

# 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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INDIANA **TECH**

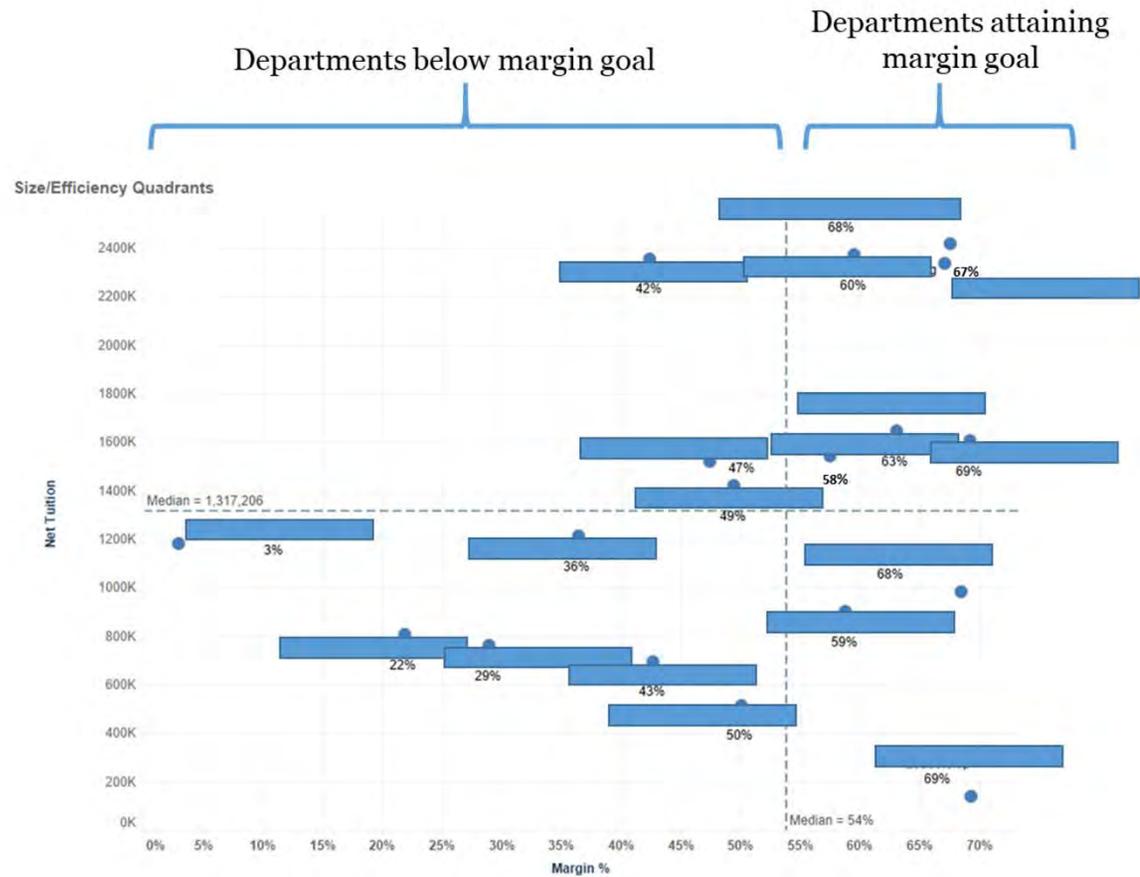




## About Franklin College

- 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**



# 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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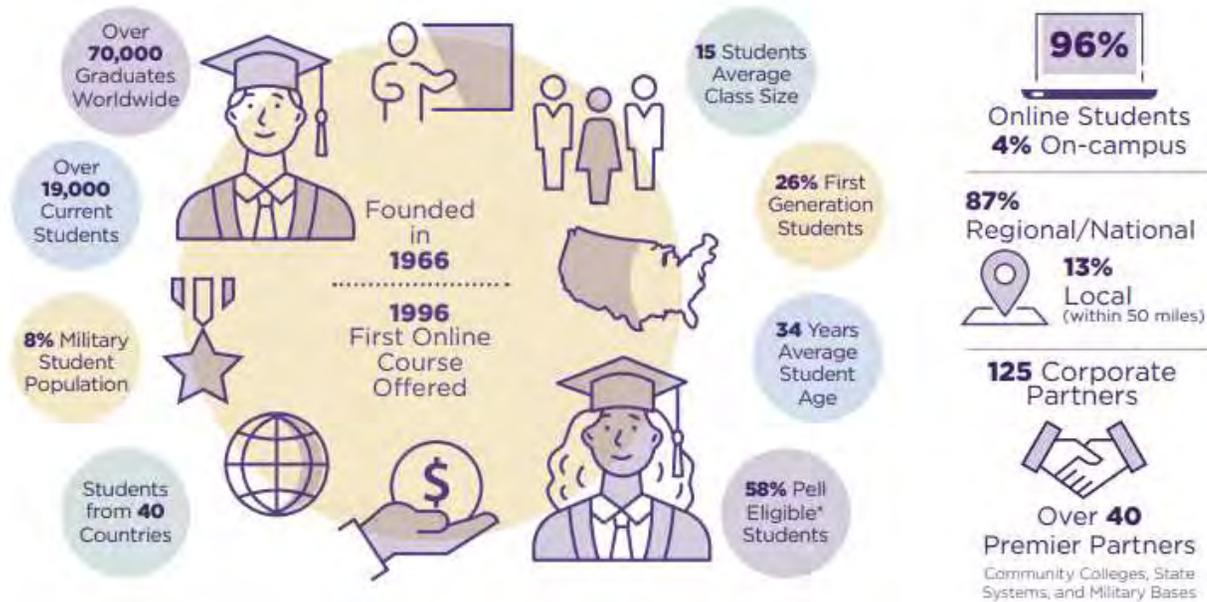


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# Bellevue University by the numbers



# Bellevue PRG challenge and approach

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## 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

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## 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)

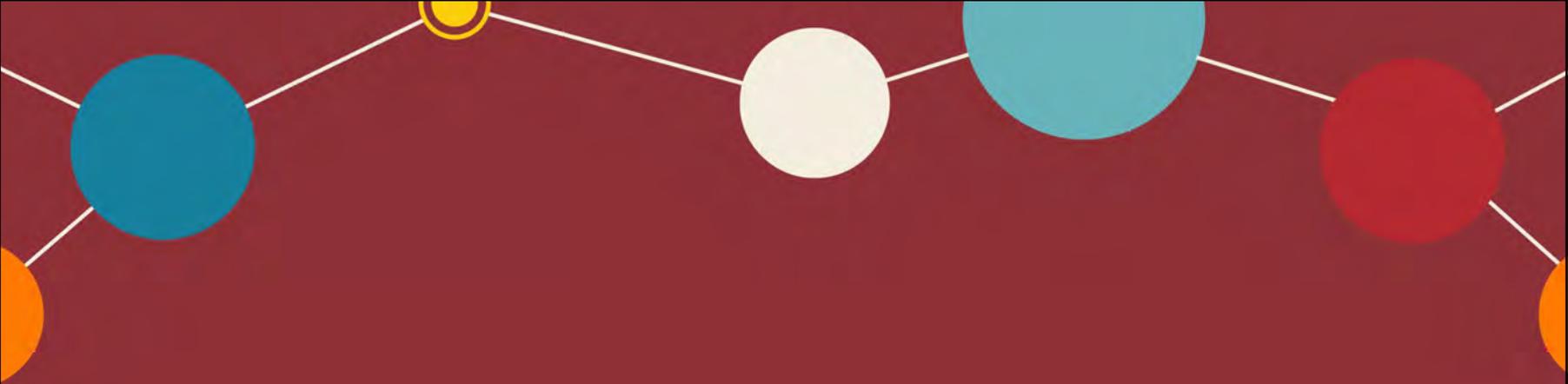
PRG data was used to:

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!**