TAB	DESCRIPTION	ACTION
Α	PROGRAM PRIORITIZATION PROCESS	Discussion Item
В	RECOMMENDED CHANGES TO ASSIGNED STATEWIDE PROGRAM RESPONSIBILITIES AND FIVE-YEAR PLANNING REQUIREMENTS	Discussion Item

WORK SESSION - IRSA

WORK SESSION - IRSA

#### SUBJECT

**Program Prioritization** 

REFERENCE	
April 2011	Board approved Board Policy III.Z. Planning and Delivery of Postsecondary Programs and Courses – First Reading
May 2011	Board identified academic program review as on of its highest.
June 2011	Board approved Board Policy III.Z. Planning and Delivery of Postsecondary Programs and Courses – Second Reading
May 2013	Board directed the institutions to institute a process for prioritization of programs consistent with Dickeson's prioritization principles. Institutions were asked to identify the framework and targets associated with such process, and to use a quintile prioritization approach and communicate to the Board the criteria and weighting to be used after consultation with their respective campuses.

#### **BACKGROUND/DISCUSSION**

At the Board's May 15-16, 2013, retreat Dr. Robert Dickeson, author of *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, was invited to facilitate a discussion on setting priorities for the Idaho higher education system. Dr. Dickeson walked the Board through the process of how to plan and structure a program prioritization effort, including alignment of leadership from the Board down to the institutions, selection of evaluation criteria, and key decision points along the way. The use of the term "program" encompasses more than academic programs. It includes all programs and services -- specifically, any activity or collection of activities that consumes resources (dollars, people, time, space or equipment).

On the second day, Board staff facilitated a Board discussion on next steps for program prioritization. An explanation of increasing the use and application of the Northwest Commission on Colleges and Universities (NWCCU) accreditation Standards for reporting requirements was given. The five Standards for accreditation, best understood within the context of the seven-year accreditation cycle, introduce a new level of rigor and relevancy in a recurrent evaluation of: Mission, Core Themes, and Expectations; Resources and Capacity; Planning and Implementation; Effectiveness and Improvement; and finally, Mission Fulfillment, Adaptation, and Sustainability.

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Staff also discussed with the Board how program prioritization could fulfill the Governor's zero base budgeting (ZBB) mandate for the institutions. Staff briefed the Board on work that had been done to date on ZBB, culminating on February 20, 2013, where Business Affairs and Human Resources (BAHR) Committee members, presidents, financial vice presidents and budget directors all met to deliberate an appropriate course of action which would be responsive to the ZBB mandate. One of the conclusions reached at that meeting was to explore with Division of Financial Management (DFM) whether program review may be used to fulfill, in whole or in part, the institutions' obligations under ZBB. In support of this approach, Board staff was purposeful in engaging Dr. Dickeson to speak at the Board retreat because of his national stature as a respected expert on program prioritization. DFM staff was invited to and attended the first day of the retreat to hear Dr. Dickeson's presentation. Mike Rush and Matt Freeman subsequently met with Governor's and DFM staff on June 3, 2013 to discuss whether program prioritization meets the spirit of ZBB. DFM staff stated that Dr. Dickeson's philosophy and methodology "strikes at the heart of the intent of ZBB." DFM did emphasize that their expectation would be that the institutions would adopt and use Dickeson's rigorous criteria. DFM would also like to have regular progress reports submitted to ensure the institutions are on track to meet the September 2014 deadline.

The Board, with input from several institution presidents and provosts, agreed to a framework for initiating program prioritization on each of the campuses. (The use of the term program as defined by Dr. Dickeson includes any activity or collection of activities that consumes resources (dollars, people, time, space, equipment).) The institutions will develop proposed outcomes (i.e. overall goal of what they hope to achieve from the program prioritization process) and targets for each outcome (e.g. a specific reallocation of resources in support of the outcome). For example, an institution could propose faculty and staff salary increases as an outcome, with a target of x% savings generated from program prioritization to reallocate towards salaries. In addition, institutions were asked to develop proposed criteria to be used to evaluate programs and the weighting for their criteria. Dr. Dickeson discussed using one or more of the following criteria (in no priority order):

- History, Development & Expectations of the Program
- External Demand\*
- Internal Demand
- Quality of Inputs & Processes
- Quality of Outcomes\*
- Size, Scope & Productivity
- Revenue and Other Resources Generated
- Costs and Other Expenses\*
- Impact, Justification & Overall Essentiality
- Opportunity Analysis (i.e. what would happen if funding for a program was augmented)

\* criteria Dickeson said that governing boards and institutions have consistently selected as appropriate for program prioritization, and also received the most votes from the Board and other meeting participants

#### IMPACT

Program prioritization requires the institutions evaluate programs and services with specific and tangible objectives (goals) and with a focus on specific evaluation criteria rather than generalized across-the-board cuts. It provides the institutions an opportunity to evaluate old paradigms that may no longer make sense, with a specific focus on their Mission, Core Themes and Strategic Plans. Establishment of program prioritization models based on Dickeson's framework provides the Board with assurances of consistency while recognizing the institutions' unique Mission, Core Themes, and Strategic Plans. This process will provide a method to objectively review program efficiency and effectiveness. Based on the outcome of the program prioritization process "decisions can be made that, at the minimum, inform future budget decisions, and can also lead to enrichment of some programs that are under-resourced while at the same time reducing or even eliminating still others."<sup>1</sup>

Finally, program prioritization will serve a critical dual purpose by fulfilling the requirements of the Governor's ZBB mandate.

#### STAFF COMMENTS AND RECOMMENDATIONS

Institutions will present their proposals to the Board during a work session on the afternoon of Wednesday, June 19. The institutions will need feedback from the Board on their respective outcomes, targets and criteria, so they know how to proceed with implementation on their campuses.

#### **BOARD ACTION**

This item is for informational purposes only. Any action will be at the Board's discretion.

<sup>&</sup>lt;sup>1</sup> Dickeson, R.C. *Making Metrics Matter: How to Use Indicators to Govern Effectively*, 2013

#### SUBJECT

Recommended changes to Assigned Statewide Program Responsibilities and Five-Year Planning Requirements

#### REFERENCE

June 2004	Board approved assigned unique/statewide missions
	as part of the first iteration of the Eight-Year Plan.

- April 2011 Board approved the first reading of the proposed amendments to Board Policy III.Z, Planning and Delivery of Postsecondary Programs to include the inclusion of statewide program responsibilities into policy.
- June 2011 Board approved the second reading of the proposed amendments to Board Policy III.Z. Planning and Delivery of Academic Programs and Courses as amended.

#### BACKGROUND/DISCUSSION

The initial development of the Eight-Year Plan in 2004 included identifying unique statewide missions for each Idaho public institution under the governance of the Board. This did not include Lewis-Clark State College or the community and technical colleges. Specific degree programs were identified and assigned to the University of Idaho, Idaho State University and Boise State University for delivery of those programs statewide. While the Board recently clarified sections of Board Policy III.Z, the statewide program designations were not addressed as part of that work.

Institutions are currently working on the updates to the Five-Year Plan consistent with Board Policy III.Z. On April 17, 2013, Board staff held a work session with the Provosts to discuss potential concerns with proposed program plans and potential collaborations. This process led to a discussion on the need to revisit the statewide program responsibilities and at a minimum make corrections to program titles and degrees so those align with current trends and national standards.

Institutions reviewed their existing statewide program responsibilities and made necessary corrections. These were addressed with the Council on Academic Affairs and Programs (CAAP) at their May 23, 2013 meeting. While Boise State University did not request significant corrections, Idaho State University had several amendments that included adding their Ph.D. in Clinical Psychology program. Currently no other institution offers this program and BSU and UI were supportive of this addition. Due to the different format and degree levels, the University of Idaho made substantial changes to their statewide program responsibilities in an effort to clarify their designated areas in natural resources

and agriculture. This included the addition of approximately 11 programs, one of which was Medical Education through the WWAMI program. CAAP held considerable discussion regarding the proposed corrections and worked with institutions to address concerns. There is ongoing discussion to resolve outstanding concerns; however, CAAP could not reach consensus on the matter of Medical Education.

In addition to the statewide responsibilities, institutions also shared observations regarding the level of program specificity required for program options, emphases (tracks/specialization/focus areas), and minors, both at the planning and proposal levels. Staff was asked to bring forward a request for proposed changes to create efficiencies with the process and allow institutions more flexibility in the development of those types of programs that may be less substantive in nature.

Both CAAP and staff would like to greatly streamline and simplify the process for approving non-degree programmatic changes. At this time, institutions are required to include all programmatic changes, additions, and modifications to their five-year plan and complete a full proposal. This may include any of the following: Ph.D.; Master; Baccalaureate; Associate; certificate; name changes; and creation of tracks, options, minors, emphases. CAAP has proposed modifying the five-year plan and program proposal process to not include nonsubstantive changes. Current Board Policy III.G. Instructional Program Approval and Discontinuance requires a proposal for anything other than a routine change (which might include changes to credit hours, name or title change of programs, or course descriptions). CAAP would propose that routine changes be expanded to include non-substantive changes (which might include options, tracks, emphases).

#### IMPACT

Proposed changes to the five-year plan requirement and the program proposal requirement will not only create efficiencies for institutions but will also decrease the number of proposals submitted to the Board office and in some cases to the Board for processing.

#### ATTACHMENTS

Attachment 1 – Assigned Statewide Program Responsibilities	Page 5
Attachment 2 – New Proposed Statewide Programs	Page 9

#### STAFF COMMENTS AND RECOMMENDATIONS

The Council on Academic Affairs and Programs (CAAP) is bringing forward amendments to the five-year plan requirement that would primarily require institutions to only include Baccalaureate, Masters, and Doctorate level programs on respective plans. Consistent with Board Policy III.Z, institutions are currently asked to include all proposed programmatic components such as majors, options, emphases, certificates, minors, consolidations and expansions. Staff would like to work with CAAP to develop a more streamlined and simplified process. Currently, Board Policy III.G requires a proposal and Board or Executive Director approval prior to implementation of any new academic or professional-technical education program, new instructional units, majors, minors, options, emphases, expansions, and consolidations.

#### **BOARD ACTION**

This item is for informational purposes only. Any action will be at the Board's discretion.

### Proposed Corrections to Statewide Program Responsibilities as submitted by Institutions

#### i. Statewide Program Delivery

Boise State University shall have responsibility to assess and ensure the statewide delivery of all educational programs in the following degree program areas:

Program Name	Degrees	Comments
Public Policy	M.S., Ph.D.	
Public Administration	Ph.D.	
Urban Studies	<del>M.S., Ph.D.</del>	BSU does not offer Urban Studies.
Urban Community & Regional Planning	M. <u>C.R.<del>R</del>.P.</u> S., Ph.D.	Name reflects the program offering.
Social Work (Southeast Region—shared with ISU)	M.S.W.	
Social Work	Ph.D.	

Idaho State University shall have responsibility to assess and ensure the statewide delivery of all educational programs in the following degree program areas:

Program Name	Degrees	Comments
Audiology	M.S. <u>Au.D.</u> , Ph.D.	ISU does not offer MS degree
Physical Therapy	M.S. <u>D.P.T.</u> , Ph.D.	ISU does not offer MS degree
Occupational Therapy	M.S., M.O.T.	ISU does not offer MS degree
Pharmaceutical Sciences	M.S., Ph.D.	
Pharmacy Practice	Pharm.D.	
Nursing (Southwest shared w/ BSU)	M.S. <u>, D.N.P.</u>	Added DNP to reflect the shared
		responsibility with BSU
Nursing	Ph.D.	
Physician Assistant	M.P.A.S.	
Speech Pathology	M.S.	
Deaf Education	M.S.	
Educational Interpreting	B.S.	
Master of Health Education	M.H.E.	Name change only
Master of Public Health	M.P.H.	Name change only
Geomatics (Surveying)	M.S.	
Health Physics	B.S., M.S.	
Dental Hygiene	B.S., M.S. (currently delivered	Program is offered online
	i <del>n Boise)</del>	
Clinical Medical Lab Science	B.S., M.S.	Name change to align w/national trends
Clinical Psychology	<u>Ph.D.</u>	ISU would like to add to list if permissible.
		No other institution offers degree program.

University of Idaho shall have responsibility to assess and ensure the statewide delivery of all educational programs in the following degree program areas:

Program Name	Degrees	Comments
Medical Education	<u>M.D</u>	Program offered through WWAMI. Not offered entirely in Idaho. University of WA issues degree. No institution has the statewide program responsibility for medicine per III.Z. Consensus was not reached.
Law	J.D.	
Architecture	M.S., B.S.Arch., M.Arch.	Degree name changes
Integrated Architecture and Design	<u>M.S.</u>	UI would like to add to list. Fits within statewide program responsibility designation for Architecture.
Landscape Architecture	M.S., B.S. <u>Arch., M.L.A.</u>	Reflects changes in degree names
Interior Design	<del>M.S.</del> <u>B.I.D.</u>	UI does not offer the MS degree
Agriculture		The following additions and corrections reflect organizational restructure and program/degree changes over the years.
<ul> <li>Animal and Veterinary Science</li> </ul>	<u>B.S.A.V.S</u>	
Animal Science	<mark>В.S.,-</mark> М.S.	
Sustainable Crop and Landscape Systems	B.S.Ag.L.S.	
Plant Science	M.S., Ph.D.	
Agricultural Economics	B.S. <del>, M.S.</del>	
<u>Applied Economics</u>	<u>M.S.</u>	BSU/ISU concerns. Offered through the UI College of Ag. Suggestion was made to include Ag reference in title. The UI will follow up w/College.
Food Science	B.S. <u>F.S.</u> , M.S., Ph.D.	
<u>Agribusiness</u>	B.S.Ag.Econ.	
<u>Agricultural Education</u>	B.S.Ag.Ed.	
<ul> <li>Agricultural Science, Communication, and</li> </ul>	B.S.Ag.L.S.	
Leadership		
<ul> <li>Agricultural Systems Management</li> </ul>	B.S.Ag.L.S.	
<u>Animal Physiology</u>	<u>Ph.D.</u>	BSU concerns – CIP should be 26.0707 01.0901 does not match title. UI will follow up w/College.
Entomology	<u>M.S.</u>	BSU concerns – same as above. CIP and title do not match.
Soil and Land Resources	<u>M.S., Ph.D.</u>	
Veterinary Science	M.S., DVM	

Program Name	Degrees	Comments
Natural Resources		
<u>Forest Resources</u>	B.S.For.Res.	
<ul> <li>Forestry &amp; Forest Products Renewable</li> </ul>	B.S. <u>Renew.Mat.<del>,</del> M.S.</u>	
Materials	<del>(Distance Ed)</del>	
Wildlife <u>Resources</u>	<del>B.M.<u>B</u>.S.Wildl.Res.</del>	BSU concerns. Potential overlap w/Ecology, Evolution, Systematics Population Biology. Suggest changing to Fish and Land Management?
<ul> <li>Fisheryies (Resources)</li> </ul>	B.S. <u>Fish.Res.</u> , M.S.	
<u>Natural Resource</u> Conservation Science	B.S. <u>Nat.Resc.Consv.</u> , M.S.	
Ecology and Conservation Biology	B.S.EcolCons.Biol	BSU/ISU concerns. Potential overlap w/programs.
<ul> <li>Rangeland Ecology and Management</li> </ul>	B.S., <u>Rangeland.Ecol.M</u>	BSU suggested changing name to Range
Science	<u>gtM.S.</u>	Science and Management to align w/CIP Code
Natural Resources	<u>M.N.R., M.S., Ph.D.</u>	
Fire Ecology and Management	B.S.Fire.Ecol.Mgmt.	BSU/ISU concerns. Potential overlap. Suggested changing name to Fire Protection Management

Lewis-Clark State College, Eastern Idaho Technical College, North Idaho College, College of Western Idaho and College of Southern Idaho do not have Statewide Programs.

# **New Proposed Programs**

Identified as Statewide Responsibilities by Institutions And/or May Result in Questions

### University of Idaho (UI)

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Notes/Comments
Medical Education: reorganize Idaho WWAMI Medical Education Program into a new School of Medical Education and Sciences	M.D.	Moscow & Boise		No institution has the statewide program responsibility for medicine per III.Z. Work session: Determined to leave on the list, pending Board decision on medical education. All three universities interested in delivering.
Agroecology and Food Systems	B.S.	Moscow, Coeur d' Alene, Sandpoint; North	Statewide	Statewide program responsibility is Food Science. Work Session: ok UI - No action or concerns
Integrated Project Delivery Joint program with BSU	M.S.	Boise; Southwest	Statewide	BSU lists on their plan as regional. The UI is listing as statewide. Work Session: This is a collaborative. Need to develop a third category for all collaborative programs (what exists right now and what needs to be changed). Not statewide because it's a hybrid program? UI wants to keep as a statewide responsibility because of architecture being one of the keystones that will make the program work. UI Dean, College of Art and Architecture is making contact with BSU
Virtual Technology and Design	Minor	Moscow; North Boise; Southwest	<u>Regional</u>	Not a statewide program responsibility as designated in III.Z. Work Session: Not a statewide for minors or certificates UI will change to regional, no MOU needed

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Notes/Comments
Emerging Media and Design	Certificate	Moscow; North Boise; Southwest Coeur d'Alene	<u>Regional</u>	Not a statewide program responsibility as designated in III.Z. UI will change to regional, no MOU needed
Information Design and Visualization	Certificate	Moscow; North Boise; Southwest Coeur d'Alene;	Regional	Not a statewide program responsibility as designated in III.Z. Work Session: Need to specify that its from their Architecture program. UI will change to regional, no MOU
American Studies	B.A./B.S.	Moscow; North		Not a statewide program responsibility as designated in III.Z. Work Session: This is a program deletion. But not statewide responsibility. Amend on Plan. UI Program discontinuance.
Fire Ecology & Management	B.S.	<u>Moscow; North</u> <u>Online</u>		Statewide program responsibility is Conservation Science/Natural Resources. Work Session: Need to have a conversation with the Deans whether or not this is a statewide program. Need to also have a discussion with the Board whether this falls under the UI's statewide responsibility? Should proceed with an MOU between the two institutions. UI: Exists in Moscow, will be delivered online. Will keep as statewide. UI Fire Ecology programs will be delivered online so IIIZ would not apply and no MOU would be needed. Would not be listed as a statewide program responsibility on Plans unless the request to add the program to the UI's statewide program responsibilities list is approved by the Board.
Food Science, Dairy Food Manufacturing	Option	Moscow; North		Statewide program responsibility is Food Science at BS, MS, PhD levels. Not options. Food Science Dairy-statewide - clarifying

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Notes/Comments
Fire Ecology & Management	M.S.	<u>Moscow; North</u> <u>Online</u>		Statewide program responsibility is Conservation Science/Natural Resources. Work Session: Need to have conversation w/Deans whether or not this is a statewide program. Need to also have discussion w/Board whether this falls under the UI's statewide responsibility? Should proceed with an MOU between the two institutions. UI: Exists in Moscow, will be delivered online.
Medical Education: 18 month university phase, combining scientific foundations of 1st and 2nd year medicine, under new medical school curriculum	M.D.	Moscow; North		No institution has the statewide program responsibility for medicine per III.Z. Work session: Will leave on the list, pending Board decision on medical education. All three universities interested in delivering.
Marriage and Family Therapy	M.S.	Moscow; North	Regional	No institution has the statewide program responsibility per III.Z.
1st Year LAW Juris Doctor curriculum Boise	J.D.	Boise; Southwest	Statewide	
GIS Certificate	Certificate			Work Session: Concerns that the UI is listing as the designated institution. UI should be the partnering. Need an MOU. The UI will change from designated to partnering.
Adult & Organizational Learning (emphasis				Work Session: Listed as designated, should be partnering. Does not apply to the discussion since it will be online. UI: Emphasis is fully online

### Idaho State University (ISU)

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Comments
Health Physics	BS	Southeast Region	<u>Statewide</u>	Changed from Regional to Statewide

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Comments
Health Physics	MS	Southeast Region	<u>Statewide</u>	Changed from Regional to Statewide
Dietetic Internship Expansion	Certificate	Southwest Region	Regional	Potential concerns based on discussion last year? Work Session: UI concerned about delivery in the Southwest. Need to have the Deans of the two campuses talk. ISU (Linda Hatzenbuehler)plans to discuss with UI in the near future.
Pharmacy Residency	Post Graduate	Treasure Valley, Magic Valley, Eastern Idaho, Northern Idaho		This is a residency. Should this be listed as statewide? Work Session: Residencies shouldn't be on the Five-Year plans if they have the program? This is more of an FYI
Orthopedic PT Clinical Residency	Post Graduate	Southeast Region		Not statewide per III.Z. Work Session: Residencies shouldn't be on the Five-Year plans if they have the program? This is more of an FYI
DNP - Psychiatric Mental Health Nurse Practitioner-Option	DNP	Southeast, Southwest, Northern Regions		This is an option - not statewide per III.Z.
Rehabilitation and Communication Science	B.S.	Southeast Region	Regional	Potential Questions? The UI has no concerns.
Rehabilitation and Communication Sciences	Ph.D.	Southeast Region	Regional	Potential Questions? The UI has no concerns.
Museum Studies	Certificate, AA, Minor	Southeast Region	Regional	Potential Questions? Work Session: for the BA (anthropology)No concerns.
Dietetic Internship with Combined Master's Program and/or Health Education	Masters	Southeast Region	Regional	Potential Questions based on discussion last year? okay
Dietetic Internship with Combined Master's Program and/or Health Education	Masters	Southwest Region	Regional	Work Session: ISU/UI will have further conversations

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Comments
Social Work	MSW	Southeast Region	Regional	Okay. No MOU needed.
Doctor of Medicine	M.D.	Southwest Region		ISU did not list as a statewide program, however, note that no institution has the statewide program responsibility for medicine per III.Z. Work Session: This item is tabled; see notes for the UI above.

### **Boise State University (BSU)**

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Comments
Biomedical Sciences	BS	Boise/Southwest	Regional	No Concerns
Health Care emphasis in EMBA	MBA	Boise/Southwest	Regional	No Concerns
Ecology, Evolution, and Behavior	PhD	Boise/Southwest	Regional	Work Session: BSU – ties with the anthropologists. Concerns from UI. May need further discussion. Include this in the discussions with the Fire Ecology discussion the Deans will have. UI: Duplicative with 3 UI PhD programs. No contact to discuss yet. BSU's contact info was forwarded to UI Deans of College of Natural Resources.
Resource Economics (EPSCOR)	M.S.	Boise/Southwest	Regional	Work Session: UI concerns about duplication with their program and overlap with their Land Grant mission. BSU proposed to change to M.S. in Economics UI: no concern if BSU changes name as discussed
Sports Ethics and Administration				Work Session: Need to have further discussions with the dept. chairs at each campus. UI: No concerns after all

## Lewis-Clark State College (LCSC)

Program Name	Proposed Degree/Certificate Level	Location(s)/ Region	Regional/ Statewide Program Responsibility	Regional/Statewide
Exercise Science	BA/BS	Lewiston/North	Regional	Work Session: Need to have discussions
				among the two campuses.
				UI: Duplicative. Have had some phone calls
				between dept heads. No resolution yet
Environmental Studies	Minor	Lewiston/North		Work Session: No concerns because it's a
				minor.
				UI indicates the plan has it listed as a degree.
				As such, it is duplicative. No contact to
				discuss yet.
				LCSC has indicated it is not a degree, it is a
				minor. LCSC will amend their plan.