSU Catalog published

August

2021-2022 Academic Year Begins

September

Submit narrative for new academic program(s) to Academic Senate for Fall 2022 start, after which submitted to ODHE

14-day Preliminary Enrollment Report