



# Boise State University Program Prioritization 2013-14

Presentation to the Idaho State Board of Education
August 13, 2014



# **Outline**

- Purpose, Process and Objectives
- Methodology and Results
  - Academic Programs
    - Minors, emphases, etc.
    - Degree programs
    - Academic departments
  - Administrative & support programs
- Lessons Learned
- Sustaining the Process



# **Purpose**

### Increase alignment of resources with:

- Mission
- Strategic plan
- Core themes of institution

### Dickeson - Better alignment achieved when we:

- Discontinue and divest from programs and activities <u>not</u> aligned
- Create and invest in programs and activities that <u>are</u> aligned

### In addition, better alignment also achieved when we:

- Improve programs and activities
- Restructure existing programs and activities



# **Process**

# A basis for decision-making:

- Discontinuation
- Creation
- Improvement
- Reorganization

### **Boise State's Criteria:**

- Relevance
- Quality
- Productivity
- Efficiency
- Opportunity Analysis



Overall\_

### **Criteria:**

- Relevance 
   Metrics
- Quality → Metrics
- Productivity Metrics

Opportunity Analysis

## The role of "quintiles"

- Counteract "Lake Wobegon" syndrome
  - → Even the best program can be improved
- Force tough decisions

Boise State: hard and fast 20% in lowest Q

Decisions on Actions

Invest, Expand

Improve, Restructure

Discontinue, Divest



# **Boise State's Objectives**

#1: Use sufficient rigor and impact to:

- Satisfy the SBOE's requirements for rigor
- Serve as an acceptable proxy for zero-based budgeting
- Result in meaningful changes at the University

#2: Pay attention to the context of the University

#3: Use a process that is fair and open



# **Boise State's Objectives**

#4: Look beyond changes to individual programs

#5: Pay attention to initiatives already underway

#6: Sustain the value of Program Prioritization

- Integrate with strategic plan goal #5
- Integrate with NWCCU Accreditation process

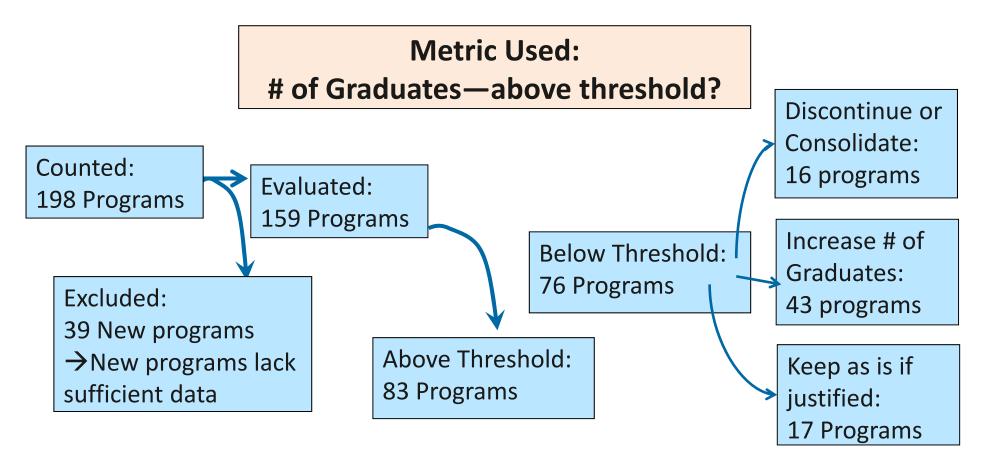


# **Administration & Participation**

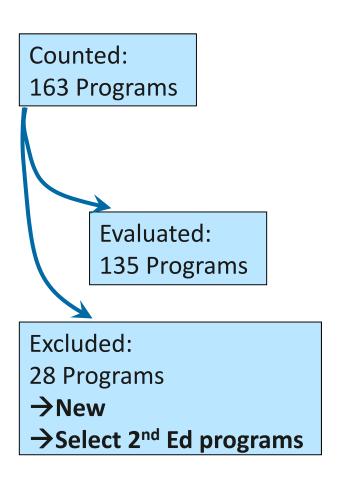
- Central coordinating committee
- Customization and ownership of process within each division
- Information and Participation via:
  - Numerous meetings and presentations
  - Website: FAQs, process documents
  - Development of metrics, report, and action plans
  - Workshops

### Phase One: Minors, Emphases, Options, and Alternate Degrees

- → Simplified Phase Two: Full degree programs
- → Prevented easy, insubstantial sacrifices
- → Focused on Productivity



## **Phase Two: Degree and Graduate Certificate Programs**



Criterion	Metric				
Relevance	Metrics developed:				
	Relevant to criteria				
	Extensive input from faculty				
Overliter					
Quality					
Productivity					
Efficiency					

Criterion	Metric Metric						
	Junior-senior enrollment						
	Enrollment for graduate programs						
Relevance							
	Quantitative Data						
Quality							
Quality							
Due de chatte	Annual number of graduates						
Productivity	Annual graduates per year per \$100k instructional cost						
	Annual graduates per year per tenured/tenure-track faculty FTE						
	Annual graduates per enrolled student						
Efficiency	Average credits at graduation (baccalaureate native students only)						
	, , , , , , , , , , , , , , , , , , ,						
	Average time to degree & Program attrition (doctoral degrees only)						

Criterion	Metric Metric					
	Junior-senior headcount enrollment					
	Enrollment for graduate programs					
Relevance						
	Instructional Cost per Student					
	Credit Hour relative to peers					
0 414						
Quality						
	Average number of graduates					
Productivity	Annual graduates per year per \$100k instructional cost					
	Annual graduates per year per tenured/tenure-track faculty FTE					
	Annual graduates per enrolled student					
	Annual credits at graduation (baccalaureate native students only)					
Efficiency	Direct instructional cost per student credit hour (SCH) as a % of					
	peers (using Delaware Study)					
	Average time to degree & Program attrition (doctoral degrees only)					

Criterion	Metric Metric				
	Junior-senior headcount enrollment				
Relevance	Enrollment for graduate programs				
	Alumni Survey - preparation for work and further education				
	Alumni Survey - contribution of department/major to civic				
	engagement				
	Graduating Student Survey catisfaction with program				
	Graduating Student Survey – satisfaction with program				
Quality	Graduating Student Survey - perceived quality of faculty				
	Student Survey Data				
	Average number of graduates				
Productivity	Annual graduates per year per \$100k instructional cost				
	Annual graduates per year per tenured/tenure-track faculty FTE				
	Annual graduates per enrolled student				
Efficiency	Annual credits at graduation (baccalaureate native students only)				
	Direct instructional cost per student credit hour (SCH) as a % of				
	peers (using Delaware Study peer data)				
	Average time to degree & Program attrition (doctoral degrees only)				

Criterion	Metric				
	Junior-senior headcount enrollment				
	Enrollment for graduate programs				
	Alumni Survey - preparation for work and further education				
Relevance	Alumni Survey - contribution of department/major to civic engagement				
	<b>Evaluation of Plan for Assessing</b>				
	<b>Program Learning Outcomes</b>				
	Graduating Student Survey – satisfaction with program				
Quality	Graduating Student Survey - perceived quality of faculty				
Quality					
	Program Assessment Plan overall rubric score				
	Average number of graduates				
Productivity	Annual graduates per year per \$100k instructional cost				
	Annual graduates per year per tenured/tenure-track faculty FTE				
	Annual graduates per enrolled student				
Efficiency	Annual credits at graduation (baccalaureate native students only)				
	Direct instructional cost per student credit hour (SCH) as a % of peers (using Delaware Study peer data)				
	Average time to degree & Program attrition (doctoral degrees only)				

# **Example of scoring by rubric:**

#### **Definition:**

Program Intended Learning Outcomes

Learner-centered statements of what students will know, be able to do, and value or appreciate as a result of completing the program. Program Assessment
Report from Department:
describes intended
learning outcomes

Team of five faculty members (not in same college as evaluated department)

### (1 – 3 points) Beginning

- >Outcomes are incomplete, overly detailed, disorganized, and/or not measurable
- >May focus on the process of education (e.g., doing group activities) rather than student learning

# (4 -6 points) **Developing**

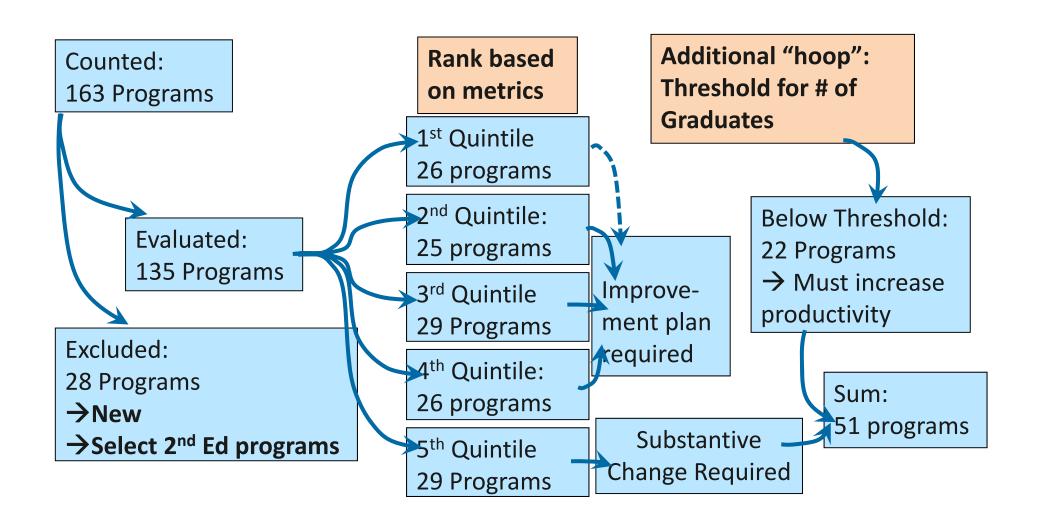
- >Most outcomes are clearly defined or intent is easily discernable
- >Include at least two of the domains of learning (knowledge, skills, and dispositions)

# (7 -9 points) Proficient

- >Clearly written, measurable, and manageable number of outcomes
- >Include all domains of learning: knowledge, skills, and dispositions

Criterion	Metric Metric					
	Junior-senior headcount enrollment					
Relevance	Enrollment for graduate programs					
	Alumni Survey - preparation for work and further education					
	Alumni Survey - contribution of department/major to civic engagement					
	Dept essay: contribution to mission, core themes, and strategic plan.					
	Dept essay: changes to meet student and community needs					
	Dept essay: success of and demand for graduates					
	Graduating Student Survey – satisfaction with program					
Quality	Graduating Student Survey - perceived quality of faculty					
Quality	Dept essay: program distinctiveness and reputational contribution					
	Program Assessment Plan overall rubric score					
	Aver Departmental responses to questions about					
Productivity	Annu					
	Annu each program					
Efficiency	Annu (200 word essays scored using rubrics by faculty					
	Annu teams from different college[s])					
	Direct instructional cost per student credit hour (SCH) as a % of peers (using Delaware Study peer data)					
	Average time to degree & Program attrition (doctoral degrees only)					

### **Phase Two: Degree and Graduate Certificate Programs**





# Lessons from Phase II: Creation of New Instructional Programs

- → Program Prioritization results and process provide context for evaluation of proposed new programs
- → Re-evaluate Five Year Plan in light of results from Program Prioritization
- → Sunset clause for new programs: Discontinue if insufficient graduates



# **Phase Three: Academic Departments**

- → Provide broad context for degree programs
- → Actions focus on Productivity & Efficiency

Counted and Evaluated: 45 departments

4 metrics
6 metrics
4 metrics
5 metrics
6 metrics
7 metrics
4 metrics
2 metrics
6 metrics

# **Phase Three: Academic Departments**

→ Provide broad context for degree programs

→ Actions focus on Productivity & Efficiency

Progression to degree: student perceptions

**Progression to degree metrics** 

Student perceptions of relevance and quality

Qualitative Info on relevance and quality

Gross instructional productivity

Instructional Productivity per

Resource Invested

**Instructional efficiency data** relative to peers

Class-size metrics

Research and service activity

Phase I and Phase II

Provost-Approved Substantive Action

Plan: **32 departments** 

(71%) 62 plans

Actions re: Progress to

Degree:

5 departmen

Actions re 22 departments and stantive

ents (16%)

s re: Both

1 department (2%)

Counted and **Evaluated:** 45 departments

#### **Division of Academic Affairs**

#### College of **Arts & Sciences**

Art **Biological Science** Chemistry & Biochem English Geosciences Mathematics Music Philosophy **Physics** Theater Arts World Languages

#### College of **Business & Economics**

Accountancy MBA & EMBA **Economics** Information Tech & Supply Chain Mgmt International Bus. Management Marketing & Finance

#### College of **Education**

Bilingual Education Counselor Educ Curric, Instruction, & Found. Stu. Special & Early Ed Educ. Technology Kinesiology Literacy EdD program

#### College of **Engineering**

Civil Engineering **Computer Science Construction Mgmt** Elec & Computer Engr Materials Sci & Engr Mech & Biomed Engr Organiz. Performance & Workpl. Learning

#### College of **Health Sciences**

Comm & Envir Health Master of Health Sci Nursing Radiologic Science **Respiratory Care** 

#### **College of Social** Sciences & Public **Affairs**

Anthropology Communication Community & Regional Planning Criminal Justice Envirom. Studies Prgm History Military Science Multidiscipl. Stu. Prgm Political Science Public Policy & Admin Psychology Sociology Social Work

#### **Division of Academic Affairs**

#### College of **Arts & Sciences**

#### Anthropology

Art **Biological Science** Chemistry & Biochem Communication

#### English

**Envir. Studies Prgm** Geosciences

History

#### Mathematics

Multidisc. Stu. Prgm Music Philosophy **Physics Psychology** Sociology

**Theater Arts** World Languages

#### College of **Business & Economics**

Accountancy MBA & EMBA Economics Information Tech & Supply Chain Mgmt International Bus. Management Marketing & Finance

#### College of **Education**

Counselor Educ Curric, Instruction, & Found. Stu. Special & Early Ed Educ. Technology Literacy, Language, & Culture

EdD program

#### College of **Engineering**

Civil Engineering **Computer Science Construction Mgmt** Elec & Computer Engr Materials Sci & Engr Mech & Biomed Engr Organiz. Performance & Workpl. Learning

#### College of **Health Sciences**

School of Allied Health

Comm & Envir Health **Kinesiology Radiologic Science Respiratory Care** Master of Health Sci

School of Nursing **School of Social Work** 

#### **College of Social Sciences & Public Affairs**

(discontinued)

#### School of **Public Service**

#### (new)

**Community & Regional Planning Criminal Justice Military Science Political Science Public Policy & Admin** 

# **Restructuring of Colleges**

#### **Division of Academic Affairs**

### College of Arts & Sciences

Art
Biological Science
Chemistry & Biochem
English
Geosciences
Mathematics
Music
Philosophy
Physics
Theater Arts
World Languages

# College of Business & Economics

Accountancy
MBA & EMBA
Economics
Information Tech &
Supply Chain Mgmt
International Bus.
Management
Marketing & Finance

## College of Education

Bilingual Education Counselor Educ Curric, Instruction, & Found. Stu. Special & Early Ed Educ. Technology Kinesiology Literacy EdD program

#### College of Engineering

Civil Engineering
Computer Science
Construction Mgmt
Elec & Computer Engr
Materials Sci & Engr
Mech & Biomed Engr
Organiz. Performance
& Workpl. Learning

#### College of Health Sciences

Comm & Envir Health Master of Health Sci Nursing Radiologic Science Respiratory Care

#### College of Social Sciences & Public Affairs

Anthropology
Communication
Community &
Regional Planning
Criminal Justice
Envirom. Studies Prgm
History
Military Science
Multidiscipl. Stu. Prgm
Political Science
Public Policy & Admin
Psychology
Sociology
Social Work

#### **Division of Academic Affairs**

# College of Business & Economics

Accountancy
MBA & EMBA
Economics
Information Tech &
Supply Chain Mgmt
International Bus.
Management
Marketing & Finance

#### College of Engineering

Civil Engineering Computer Science Construction Mgmt Elec & Computer Engr Materials Sci & Engr Mech & Biomed Engr Organiz. Performance & Workpl. Learning

# (new)

### School of Public Service

Community &
Regional Planning
Criminal Justice
Military Science
Political Science
Public Policy & Admin

# **Restructuring of Colleges**

#### **Division of Academic Affairs College of** College of **College of College of Social** College of **College of Business & Education Sciences & Public Engineering Health Sciences Arts & Sciences Economics Affairs Bilingual Education** Civil Engineering Comm & Envir Health Art Counselor Educ **Computer Science Biological Science** Accountancy Master of Health Sci Anthropology Curric, Instruction, & **Construction Mgmt** Chemistry & Biochem MBA & EMBA Nursing Communication Found. Stu. Elec & Computer Engr English Economics Radiologic Science Community & Special & Early Ed Materials Sci & Engr Information Tech & Geosciences **Respiratory Care Regional Planning** Educ. Technology Mech & Biomed Engr Mathematics Supply Chain Mgmt Criminal Justice Kinesiology Organiz. Performance Music International Bus. Envirom. Studies Prgm Literacy & Workpl. Learning Management Philosophy History Marketing & Finance EdD program **Physics** Military Science Theater Arts Multidiscipl. Stu. Prgm World Languages **Political Science** Public Policy & Admin Psychology Sociology **Division of Academic Affairs Social Work** Colle College of **Business & Engineering Health Sciences** Civil Enginee **School of Allied** Health Comm & Envir Health Kinesiology **Radiologic Science Respiratory Care School of Nursing** School of Social Work Univ. Health Services **From Student Affairs Restructuring of Colleges**

#### **Division of Academic Affairs** College of College of College of **College of Social College of College of Business & Education Engineering** Sciences & Public **Arts & Sciences Health Sciences Economics** Affairs Civil Engineering Bilingual Education Art Comm & Envir Health Counselor Educ **Computer Science Biological Science** Accountancy Master of Health Sci Anthropology **Construction Mgmt** Curric. Instruction. & Chemistry & Biochem MBA & EMBA Nursing Communication Found. Stu. Elec & Computer Engr English **Economics** Radiologic Science Community & Materials Sci & Engr Special & Early Ed Geosciences Information Tech & **Respiratory Care Regional Planning** Educ. Technology Mech & Biomed Engr Mathematics Supply Chain Mgmt Criminal Justice Kinesiology Organiz. Performance International Bus. Music Envirom. Studies Prgm Literacy & Workpl. Learning Philosophy Management History Physics Marketing & Finance EdD program Military Science Theater Arts Multidiscipl. Stu. Prgm World Languages Political Science Public Policy & Admin Psychology Sociology **Division of Academic Affairs** Social Work **College of** College of **Business & Education Engineering** Counselor Educ Curric, Instruction, & Found. Stu. Special & Early Ed Educ. Technology Literacy, Language, & Culture EdD program **Restructuring of Colleges**

#### **Division of Academic Affairs** College of College of **College of College of** College of Social College of **Business & Education Engineering** Sciences & Public **Arts & Sciences Health Sciences Economics Affairs Bilingual Education** Civil Engineering Art Comm & Envir Health Counselor Educ **Computer Science Biological Science** Accountancy Master of Health Sci Anthropology Construction Mgmt Curric, Instruction, & MBA & EMBA Chemistry & Biochem Nursing Communication Elec & Computer Engr Found. Stu. English Economics Radiologic Science Community & Special & Early Ed Materials Sci & Engr **Respiratory Care** Information Tech & Geosciences Regional Planning Educ. Technology Mech & Biomed Engr Mathematics Supply Chain Mgmt Criminal Justice Kinesiology Organiz. Performance Music International Bus. Envirom. Mdies Prgm & Workpl. Learning Management Literacy Philosophy History EdD program **Physics** Marketing & Finance Military Schence Theater Arts Multigiscipl. Stu Prgm World Languages Political Science Public Policy & Admin Psychology Sociology **Division of Academic Affairs** Social Work College of College of **Arts & Sciences Biological Science** Chemistry & Biochem Communication < English Envir. Studies Prgm < in Geosciences Management History <del>←</del> Mathematics Multidisc. Stu. Prgm Music Philosophy Physics **Restructuring of Colleges** Sociology Theater Arts World Languages



245 programs in total

### Work of Program Prioritization done within each division

- → Delineation of programs
- → Development of metrics
- → Rank based on metrics

Campus Operations & General Counsel: 35 programs

Finance & Administration: 55 programs

President's Office reports: 17 Programs

Research & Economic Development: 9 programs

→ Assign to quintiles

→ Determine actions

**Student Affairs:** 

59 Programs

**University Advancement &** 

BSU Foundation: 12 Programs

**Academic Affairs:** 

29 Programs

Centers and Institutes:

29 Programs



245 programs in total

### **Delineation of Programs**

- → Sensible for evaluation and for action
- → Sometimes evolved during process
- →Included auxiliaries and other non-appropriated funded entities

Campus Operations & General

Counsel: 35 programs

Finance & Administration:

55 programs

President's Office reports:

17 Programs

Research & Economic

Development: 9 programs

**Student Affairs:** 

59 Programs

University Advancement &

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**Academic Affairs:** 

29 Programs

Centers and Institutes:

29 Programs

# Each program submits responses to questionnaire:

Criterion	Selected questions	Response:	
Relevance	<ul> <li>Alignment with and support of the University's mission, strategic plan, and core themes.</li> </ul>	> Essay	
	<ul> <li>Essentiality of services/functions provided,</li> <li>e.g., required for compliance?</li> </ul>	> Essay	
Quality	<ul><li>How are quality and effectiveness assessed?</li><li>How well are functions executed?</li></ul>	> Describe metrics > Metric values	
Productivity	<ul> <li>How is the program's impact measured?</li> <li>Evidence demonstrating the volume of work performed and comparison to benchmarks</li> </ul>	> Describe metrics > Metric values	
Efficiency	<ul> <li>Benchmark data re: resources of the program</li> <li>Operations or collaborations that generate revenue or result in cost savings</li> </ul>	<ul><li>Metric values</li><li>Essay</li></ul>	



### Each program submits response to questionnaire:

Criterion	Each Program		
Relevance	Answers to questions		
Quality	Answers to questions		
Productivity	Answers to questions		
Efficiency	Answers to J questions		

Scoring committee within each division:

Each answer scored using a rubric

Quintiles determined by:

- → Total score
- → Extensive discussion, consideration of context, etc.

Campus Operations & General Counsel: 35 programs

Finance & Administration: 55 programs

President's Office reports: 17 Programs

Research & Economic

Development: 6 programs

**Student Affairs:** 

59 Programs

University Advancement &

BSU Foundation: 12 Programs

**Academic Affairs:** 

29 Programs

Centers and Institutes:

29 Programs

Overall: Actions required of 222 out of 242 (91.7%) of programs

1<sup>st</sup> Quintile

49 programs

2<sup>nd</sup> Quintile:

48 programs

3<sup>rd</sup> Quintile

54 Programs

4<sup>th</sup> Quintile:

44 programs

Actions have been identified (152 programs)

<u>OR</u>

Actions will be identified at Fall planning sessions (23 additional programs)

5<sup>th</sup> Quintile

47 Programs

Substantive Change Required 47 Programs (19.4%)

Campus Operations & General Counsel: 35 programs ——

# Finance & Administration: 55 programs

President's Office reports
17 Programs

Research & Economic

Development: 6 programs

**Student Affairs:** 

59 Programs

University Advancement & BSU Foundation: 12 Programs

Academic Affairs:

29 Programs

Centers and Institutes:

29 Programs

- Business operations of Facilities,
  Operations, and Maintenance (FOAM)
  - Integrate into a single business operations unit at the division level, producing substantial increases in effectiveness and efficiency
  - New unit will provide coordination among business operations across the division

#### Boise State Tickets

- Merge into Treasury Services
- Eliminate director position
- Narrow focus to on-campus ticketing services unrelated to athletics or entertainment venues
- Taco Bell Arena, the Morrison Center and Athletics will outsource ticketing and manage their own operations and customer service activities

Campus Operations & General Counsel: 35 programs

Finance & Administration: 55 programs

President's Office reports
17 Programs

Research & Economic Development: 6 programs

Student Affairs: 59 Programs

University Advancement & BSU Foundation: 12 Programs

Academic Affairs: 29 Programs

Centers and Institutes: 29 Programs

- Invest in a position shared between Boise
   State Radio and the Department of
   Communication, with focus on journalism education to:
  - Enhance the curriculum offered to students majoring in Communications
  - Contribute to the news services and programming of Boise State Public Radio
- Improve efficiency of Office of Technology
   Transfer and reallocate one FTE; eliminate
   Story Initiative and reallocate director
   position
  - One reallocated to support economic development efforts in office of VP Research
  - One position reallocated to coordinate research development and grant writing

Campus Operations & General Counsel: 35 programs

Finance & Administration: 55 programs

President's Office reports 17 Programs

Research & Economic

Development: 6 programs

**Student Affairs: 59 Programs** 

University Advancement & BSU Foundation: 12 Programs

Academic Affairs: 29 Programs

Centers and Institutes: 29 Programs

- To increase effectiveness in the delivery of scholarship funds to students:
  - realign personnel to create a position with strategic oversight of scholarships
  - invest in a software package that will provide better management of funds and increase efficiency of delivery
  - Dissolve an associate vice president position
    - Invest reallocated funds in additional research and analytic capacity
    - Invest reallocated and new university funds in the hiring of four additional gift officers over three years to increase overall productivity of the division

Campus Operations & General Counsel: 35 programs

Finance & Administration: 55 programs

President's Office reports 17 Programs

Research & Economic

Development: 6 programs

**Student Affairs: 59 Programs** 

University Advancement & BSU Foundation: 12 Programs

Academic Affairs: 29 Programs

Centers and Institutes: 29 Programs

- Reallocate resources from the Meridian
   Center and relatively low-demand regional
   sites at Gowen Field and Mountain Home to staff:
  - Degree completion programs housed at the College of Western Idaho
  - AfterWork programs that serve non-traditional students
- Move University Health Services from Student Affairs to the College of Health Sciences
- Align with the college's academic programs and create teaching and research clinic opportunities.
- Give students additional exposure to real world instructional situations
- Enable faculty members to augment their instruction and research through actual practice within their professions



# **Program Prioritization Benefits**

- Evaluation of all programs within a one year period
- Strengthening the evaluation of program effectiveness
- Illuminated multi-program opportunities
  - Changes in organizational structure
  - Interdependencies among programs
  - Highlighted duplicative functions
- Important caveat: certain campus-wide initiatives must now be re-energized (e.g., diversity and climate)



- Follow-up on Action Plan Implementation
  - VPs report annually to President: "Report Card"
  - Use to communicate results to campus

Division	"Program" name	Unit(s) responsible	Proposed Action(s)	Promised Timeframe(s)	Expected Impact and Plan for Assessment



- Enhance Analytic Capability to support decision-making
  - Ensure data integrity and quality
  - Strengthen reporting of data (e.g., KPIs)
  - Develop analytic tools and operational reports



- Enhance Evaluation of Instructional Programs and Academic Departments
  - Refine and finalize metrics
  - Enhance assessment of learning outcomes
    - University Learning Outcomes
    - Program Learning Outcomes
  - Enhance process of Periodic Review of Academic Departments
  - Enhanced processes of creation and discontinuation of instructional programs



# **New College of Innovation and Design**

→ An incubator for transdisciplinary programs

College of Innovation and Design

#### **Division of Academic Affairs**

### College of Arts & Sciences

Anthropology
Art
Biological Science
Chemistry & Biochem
Communication
English
Envir. Studies Prgm
Geosciences
History
Mathematics
Multidisc. Stu. Prgm
Music
Philosophy
Physics
Psychology
Sociology

Theater Arts World Languages

# College of Business & Economics

Accountancy
MBA & EMBA
Economics
Information Tech &
Supply Chain Mgmt
International Bus.
Management
Marketing & Finance

#### College of Education

Counselor Educ
Curric, Instruction, &
Found. Stu.
Special & Early Ed
Educ. Technology
Literacy, Language, &
Culture
EdD program

#### College of Engineering

Civil Engineering Computer Science Construction Mgmt Elec & Computer Engr Materials Sci & Engr Mech & Biomed Engr Organiz. Performance & Workpl. Learning

#### College of Health Sciences

#### School of Allied Health

Comm & Envir Health Kinesiology Radiologic Science Respiratory Care Master of Health Sci

School of Nursing School of Social Work

#### School of Public Service

#### (new)

Community &
Regional Planning
Criminal Justice
Military Science
Political Science
Public Policy & Admin



- Enhance Evaluation of Administrative and Support Programs
  - Refine metrics
  - Continue to Implement *Focus on Effectiveness* 2012-17
  - Integrate with NWCCU Accreditation
    - Standard 4.A.2 (in part) The institution engages in an effective system of evaluation of its programs and services...



# **Boise State's Objectives**

#1: Use sufficient rigor and impact to:

- Satisfy the SBOE's requirements for rigor
- Serve as an acceptable proxy for zero-based budgeting
- Result in meaningful changes at the University
- #2: Pay attention to the context of the University
- #3: Use a process that is fair and open
- #4: Look beyond changes to individual programs
- #5: Pay attention to initiatives already underway
- ? #6: Sustain the value of Program Prioritization



# **QUESTIONS?**