



Program Review and Strategic Academic Planning



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2025 Presidents Institute

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Presenters

Kerry N. Prather, President, Franklin College (IN)

Karl Einolf, President, Indiana Institute of Technology

Mary Hawkins, President, Bellevue University (NE)

Moderator

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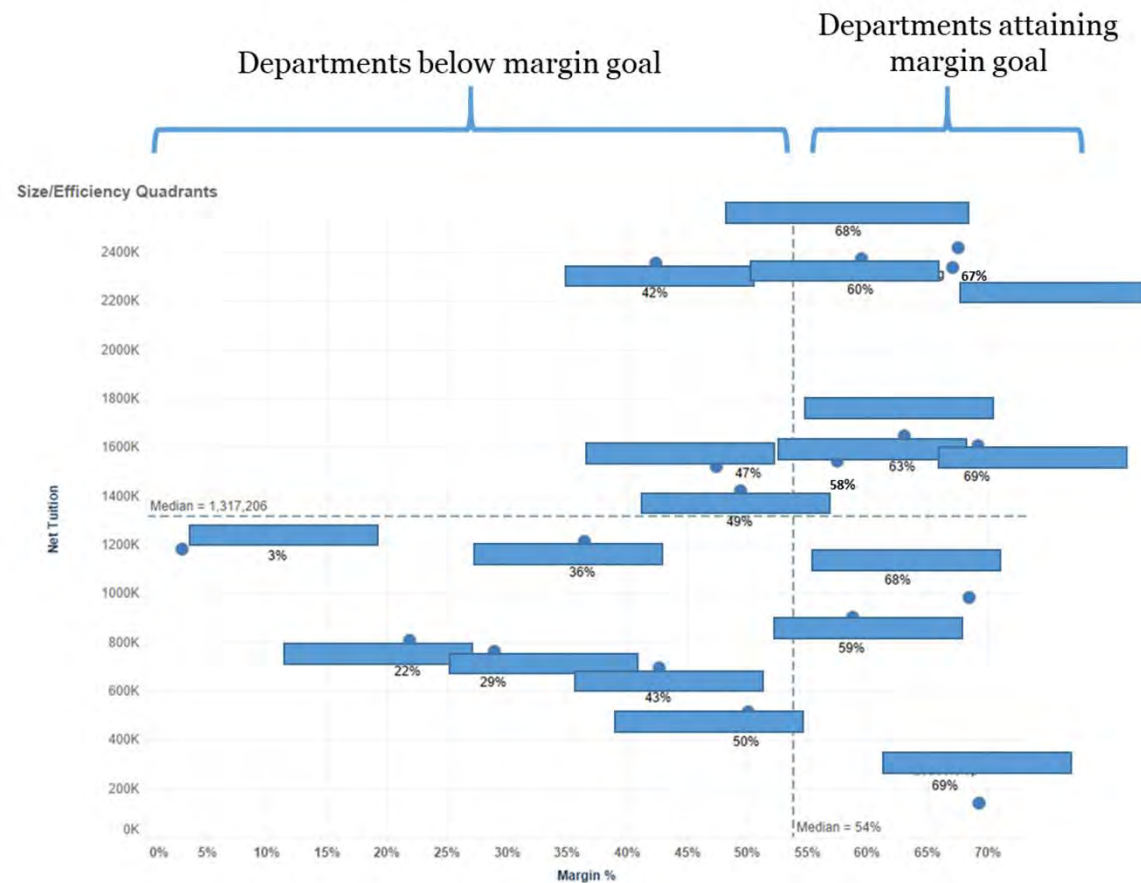




About Franklin College

- Founded in 1834
- 20 miles south of Indianapolis
- Residential undergraduate liberal arts education; two graduate programs (MSPAS, MSAT)
- First college in Indiana to admit women in 1842
- 985 students and 12:1 student-to-faculty ratio
- Top majors are business, biology, exercise science, psychology and math/computing
- 23 intercollegiate NCAA Division III sports
- Endowment approximately \$100 million

Departmental Efficiency Quadrants – Undergrad Only



Analyzing Financial Efficiency: Lessons Learned

- Do it now. Thoughtful decisions and incremental progress cannot be made in the throes of financial panic.
- High-quality consulting guidance enhances credibility of data, goals, peer comparisons, etc.
- Financial efficiency must be examined, analyzed and acted upon within administrative areas as well as academic programs.
- Data analysis leads to data-*informed* decisions, not data-*driven* ones.
- “Get the right people on the bus.” Campus buy-in hinges on appropriate representation in a truly collaborative process.
- Definitions unique to the institution are critical, e.g., courses that support the GE curriculum, program revenue bolstered by endowed fund, etc.
- Semantics are important. We aren’t looking to just “cut.” The goal is the most efficient revenue/expense balance, including where to make additional investments.
- If done right and continued, this process creates a *culture* of financial efficiency throughout the campus.



➔ INDIANA **TECH**



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INDIANA TECH

Private, independent, not-for-profit, comprehensive university, founded in 1930, with a traditional campus in Fort Wayne, Indiana, and nine regional centers serving online students nationwide.

60+ **career-focused** academic programs – including undergraduate and graduate certificates, and associate's, bachelor's, master's, and doctoral degrees – across three academic colleges in in-person, hybrid, and online modalities for students of all ages and at any stage of their career.



6,000 students

- 53.0% from Indiana
- 12.6% International
- 33.6% People of Color
- 15.9% Military/Veteran
- 40.6% in STEM programs

Top enrolled programs

- Business Administration
- Information Systems
- Health Information Management
- Criminal Justice
- Psychology
- Cybersecurity

29 intercollegiate athletics teams

- Most compete in the NAIA

Program Review and Strategic Academic Planning

Implemented an academic financial margin analysis – at the level of each College, department, academic program, and individual course. We did this to:

- Identify opportunities to reduce expenses and increase efficiency.
- Use the analysis to facilitate future decision-making and create a culture of efficient academic operations.
- Inform strategic discussions regarding curricular changes, programmatic decisions, faculty hiring, and capital investments.

Questions to address:

- What are the programs that need a **spotlight** (low or shrinking margin)?
- What are our **growth** programs (growing or consistently strong margin)?
- Where can we make operational changes to our course offerings to improve our subject area margins?
- What changes might we consider to our general education curriculum to support efficiency (and margin)?
- Are there specific subject areas where faculty are consistently teaching below a full teaching load or with far smaller course sizes than would be expected?
- What is the relationship between discount rate and enrollment in **spotlight/growth** programs?
- Are there opportunities to reduce the discount rate for student athletes?
- Where are our non-teaching expenses growing, and why?

Case study in Electrical Engineering

In 2019, Electrical Engineering was identified as a **spotlight** department/program with a **negative and declining** margin.

- Less than 25 students enrolled in the Bachelor's Degree in Electrical Engineering (only offered in person).
- Three **expensive** full-time faculty.
- Regular capital expenditures to support the program with updated equipment and lab materials.
- Little cross-over with other engineering majors for fundamental courses.

One of our original degree offerings – can we be Indiana Tech without Electrical Engineering?

Challenged our dean and faculty to develop an option without cutting faculty or the program.

- Introduced an online A.S. in Electrical Engineering Technology with a home lab kit and enrolled over 100 students in the first year.
- Soon became a **growth** department with this expanded portfolio.
- Recently launched an online B.S. in Engineering with Electrical Engineering as an optional concentration.
- Soon to launch an in-person M.S. in Electrical Engineering.



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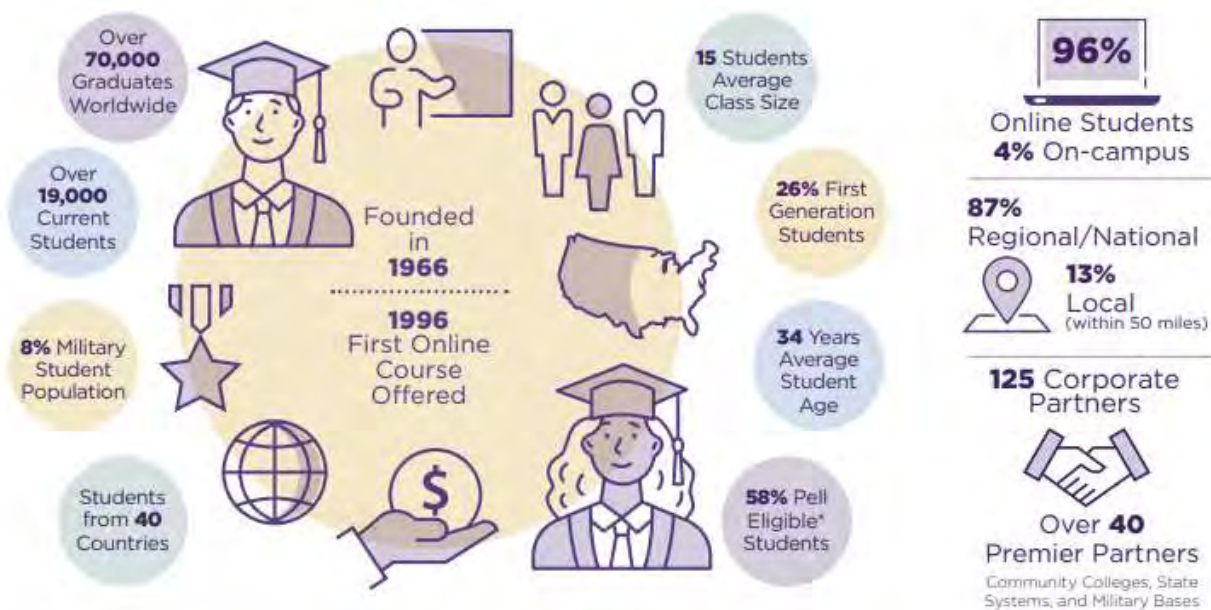


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Bellevue University by the numbers



Bellevue PRG challenge and approach



The Goal

National graduation rate 50%
Current Bellevue rate 56%
University goal 60%



Begin at the Beginning: Course Completion Analysis

Focus on the first course
Examine the first 30 credit hours
Preferred Tracks determine success.



Engage Faculty in the Solutioning Process

College Deans and Assistant Deans
Program Directors
Full- and part-time faculty in course redesign projects.



Use Multiple Types of Data

Course pass rates by term and AY
Course evaluations and surveys
Drop code reasons
Academic support usage
Instructor feedback



Case study on our PRG challenge



Communication Arts 107

PRG data was used to:

Add design aspects that nurture student engagement

Adapt course content and instructor activities

Achieve increases in course completion and course pass rate



English 100

PRG data was used to:

Increase outreach when students are most likely to drop (weeks 3-5)

Adjust assignment types, deadlines and course language based on student lifestyle/background

Analysis set for 2024-25



People and Business Leadership (PBLR)

PRG data was used to:

Add more technology into the course

Reduce faculty administrative burden inside the course

Improve student success for all populations by double digits





Q&A



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**Thank you for attending
this session!**