



University of Colorado **Denver**



CU IN THE CITY

Update on Academic Program
Prioritization at CU Denver
September 12, 2019

Academic Program Prioritization Agenda

- ▶ Review of previous efforts
- ▶ Current status
- ▶ Next steps



Update on Academic Prioritization: Units Designated as Needing “Further Study”

- Physics - Program review in Spring 2019
 - ▶ Separated from Metro State; new CU Denver chair recruited
- Theatre/Video
 - ▶ Discontinued enrollment in theatre program



Update on Academic Prioritization: Units Designated as “Emerging and Needing Further Monitoring”

- Enrollment changes in (new) degree programs:
 - Business Analytics (MS): +233%
 - Bioengineering (BS): +107%
 - Undergraduate Education (BA and BS): +88%
 - Architecture (BS): +85%
 - Health & Behavioral Sciences (BA/BS in Public Health): +67%
 - Education Supervision and Administration (MA): +19%
 - Finance & Risk Management (MS): +15%



Major Lessons Learned

- ▶ Needed to update/enhance program review process to emphasize the performance of degree programs and not the academic units (departments, schools)
 - We developed new review procedures that analyze
 - ▶ trends in student enrollment
 - ▶ student outcomes
 - ▶ credit hour production
 - ▶ degrees awarded
 - ▶ challenges
 - ▶ opportunities
 - ▶ goals



Major Lessons Learned

- ▶ Our prioritization process indicated that the Denver campus needed to develop a campus-wide budget model that more closely aligns school/college finances with performance of degree programs

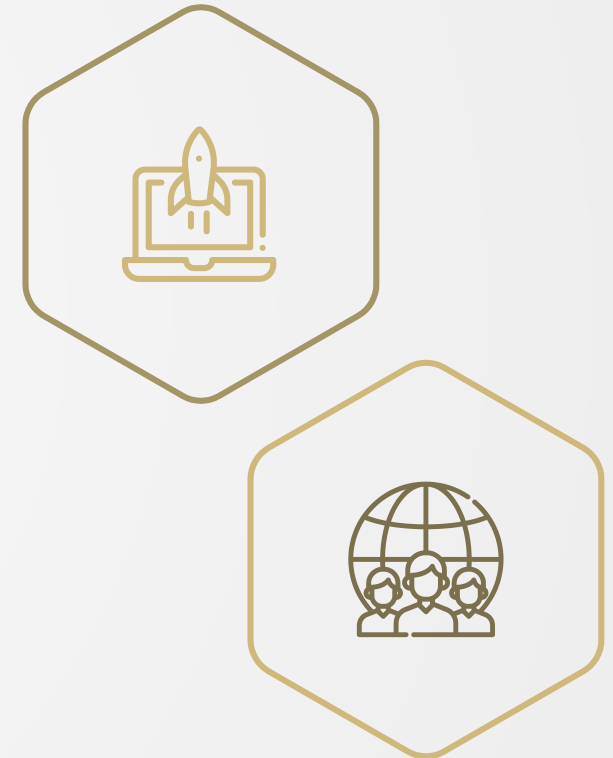


New Budget Model Drives Program Prioritization

- ▶ Adoption of new incentive-based budget model FY 2017-18
 - Aligns our investments and resources with strategic priorities
 - Incentivizes activities and programs that drive both student and financial success
 - Rewards growing revenues, reallocating resources, and better containing costs

Next Steps: Data, Analysis and Tools

- ▶ Effectiveness of the new budget model in generating revenues, reallocating resources, and better containing costs requires us to Improve Data Collection, Analysis and Reporting Tools going forward
 - Integrate academic and financial data
 - Develop a robust faculty information system
 - Create Decision Support toolkit for academic leaders to aid in the “Continuous Program Review” process the new model emphasizes



Progress

“The budget model has driven us to look at the financial performance and viability of all of our programs.”

Dean Martin Dunn - College of Engineering, Design and Computing

“A top priority was to review and restructure our graduate programs. We started with the redesign of our Full-Time MBA into a ‘One Year MBA’. As a result we were able to nearly double enrollment in one year.”

Interim Dean Gary Colbert - Business School

Progress

“The new budget model allows us to be ‘early’ entrepreneurs to address opportunities and challenges with our academic suite of programs and ultimately rewarding us for program efficiency and effectiveness.”

Dean Rebecca Kantor - School of Education and Human Development

“CLAS is looking at all programs and graduation requirements as a consequence of the new budget model. We anticipate changes as we move forward.”

Dean Pamela Jansma - College of Liberal Arts and Sciences

Progress: Specifics

School/College:	Action to Date:
Business School	<p><u>Completed:</u></p> <ul style="list-style-type: none">• Redesign of Full-Time MBA <p><u>In Process:</u></p> <ul style="list-style-type: none">• Redesign of Professional (part-time) MBA• Redesign of all MS programs
College of Engineering, Design and Computing	<p><u>Completed:</u></p> <ul style="list-style-type: none">• Eliminated MS track in Motorsports Engineering• Created “scholars” programs to attract top BS students into MS programs• Modernized the Civil Engineering curriculum, developed more contemporary offerings, and increased advertising <p><u>In Process:</u></p> <ul style="list-style-type: none">• Increasing marketing spend as part of turnaround plan for Geomatics and GIS (will eliminate if not successful)• Bioengineering generating external resources and reallocating existing resources to support program

Progress: Specifics

School/College:	Action to Date:
College of Liberal Arts and Sciences	<p><u>Completed:</u></p> <ul style="list-style-type: none">• Eliminated minors and certificates in German and German Studies and Geography & Environmental Sciences• Communication eliminated two pathways in BA degree and certificate in Technical Communication• MA English consolidated three tracks• International Studies eliminated three concentrations <p><u>In Process:</u></p> <ul style="list-style-type: none">• Evaluating all programs and graduation requirements
School of Education and Human Development	<p><u>Completed:</u></p> <ul style="list-style-type: none">• Evaluated all masters offerings in education that were discipline specific• Reduced and consolidated curriculum to create 30-credit MA that works across all disciplines• Evaluated Special Ed graduate licensure program, reduced program credit hours from over 60 to 33 by restructuring program requirements <p><u>In Process:</u></p> <ul style="list-style-type: none">• Starting a partnership with CLAS in secondary STEM teaching to address teacher shortage issues in Colorado

Progress: Specifics

School/College:	Action to Date:
School of Public Affairs	<p><u>Completed:</u></p> <ul style="list-style-type: none"> • Grew International partnerships to increase enrollments, including a 30-student Chinese cohort that began in August 2019 <p><u>In Process:</u></p> <ul style="list-style-type: none"> • Evaluating enrollments and finances of all programs • Increasing marketing to grow Criminal Justice and Public Service enrollments online
College of Architecture & Planning	<p><u>Completed:</u></p> <ul style="list-style-type: none"> • Restructured Landscape Architecture department • Reallocated adjunct faculty resources to high-demand areas <p><u>In Process:</u></p> <ul style="list-style-type: none"> • Reviewing program enrollment for cross-departmental efficiencies
College of Arts & Media	<p><u>Completed:</u></p> <ul style="list-style-type: none"> • Executed four retirement incentive agreements for tenured faculty in low enrolled areas <p><u>In Process:</u></p> <ul style="list-style-type: none"> • Exploring the elimination of the Sculpture/Transmedia program and incorporating the Photography Major into the Arts Practices major



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Discussion