Jeopardy Question

- a) It has an easy and fast birth
- b) It has a slow and painful death
- c) We collect all kinds of data about it
- d) It is our pride and joy
- e) We would not be here without it

What is an RIT academic program?

Let’s be strategic:
The academic program portfolio

A presentation to the President's Roundtable
Jeremy Haefner
Provost
October 14, 2011

Agenda

- What is the portfolio?
  - What are the characteristics?
  - How is the portfolio managed?
- Calendar conversion impact
  - Timeline
  - Impact
  - Moratorium
- Academic Portfolio blueprint
  - Why have a blueprint?
  - What is the blueprint?
  - Discussion

WHAT IS THE PORTFOLIO?
Portfolio at its core…

- Associate degrees (2 year)
- Bachelor of Science and Bachelor of Fine Arts degrees (4-5 years)
- Masters of Science and Master of Fine Arts, Master of Business Administration, and (now) Master of Architecture
- Doctorate of Philosophy (Ph.D.) degrees

RIT’s Academic Portfolio

Current Active RIT Degree Programs to be Converted = 240

<table>
<thead>
<tr>
<th>Undergraduate Degree</th>
<th>2011 Enrollment</th>
<th>Graduate Degree</th>
<th>2011 Enrollment</th>
<th>Dual Degree</th>
<th>2011 Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT / HC</td>
<td>FT / HC</td>
<td>FT / HC</td>
<td>FT / HC</td>
<td>FT / HC</td>
<td></td>
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<tr>
<td>BS</td>
<td>66</td>
<td>MS</td>
<td>48</td>
<td>1,113</td>
<td>1,944</td>
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<tr>
<td>BFA</td>
<td>13</td>
<td>MFA</td>
<td>11</td>
<td>140</td>
<td>185</td>
</tr>
<tr>
<td>CT</td>
<td>4</td>
<td>MBT</td>
<td>2</td>
<td>91</td>
<td>109</td>
</tr>
<tr>
<td>AS</td>
<td>5</td>
<td>ME</td>
<td>7</td>
<td>62</td>
<td>105</td>
</tr>
<tr>
<td>AAS</td>
<td>122</td>
<td>MBA</td>
<td>4</td>
<td>120</td>
<td>129</td>
</tr>
<tr>
<td>ACP</td>
<td>0</td>
<td>MArch</td>
<td>1</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Dipl.</td>
<td>0</td>
<td>Ph.D.</td>
<td>6</td>
<td>156</td>
<td>172</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ACT</td>
<td>16</td>
<td>1</td>
<td>24</td>
</tr>
<tr>
<td>Total:</td>
<td>607</td>
<td>10,738</td>
<td>12,292</td>
<td>99</td>
<td>1,683</td>
</tr>
</tbody>
</table>

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**Pop Quiz**

What RIT program has the distinction of the largest headcount?

a) Game design  
b) Business  
c) Mechanical engineering  
d) Computer science  
e) Philosophy

---

**By the numbers…**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Program</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Computer Science</td>
<td>925</td>
</tr>
<tr>
<td>2</td>
<td>Mechanical Engineering</td>
<td>858</td>
</tr>
<tr>
<td>3</td>
<td>Electrical Engineering</td>
<td>570</td>
</tr>
<tr>
<td>4</td>
<td>Information Technology</td>
<td>507</td>
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<tr>
<td>5</td>
<td>Mechanical Engineering Tech</td>
<td>480</td>
</tr>
<tr>
<td>6</td>
<td>Applied Arts &amp; Science</td>
<td>448</td>
</tr>
<tr>
<td>7</td>
<td>Game Design &amp; Development</td>
<td>428</td>
</tr>
<tr>
<td>8</td>
<td>Computer Engineering</td>
<td>405</td>
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<tr>
<td>9</td>
<td>Software Engineering</td>
<td>327</td>
</tr>
<tr>
<td>10</td>
<td>Graphic Design</td>
<td>281</td>
</tr>
</tbody>
</table>

**Academic Program Profile**

- Every program must fit the Academic Program Profile
- Guiding principles: Lifelong learning and career orientation

**5 Essential Learning Outcomes:**
- Critical thinking
- Global interconnectedness
- Ethical reasoning
- Integrative literacies
  - Scientific
  - Computational
  - Mathematical
  - Communication
  - Technical
- Aesthetic
- Creative and innovative thinking

---

**How is the Portfolio managed?**
Management Framework

Planning and development
- Concept paper review
- Full proposal with cost model

Thorough Evaluation
- Program census: annual data
- Delaware data: comparative data
- New program tracking
- Program review: 7 year cycle
- Budget review

Improvement or Discontinuance
- Evaluation feeds improvement
- Faculty or administration may choose reinventing or discontinuance
Since 2008, we now carefully track the performance of new degrees against their projections.

Timeline
Impact of the conversion on portfolio
Moratorium

SEMESTER CONVERSION IMPACT
**Project Timeline: 2010 - 2013**

**Phase 1: July 2010 – June 2011**
- Begin SIS Implementation
- Complete expedited program review
- Complete general education framework
- Curriculum redesign and campus approval

**Phase 2: July 2011 – June 2012**
- Programs sent to NYSED for review
- SIS implementation complete
- Revise processes and policies
- Scheduling of courses

**Phase 3: July 2012 – August 2013**
- Programs approved by state
- 2013 students admission process begins
- Individual student advising begins for returning students

---

**Calendar Conversion: 56 Deactivation and Discontinuance**

<table>
<thead>
<tr>
<th>Degree Level</th>
<th>Deactivated</th>
<th>Discontinued</th>
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<tbody>
<tr>
<td>Associate Level/ Diploma</td>
<td>0</td>
<td>27</td>
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<tr>
<td>Cert/AC</td>
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<td>11</td>
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<tr>
<td>Bachelors</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Masters</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Dual Degree (BS/MS)</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td><strong>9</strong></td>
<td><strong>47</strong></td>
</tr>
</tbody>
</table>

*In addition, 33 inactive programs eliminated*
Calendar Conversion

- Program Consolidation = 4:
  1. BS Urban and Community Studies → BS Sociology and Anthropology (multiple program concentrations)
  2. BS Biomedical Photographic Communications + BS Imaging and Photographic Technologies → BS Photographic and Imaging Technologies
  4. BFA Visual Media + BFA Professional Photographic Illustration → BFA Photographic and Imaging Arts
- New Tracks/Options within Programs = 22
- New Program Titles = 26

What is the significance of Fall 2013?

- a) RIT football begins (again)
- b) The provostal fountain is finally finished
- c) The provost launches a study abroad program in Antarctica and, curiously, the President launches a search for a new provost
- d) The moratorium on new degree proposals is lifted

What is the moratorium?

- No new programs will be approved during conversion period 2010-2013
- Focus on conversion and existing programs
- Ensure that state reviews program changes expeditiously
- Earliest Provost will approve new programs is Spring 2013 for 2014 start
DRAFTING A 5 YEAR BLUEPRINT FOR THE ACADEMIC PORTFOLIO

Why have a Blueprint?
- Lessons learned
- Strategic alignment
- Clarity

The Academic Portfolio Blueprint: 2013-2018

WHY HAVE A BLUEPRINT?

How many programs did RIT create in 2006?

a) 5
b) 10
c) 15
d) 20
e) 23

Lessons learned

<table>
<thead>
<tr>
<th>Type</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
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<th>2008</th>
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<td>1</td>
<td>1</td>
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<td></td>
<td></td>
<td>12</td>
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<tr>
<td>BBA</td>
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<td>1</td>
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<td>2</td>
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<td></td>
<td></td>
<td>5</td>
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<tr>
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<td>8</td>
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<td>1</td>
<td>1</td>
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<td></td>
<td></td>
<td>15</td>
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<tr>
<td>BS/MM</td>
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<td>3</td>
<td>1</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td>MS</td>
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<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>8</td>
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<tr>
<td>MBA</td>
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<td>1</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>MBA/BBA</td>
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<td></td>
<td></td>
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<td></td>
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<td></td>
<td>4</td>
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<td>Total</td>
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<td>21</td>
<td>15</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>81</td>
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<table>
<thead>
<tr>
<th>University</th>
<th>Number of Programs</th>
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<tbody>
<tr>
<td>St. John Fisher</td>
<td>20 programs</td>
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<tr>
<td>Nazareth</td>
<td>17 programs</td>
</tr>
<tr>
<td>SUNY Empire</td>
<td>17 programs</td>
</tr>
<tr>
<td>Alfred Univ</td>
<td>6 programs</td>
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</table>

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New program development: 2003-2011 (By type)

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>BS</td>
<td>13</td>
</tr>
<tr>
<td>BFA</td>
<td>2</td>
</tr>
<tr>
<td>MS</td>
<td>18</td>
</tr>
<tr>
<td>MST</td>
<td>1</td>
</tr>
<tr>
<td>MEd</td>
<td>1</td>
</tr>
<tr>
<td>MFA</td>
<td>2</td>
</tr>
<tr>
<td>M Arch</td>
<td>1</td>
</tr>
<tr>
<td>B.S./M.S./ B.S./M.S.; B.S./M.E.</td>
<td>18</td>
</tr>
<tr>
<td>Ph.D.</td>
<td>4</td>
</tr>
<tr>
<td>Certificate</td>
<td>4</td>
</tr>
<tr>
<td>Advanced Certificate</td>
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</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>81</strong></td>
</tr>
</tbody>
</table>

New program enrollment: 2003 - 2011

<table>
<thead>
<tr>
<th>College</th>
<th>Program</th>
<th>Degree</th>
<th>Registration Year</th>
<th>Enrollment 2007</th>
<th>Enrollment 2011</th>
</tr>
</thead>
<tbody>
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<td>KGCOE</td>
<td>Chemical Engineering</td>
<td>BS</td>
<td>2009</td>
<td>0</td>
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<tr>
<td>COLA</td>
<td>Museum Studies</td>
<td>BS</td>
<td>2007</td>
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<td>14</td>
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<td>COLA</td>
<td>Philosophy</td>
<td>BS</td>
<td>2008</td>
<td>0</td>
<td>12</td>
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<tr>
<td>COLA</td>
<td>Political Science</td>
<td>BS</td>
<td>2009</td>
<td>0</td>
<td>28</td>
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<tr>
<td>COLA</td>
<td>Journalism</td>
<td>BS</td>
<td>2008</td>
<td>0</td>
<td>18</td>
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<td>International Studies</td>
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<td>18</td>
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<tr>
<td>COLA</td>
<td>Urban &amp; Community Studies</td>
<td>BS</td>
<td>2005</td>
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<td>14</td>
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<td>CHSTM</td>
<td>Biomedical Sciences</td>
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<td>32</td>
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<tr>
<td></td>
<td>Engineering Management</td>
<td>BS/ME</td>
<td>2004</td>
<td>12</td>
<td>32</td>
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<tr>
<td>KGCOE</td>
<td>Mechanical Engineering</td>
<td>BS/ME</td>
<td>2003</td>
<td>355</td>
<td>58</td>
</tr>
</tbody>
</table>

Lesson learned from new programs and enrollment growth?

From 2005 to 2011, overall enrollment at RIT grew by 2,452 students.

From 2005 to 2011, new programs enrolled 2,139 students.

Strategic direction

RIT Mission: career oriented educational programs ...innovative, creative ...global society

RIT Vision: ...preparing students for innovative, creative, and successful careers in a global society

KRA 1: Student Success

KRA 2: Innovation, creativity, research, and scholarship

KRA 3: Excellence

KRA 4: Stakeholder satisfaction
How can the future portfolio intentionally support the goals:

- Student success
- Excellence
- Innovation, research, scholarship and creativity
- Global education
- Increasing the numbers of female and AALANA students on campus
- 5 Essential learning outcomes …

Lastly, clarity

Academic Portfolio Blueprint

- Effective: 2013-2018
- Not prescriptive
- Make-up
  - Boundary conditions or parameters that characterize the portfolio
  - Criteria for adding new programs to the portfolio

THE ACADEMIC PORTFOLIO BLUEPRINT (2013-2018)

...THIS IS WHERE YOU COME IN
Academic Portfolio Blue Print Taskforce

• TF jointly sponsored by Provost and Academic Senate
• Co-chairs:
  – Carole Woodlock, Assoc Professor, CIAS
  – Risa Robinson, Assoc Professor, KGCOE
• Other members from EMCS and 9 colleges

Guiding questions I

Number of Programs  Attraction v. Retention

• Is the current size of the RIT portfolio appropriate?
• Should the portfolio be limited to a certain number of undergraduate and graduate degree programs?
• If not, should there be any parameter regarding the growth of the portfolio?

Guiding questions II

Research & Scholarship

• Is the current portfolio sufficiently supportive of this goal?
• Is the balance of graduate versus undergraduate programs appropriate?

Types of Programs

- The current portfolio has a number of technology-related, art and design, natural science, social science and humanity programs.
- Is the current balance and synergy appropriate?
- If not, what parameter would the taskforce recommend regarding this balance and synergy?

Guiding questions III

Inclusive Excellence  Career Education

• Is the current portfolio sufficiently supportive of these goals?
• Is there a parameter or criterion for the portfolio that will support the campus in achieving these goals?

• Is the current portfolio sufficiently supportive of this goal?
• Is there a parameter or criterion for the portfolio that will support this part of our mission?
Guiding questions IV

Use of Technology

• Should one criterion address the extent to which the program will use technology (e.g., online, in class, etc.) to deliver content?

Co-op & Experiential Learning

• To what extent should the criteria address experiential education?
• Specifically, should the criteria include an experiential education factor?

Guiding questions V

Multicultural Education

• To what extent should the criteria address global and multicultural education?
Questions posed

- Is the current size of the RIT portfolio appropriate?
- Should there be any parameter regarding the growth of the portfolio?
- What is the appropriate balance between attractor and retainer programs?
- Is the current portfolio supportive of research and scholarship?
- Is the balance of graduate versus undergraduate programs appropriate?
- Is the proportion of tech, arts, science, and humanities in the portfolio appropriate?
- Should there be a parameter or criterion for the portfolio that supports inclusivity?
- Should there be a parameter or criterion for the portfolio to support our mission of career education?
- Should there be a criterion that addresses the extent to which the program will use technology (e.g., online, in class, etc.) to deliver content?
- Should there be a criterion that addresses the extent to which the program includes an experiential education factor?

QUESTION #2: WHAT ARE YOUR ANSWERS TO THESE QUESTIONS?