VERMONT TECH

PROJECT MANAGEMENT - STRATEGIC PLANNING DOCUMENTATION

PROJECT CHARTER

Project Name:	**Author/Date:**
Comprehensive program review of academic programs	Drafting Committee: Pat Moulton, Ana Gaillat, Lit Tyler, Jason Enser, Kellie Campbell

1. Project Justification

Overall Project Goals:

-To develop a robust and sustainable academic program review system for the college that is objective, quantitative, relevant, and current, not driven by circumstances (COVID, accreditation visit, etc.) but is a sustainable framework for academic decision-making.

-The academic program review framework needs to be detailed and specific, including parameters, review triggers, predictable calendar, and appropriate archiving of documents.

Problem or Opportunity:

-There is currently no *comprehensive* academic program review that is consistent and predictable and that includes all academic programs.

-Externally accredited programs have frequent and thorough program reviews, but there is not a comprehensive strategy for *all* programs across the college.

-The PreCIP and Policy 109 VSC systems of review operate disparate from the college. There is a need and opportunity for this work to align and become consistent, with a predictable calendar.

-The ever-changing job market, and student demand – along with the immediate pressure to respond to COVID - has accelerated the need for this type of analysis.

-We need to develop a sustainable program review that is not subjective, is documented and process-oriented, and is data-informed.

-Real-time, valid, relevant data - through Institutional Research - must be prioritized to support just-in-time and triggered analysis and future assessment requirements.

Project Benefits:

-This will provide objective tools for decision-making, new program development, contraction (defined as: consolidating, restructuring or elimination) and resource allocation. The current process is more subjective.

-To ensure certain programs are financially feasible and not *unintentionally* subsidizing low-enrolled programs.

-To ensure we have a solid and comprehensive program review that is more objective, sustainable, and supports timely and *agile* decision-making.

-Provides an intentional response to today/COVID but more importantly prioritizes a sustainable framework for long-term academic decision-making.

-To ensure a process that will survive the wave of changes in people, resources, and shifts in leadership. Resilience.

-To ensure a commitment to data-informed decision-making that prioritizes an ongoing and forward-thinking Institutional Research lens.

Budget/Forecast:

-Release time expense to carry out comprehensive programs reviews to be considered.

-Focus on 2-3 comprehensive program reviews at a time. Targeted timeline to be designed and to consider timing of other accreditation/assessment efforts.

-Per NECHE and in alignment with this work, there needs to be a commitment to strong and systematic Institutional Research resources to support valid and reliable data to mine, gather, and analyze.

Timeline:

Phase 1:

-Initial project team meeting to identify parameters and draft a rubric. (Fall 2020)

-Research, review, consider external models for comprehensive program review and consider 2018 work organized by Allan Rodgers. (Winter 2020)

-Draft parameters, timeline and arrangement of programs. (Winter 2020)

-Select a program for piloting a comprehensive program review. (Winter 2020)

Phase 2:

-Execute a summary data analysis for all programs. (Spring 2021)

-Carry out comprehensive program review pilot. (Spring 2021)

-Assess the pilot. Revise. Modify. (Summer 2021)

-Build out a comprehensive calendar, considering timing of related programs. (Summer 2021)

2. Project Scope

Project Deliverables

See above.

Rubric, reports, parameters.

Calendar.

Problem Success Criteria

-Criteria outlined in program review will lead to specific program review success criteria.

-Supports a sustainable, objective, timely framework for supporting decisions about academic programs.

-Provides a more interconnected strategy about the academic mission and priorities of the college. (lifecycle - admissions through life-long alum connection)

-A comprehensive approach that instills a culture of real-time and relevant data to support decision-making.

-Ensures a culture of ongoing assessment and process improvement.

3. Team Charter

Participants and Stakeholder:

Sponsor: Executive Committee
Lead: Academic Affairs; Dean and Associate Dean
Members: Strategic Enrollment Management (SEM) Members, Lit Tyler, Representatives from Faculty of the programs under review, School coordinator as appropriate, Staff Representative: Library

Identified other stakeholder(s): Students, Faculty, Staff, Employers, Accrediting bodies, high school partners, industrial partners, members of our public officials community.