

**SEM Academic Programs and Deliveries (APD) Council  
November 20, 2019**

The SEM APD Council members reviewed the presentation made by Deans Masterson and Meinert at the President’s Mini-Retreat (11/11/19). The presentation focused on both a scorecard focusing on key performance indicators (KPIs) -- recruitment, enrollment, retention, completion, placement, efficiency, and contribution margin, as well as roadmaps (checklists and strategies) to assist academic units to improve in targeted area. As needs and opportunities will vary across academic units, departments will select KPIs to target for improvement. Concern was expressed that there have been mixed messages regarding the need for change. The Council believes unified support and messaging from University leaders (President, Provost, Deans, and Department Heads) is essential to establish a culture committed to continuously improving KPIs.

The APD Council members also briefly reviewed the SEM Consultant Workshops and how they (workshops), as well as pending goals from the SEM Council will help define, or refine the Council’s efforts going forward. Slides from a recent BKD Webinar entitled “Academic Program Contributions: What You Need to Know” were shared with the Council to help frame the need for academic units to recognize the importance of program assessment, market demand, operational efficiencies, and contribution margin. Some concern was expressed that focusing on financial contribution margins might adversely affect faculty buy-in. Acknowledging that academic programs have different cost structures and margins will be critical. There was also concern that a scorecard will be used as a tool for prioritizing programs for elimination. Therefore, it will be equally important to ensure academic programs understand scorecards (KPIs) are designed to assist them in proactively monitoring and improving performance. Creating and maintaining innovative curriculums, increasing enrollment/retention, controlling costs, and focusing on student success and placement is in everyone’s best interest.

Three Council subcommittees (see table below) tasked with identifying barriers, and developing remediation strategies provided updates on their progress.

**Access/Demand Subcommittee** - has been exploring barriers to student access related to departmental/program websites, online/summer courses, marketing materials, and faculty familiarity and/or experience with student recruitment. Recommendations are being developed to assist departments in addressing these barriers.

**Enrollment, Retention, and Completion Subcommittee** - has been exploring strategies to assistant departments establish retention/completion goals, improve faculty advising (where applicable), review prerequisites and corequisites, assess validity of periodicity, utilize waitlists, and improve student performance in courses with high D,F, W rates.

**Program Delivery Models Subcommittee** - has been identifying barriers to program delivery models including faculty buy-in, faculty training and support services for course design and development, identification of online markets, and support services for online students.

The Council will meet again on December 10. Outlook calendar invites have been sent.

| <b>SEM Academic Programs and Deliveries Council Subcommittees</b> |  |                                   |
|---|--|-----------------------------------|
| <b>Access/Student Demand</b>                                      | <b>Enrollment, Retention, Completion</b> | <b>Models of Program Delivery</b> |
| Rob Moore*  | Kent Ragan*                              | Chuck Hermans*                    |
| Kristi Oetting  | Michelle Olson                           | Nancy Gordon                      |
| Heidi Backes  | David Rohall                             | Jen Cox                           |
| Christi Sudbrock  | Hayden Hollingsworth                     | Gary Michelfelder                 |
| Jessica Nelson  | Shannon Holt                             | Monica Feeney                     |
|   | Rachel Anderson                          |                                   |