

VERMONT TECH

PROJECT MANAGEMENT - STRATEGIC PLANNING DOCUMENTATION

PROJECT CHARTER

Project Name: Comprehensive program review of academic programs	Author/Date: 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 <i>comprehensive</i> 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 <i>all</i> 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. (Spring 2021) (parameters need to include VSCS strategic priorities under affordability around percent occupancy and # of class offerings)
- Research, review, consider external models for comprehensive program review and consider 2018 work organized by Allan Rodgers. (Spring 2021)
- Draft parameters, timeline and arrangement of programs. (Spring 2021)
- Select a program for piloting a comprehensive program review. (Spring 2021)
- Ensure alignment with other transformation efforts, including Agriculture and Food Systems: <https://www.vtc.edu/transforming-vermont-technical-college/>. (Spring 2021)

Phase 2:

- Execute a summary data analysis for all programs. (Summer/Fall 2021)
- Carry out comprehensive program review pilot. (Summer/Fall 2021)
- Assess the pilot. Revise. Modify. (Summer/Fall 2021)
- Build out a comprehensive calendar, considering timing of related programs. (Summer/Fall 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: Chair: Ana Gaillat

Membership: Robin Goodall, Suzanne Pickett, Ross Lieblappen, Lit Tyler, Amanda Chaulk, Jim Allen, Joan Richmond-Hall, Rachel Repstad, Jeremy Ouellette

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