Presentation to
VSCS Board of Trustees

Academic Portfolio Recommendations for the Transformation of the Vermont State Colleges System

June 16, 2021

Key Deliverable: Program Evaluation Framework

- Inclusive of all programs at Castleton University, Northern Vermont University, and Vermont Technical College.

- The ideal portfolio of programs will:
  - Meet student demand
  - Align with state labor market demand
  - Deliver on student success
  - Achieve financial sustainability
  - Be accessible to all Vermont students

- Framework evaluates all programs based on the above criteria, but **_does not_** prioritize any one metric above another. A portfolio must be balanced. Some programs may excel in one area and not in another, which is appropriate.

a decade of distinction

rpk GROUP 10

How does the Framework support the work of VSCS and the Board?

Identifies strengths in academic offerings

Realizes efficiencies to allow for reinvestment

Meets student and labor market demand

Moves to data-driven decision-making

Supports continuous improvement

Current State of CU, NVU, and VTC

- 200+ active programs across three institutions covering six campuses

- rpk rolled up programs by CIP code to eliminate duplication across the institutions and determine units of analysis, resulting in 126 Associates, Bachelors and Masters "rolled-up" programs, enrolling ~5,000 students annually

- Rolled-up programs were organized into 15 areas of focus

1. *Agriculture, Plant and Animal Sciences*
2. *Athletic Training, Exercise and Health Sciences*
3. *Business/Accounting*
4. *Communications/Journalism*
5. *Computer Information Systems*
6. *Counseling and Psychology*
7. *Education*
8. *Engineering Technology*

9. *Fine and Performing Arts*
10. *Humanities*
11. *Math and Science*
12. *Health Professions*
13. *Professional Programs*
14. *Ski Resort Management/Outdoor Education and Adventure*
15. *Social Sciences*

The Classification of Instructional Programs (CIP) provides a taxonomic scheme that supports the accurate tracking and reporting of fields of study and program completions activity. CIP was originally developed by the U.S. Department of Education's National Center for Education Statistics (NCES) in 1980, with revisions occurring in 1985, 1990, 2000, 2010 and 2020. Source: NCES

a decade of distinction
rpk GROUP 10

Program Evaluation Framework Summary Findings

- Strong concentrations within areas of focus

- Clear areas for investment and optimization when looking at size and growth

- Areas of focus are largely serving Vermont students

- Opportunities to enhance teaching efficiencies through streamlining program portfolio and reducing duplication of effort

Sample Framework Output – Communication/Journalism

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institution Retention %	4-Yr Grad + Transfer (AA/AS)	6-Yr Grad	Degrees Produced (5 Years)	Recommendation
Digit CommAA/AS	B2	A	1.6	9%	33%	86%		16	Optimize
Digit CommBA/BF/BS	B1	A	80.4	21%	62%		52%	80	Optimize
JournBA	C	Liberal Arts Index	6.2	9%	67%		28%	2	Eliminate
Media CommAA/AS	(blank)	Liberal Arts Index	1.0	31%	67%	100%		0	Optimize
Media CommBA/BS	B1	Liberal Arts Index	60.2	19%	62%		61%	72	Optimize

Sample Framework Output – Communication/Journalism: Optimize

Program	Size/ Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institution Retention %	4-Yr Grad + Transfer (AA/AS)	6-Yr Grad	Degrees Produced (5 Years)	Recommendation
Digit CommAA/AS	B2	A	1.6	9%	33%	86%		16	Optimize
Digit CommBA/BF/ BS	B1	A	80.4	21%	62%		52%	80	Optimize
JournBA	C	Liberal Arts Index	6.2	9%	67%		28%	2	Eliminate
Media CommAA/AS	(blank)	Liberal Arts Index	1.0	31%	67%	100%		0	Optimize
Media CommBA/BS	B1	Liberal Arts Index	60.2	19%	62%		61%	72	Optimize

Sample Framework Output – Communication/Journalism: Eliminate

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institution Retention %	4-Yr Grad + Transfer (AA/AS)	6-Yr Grad	Degrees Produced (5 Years)	Recommendation
Digit CommAA/AS	B2	A	1.6	9%	33%	86%		16	Optimize
Digit CommBA/BF/BS	B1	A	80.4	21%	62%		52%	80	Optimize
JournBA	C	Liberal Arts Index	6.2	9%	67%		28%	2	Eliminate
Media CommAA/AS	(blank)	Liberal Arts Index	1.0	31%	67%	100%		0	Optimize
Media CommBA/BS	B1	Liberal Arts Index	60.2	19%	62%		61%	72	Optimize

rpk GROUP
a decade of distinction
10

Recommendation #1: Adopt Program Evaluation Framework

VSCS should **adopt the Program Evaluation Framework** for portfolio review and use this framework to report on the portfolio health to the Board annually. This recommendation could include an update to Policy 109 (Annual Enrollment and Cost Effectiveness Review of Existing Academic Programs).

Recommendation #2: Optimize the Academic Portfolio

VSCS leadership should move forward to **carry out the work of optimizing the academic portfolio,** beginning in the Summer of 2021. This will allow VSCS to recruit a new class of students into the unified academic portfolio for Fall 2022. In pursuing optimization, VSCS should target an initial 25% improvement in student credit hours per faculty FTE.

Recommendation #3: Invest and Eliminate

VSCS should review and **make final decisions on the recommendations for program investment and elimination** informed by the summer optimization work.

Thank you

Katie Hagan

khagan@rpkgroup.com

Rick Staisloff

rstaisloff@rpkgroup.com