

Prioritization of Academic and Administrative Programs

Open Forum

November 3, 2014

Prioritization Overview

- Steering Committee Co-Chairs
 - Anny Morrobel-Sosa, Provost & Senior Vice President for Academic Affairs
 - Vincent Clark, Vice President of Administration & Finance
- Website – main communication medium
 - <http://www.lehman.edu/program-prioritization/>
 - Working Groups, membership
 - Resources, FAQs, Working Timeline (2014-2015)

Work to Date - 1

- Data Support Team
 - Co-Chairs: Bethania Ortega, Yvette Rosario
 - Consensus review data sources, validity, accuracy, reliability
 - Multiple meetings + meetings with Task Forces & Steering Committee
- Communications Team – on-going
 - Joseph Tirella, Dawn Ewing-Morgan, David Stevens

Work to Date- 2

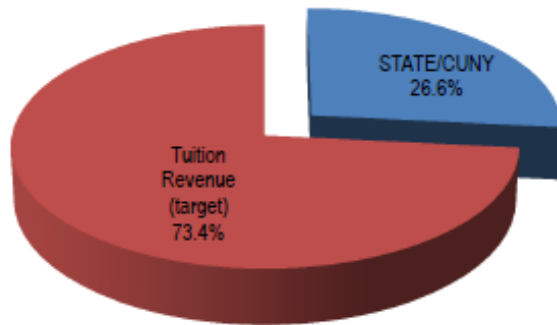
- Academic Programs and Services Task Force
 - Co-Chairs: Dene Hurley, Richard Finger
 - Multiple meetings and review of documents (since April 2014)
 - Identification and Selection of analysis criteria & questions to programs - over 15 iterations of the program analysis form
- Administrative Programs and Services Task Force
 - Co-Chairs: Raymond Galinski, Liesl Jones
 - Multiple meetings and review of documents (since April 2014)
 - Identification and Selection of criteria & questions to programs - over 10 iterations of the program analysis form

Review of Prioritization Process

Why Program Prioritization?

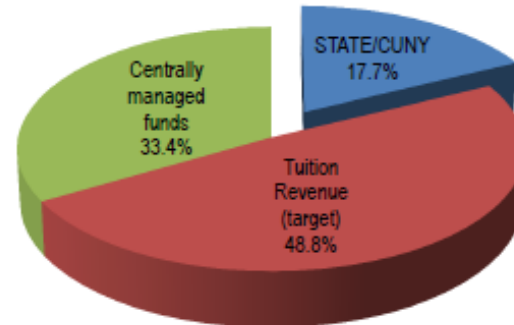
- Maintain financial stability through uncertain times

Lehman College
FY2014-2015 Initial Operating Budget Allocations (locally and centrally)



Operating Budget (Managed by College)

| Type | Amount | % |
|--------------------------------|-----------------|-------------|
| STATE/CUNY | 23,163.1 | 27% |
| Tuition Revenue (target) | 63,851.0 | 73% |
| Operating Budget Total: | 87,014.1 | 100% |



Operating Budget (College & Centrally)

| Type | Amount | % |
|--------------------------------|------------------|-------------|
| STATE/CUNY | 23,163.1 | 18% |
| Tuition Revenue (target) | 63,851.0 | 49% |
| Centrally managed funds | 43,710.8 | 33% |
| Operating Budget Total: | 130,724.9 | 100% |

Why Program Prioritization? (continued)

- Identification of opportunities to:
 - Strengthen programs
 - Reduce expenses
 - Increase revenues

What is Program Prioritization??

- Structured assessment of all programs that consume or generate resources
- Using pre-selected criteria
- Focused on centrality to mission & effective use of resources
- Data-driven

Success Requires?

- Respect for existing governance process
 - Not replacement for....
 - But assist in decision-making
- All activities (academic, administrative) are included
- Use of objective, consistent criteria
 - Same process/methodology uses to assess all programs
- Transparency in communications, reporting

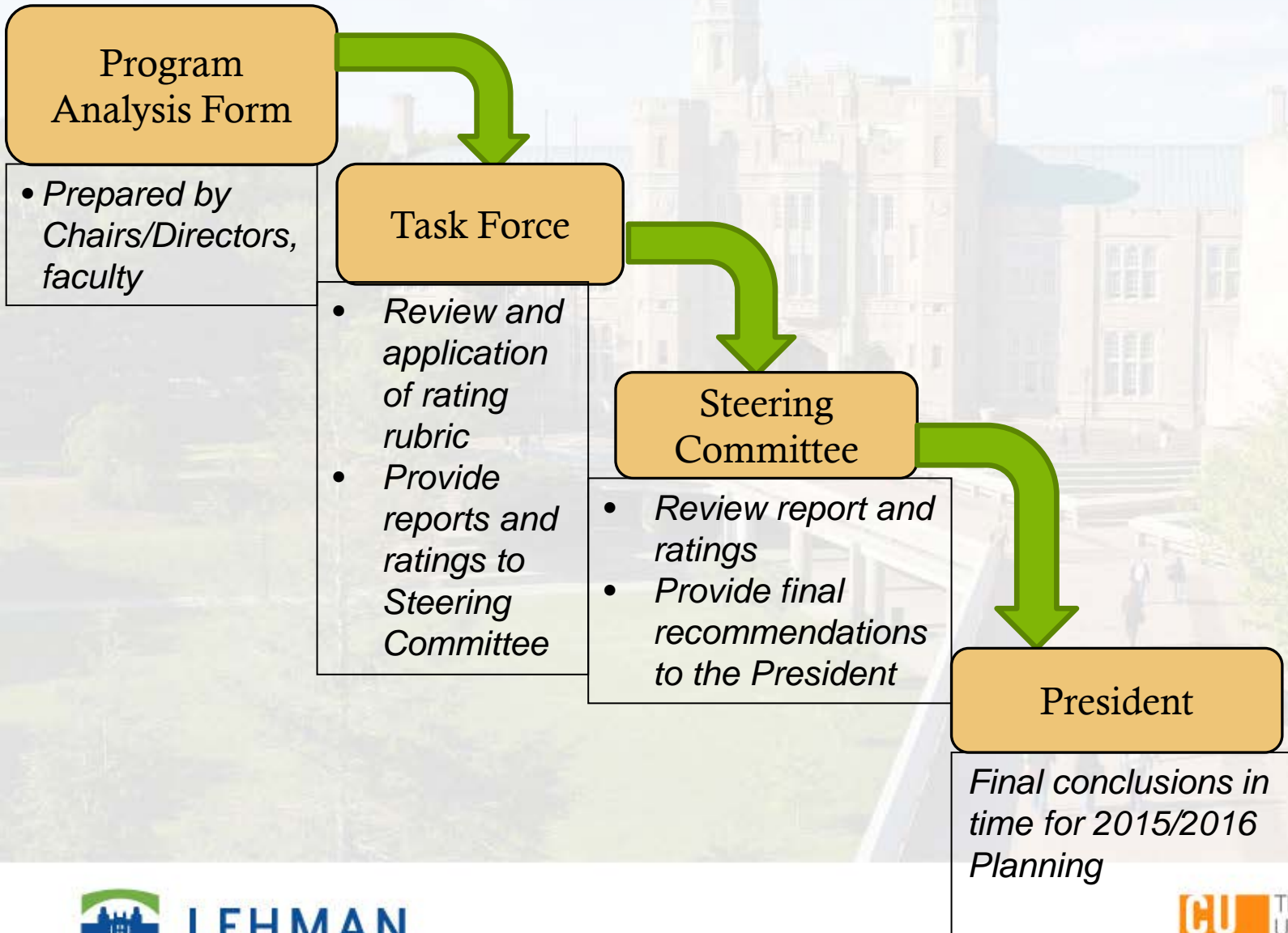
Program Analysis Forms?

- All programs will receive pertinent information for analysis
- Analysis should be conducted by Chairs/Directors
 - input from all stakeholders is encouraged
- Electronic submission and reporting

Academic & Administrative Criteria

| Criteria | Description | Weight |
|---|--|------------|
| 1. History and Development | Original intent of the program/service and evolution of program/service | TBD |
| 2. External Demand for the Program | Level of interest and participation in the current program/service | TBD |
| 3. Internal Demand for the Program | The magnitude to which this program/service is needed by other University programs/services. | TBD |
| 4. Program Support and Staffing | The quality of resources necessary to support the program/service | TBD |
| 5. Quality Outcomes and Program Assessment | The extent of program/service performance. | TBD |
| 6. Program Size, Scope and Productivity | Breadth and depth and the efficiency measures of outputs and inputs | TBD |
| 7. Revenues and Expenditures | Revenue and other resources generated. All costs and other expenses. | |
| 8. Opportunity Analysis and Impact | Aspirational goals. | TBD |

Review, Rate, Report



Working Timeline 2014 - 2015

- **September 2013** – President Fernández announced that Lehman College would initiate the prioritization of academic and administrative programs and services as one of several goals for the academic year
- **October 2013** – 7-member Lehman Team (consisting of Provost, VP for Administration and Finance, faculty and staff) attended a 2-day workshop on prioritization of academic and administrative programs led by Robert Dickeson (author of *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*)
- **February 2014** - President Fernández calls for nominations for Steering Committee, Academic and Administrative Task Forces, Data Support Group and Communications Team.
- **March 2014** – Prioritization Kick-Off (with Robert Dickeson) and Open Forum
- **June 2014** – Steering Committee presents clarification and tentative process timeline
- **June – September 2014** – Task Force Co-Chairs worked with Data Team to finalize Program Analysis Forms and identify accessible and reliable data
- **October 2014** – Consultants led workshops on best practices and use of specialized software for data entry and program analysis; task force co-chairs provided a review of the program analysis forms.
- **November 2014** – Chairs/Directors, Deans and Senior Administrators begin assessment of individual programs and services for submission to Task Forces
- **January 2015** – Task Forces to assess and rate all programs and services and make recommendations to Steering Committee.
- **March 2015** – Steering Committee to review ratings provided by the Task Forces
- **April 2015** – Steering Committee to provide final recommendations to the President
- **May 2015** – President to review and announce final recommendations