One VCU Academic Repositioning Task Force

Inaugural Meeting

Monday, July 10, 2023

Co-Chairs, One VCU Repositioning Task Force

Naomi E. Boyd, Ph.D.
Dean of the VCU School of Business

K.C. Ogbonna, Pharm.D., MSHA
Dean of the VCU School Of Pharmacy
One VCU Academic Repositioning Task Force

**Agenda**

1. Welcome & Charge
2. Task Force: Purpose, Landscape, & Opportunity
3. Work Already Underway
4. Design Thinking & SWOT
5. Next Steps

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**University Leadership**
What is the role of this task force?

Develop academic structure recommendations that will create efficiencies, promote broader programmatic collaboration, increased interactions between Schools and Colleges, and provide unique educational experiences for attracting students.
Why is this task force so important to VCU’s future?

Higher Education’s “Perfect Storm”

- Declining birthrates
- Questions about the value of college
- Game-changing technologies
- The pool of likely students is expected to become much smaller and more racially diverse.

- Some colleges and universities will have to make difficult choices about their enrollment practices, academic offerings, and makeup of their student body.
  - The most-selective private colleges and public flagships are expected to fare the best.
- Colleges and universities cannot control demographics but can improve retention and graduation rates.
Higher Education’s “Perfect Storm”

**Demographic Cliff**
Fewer 18-24 year-olds after 2025.
However, more of them will be “VCU” students

**Increased Competition and ROI Concerns**
More employers offering their own postsecondary education
More employers (including Virginia) dropping college degree requirements
Strained family budgets lead to ROI questions about traditional BA programs

**Technological Innovation**
The rise of Artificial Intelligence (AI)

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**Enrollment Trends for Select Virginia Research 1 Universities:**
**Fall Headcount**

Source: SCHEV
An Enrollment Outlier

Four Consecutive Years of Enrollment Decline
Virginia’s only large public university that is shrinking

Record-Setting Classes of New Students
Each year saw increase in applications, acceptances
Each fall’s entering class has been bigger than the last

VCU student experience
Must break through with learning opportunities that are tangible, contextual, and more meaningful

Program Trends
We looked at the top 10 degree programs (based on increasing graduation trends) at 5 Virginia universities.
17 top degree programs were created in the past 10 years.

Source: SCHEV

<table>
<thead>
<tr>
<th>Degree program</th>
<th>Established</th>
<th>Change over 10-year period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Econometrics and Quantitative Economics</td>
<td>2021-22</td>
<td>465</td>
</tr>
<tr>
<td>Management Sciences and Quantitative Methods, Other</td>
<td>2018-19</td>
<td>368</td>
</tr>
<tr>
<td>Public Policy Analysis, General</td>
<td>2013-24</td>
<td>87</td>
</tr>
<tr>
<td>Child Development</td>
<td>2018-19</td>
<td>58</td>
</tr>
<tr>
<td>Elementary Education and Teaching</td>
<td>2021-22</td>
<td>28</td>
</tr>
<tr>
<td>Neuroscience</td>
<td>2015-16</td>
<td>205</td>
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<tr>
<td>Data Science, General</td>
<td>2021-22</td>
<td>174</td>
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<tr>
<td>Real Estate</td>
<td>2014-15</td>
<td>112</td>
</tr>
<tr>
<td>Wildlife, Fish and Wildlands Science and Management</td>
<td>2014-15</td>
<td>72</td>
</tr>
<tr>
<td>Business/Commerce, General</td>
<td>2020-21</td>
<td>245</td>
</tr>
<tr>
<td>Speech Communication and Rhetoric</td>
<td>2019-20</td>
<td>153</td>
</tr>
<tr>
<td>Critical Infrastructure Protection</td>
<td>2017-18</td>
<td>122</td>
</tr>
<tr>
<td>Exercise Science and Kinesiology</td>
<td>2014-15</td>
<td>86</td>
</tr>
<tr>
<td>Computer and Information Systems Security/Auditing/Information Assurance</td>
<td>2019-20</td>
<td>98</td>
</tr>
<tr>
<td>Elementary Education and Teaching</td>
<td>2020-21</td>
<td>72</td>
</tr>
<tr>
<td>Special Education and Teaching, General</td>
<td>2020-21</td>
<td>27</td>
</tr>
<tr>
<td>Finance, General</td>
<td>2020-21</td>
<td>70</td>
</tr>
</tbody>
</table>
New & Growing Programs
Evidence of a Healthy Academic Structure

They drive enrollment growth by leveraging new academic programs

- 5 out 10 of the fastest-growing majors at the University of Virginia were created within the last decade
- 4 out 10 fastest-growing programs at both Virginia Tech and George Mason University were created within the last decade
- 3 out of 10 fastest growing programs at Old Dominion University were created within the last decade

VCU has created virtually no new baccalaureate degree programs with appreciable growth over the same period.

Where does the task force’s work fit in to VCU’s future?

William C. Nelson, Jr.
Senior Vice Provost for Academic Administration and Operations
Office of the Provost
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**Concurrent Working Groups**

- Academic Repositioning
- Student Services
- Academic Program Review
- Scaling Online and Classroom Tech
- Shared Services
- Financial & Administrative Recalibration

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VCU’s Future

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**Tangible Outcomes**

- Ensure the VCU student experience lives up to the promise
- Modernize academic enterprise
- Elevate VCU’s prestige
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Market Relevant Academics → Student Success → Operational Efficiency

VCU’s Future

**Implementation Strategies**

**Short-term**
- Increase new student pipeline
- Improve enrollment yield
- Grow VCU presence in other target markets
- Launch campus-wide student success engagement plan
- Programmatic focus
- Expand support for advisors
- Improve outcomes in courses that are barriers
- Build a culture focused on student success and outcomes
- Grow enrollment in high demand areas
- Create greater value in the VCU degree

**Long-term**
- Demonstrate value in VCU degree
- Prioritize student experience and technology
We are not alone...

Embracing the Possibilities...
Innovation and Change Leadership

Garret Westlake, Ph.D.
Associate Vice Provost for Innovation & Executive Director of the da Vinci Center for Innovation
Examples of Change Management

The Journey from Challenge to Impact *is not linear*

What do we expect?
The Journey from Challenge to Impact …

What actually happens?

WHY?

Feeling the Dip

DENIAL
RESISTANCE
DISORIENTATION
EXPERIMENTATION
COMMITMENT

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People who know what to do (models & tools) and how to be (mindsets & reflexes) can moderate the dip and achieve impact earlier and more often.

### Force Field Analysis

<table>
<thead>
<tr>
<th>Driving</th>
<th>Restraining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rational</td>
<td>Emotional</td>
</tr>
</tbody>
</table>

- **Rational**: facts, data, overt
- **Emotional**: political, cultural, covert
1. **Industry rivalry:** Indicates the degree of competition among existing firms
   - High levels of competition lead to reduced profitability for firms in the same industry

2. **Threat of substitutes:** Availability of substitute products or services will limit a firm’s ability to raise prices

3. **Bargaining power of buyers:** Powerful buyers will have a significant impact on prices

4. **Bargaining power of suppliers:** Powerful suppliers can demand a premium and limit company profits

5. **Barriers to entry:** Includes the threat of new entrants that can act as a deterrent against new competitors and create more stable market share

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**Industry Life Cycles:** Stages Firms Pass Through to Maturity

- **Start-up stage:** Often characterized by new technology/product
- **Consolidation stage:** Industry leaders begin to emerge
- **Maturity stage:** Product has reached potential for use by consumers
- **Relative decline:** May grow less than rest of economy or shrink

![Sales Chart]

- **Rapid and increasing growth**
- **Stable growth**
- **Slowing growth**
- **Minimal or negative growth**

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**Design Thinking & SWOT Analysis: Porter’s 5 Forces**

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**Design Thinking & SWOT Analysis: Industry Life Cycles**

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**Design Thinking & SWOT Analysis: Analysis**

**STRATEGIC DRIVERS:** Look to both the financial and the nonfinancial aspects of VCU to determine the strengths, weaknesses, opportunities, and threats to the firm (SWOT Analysis)

Examples:
- Marketing Success
- Business Model
- Competitive Advantage
- Management
- Structure

- Strengths and Weaknesses come from internally driven factors
- Opportunities and Threats come from externally driven factors

How do we take today’s information and **apply it** to our work?
### Charge & Purpose

- **University Insight**
  - President & Provost Office (Support & Direction)

- **COD Perspective**
  - Council of Deans (Purpose & Collective Planning)

- **Faculty & Staff Engagement**
  - University Repositioning Taskforce (Charge & Scaffolding)

- **Consultative Segments**
  - Consultation (UW-M)

### Information Gathering

- **University Insight**
  - IRDS Gap Analysis & Unit Level Data (Enrollment, Finances, FTEs, Strategic Plan)

- **COD Perspective**
  - Individual Dean Meetings

- **Faculty & Staff Engagement**
  - Institutional Comparisons

- **Consultative Segments**
  - Alumni & Donor Base

### Report Formation

- **University Insight**
  - Collation of Data Sources

- **COD Perspective**
  - COD Progress Reports & Option Sharing

- **Faculty & Staff Engagement**
  - Working Groups (To be defined)

- **Consultative Segments**
  - Accreditation Standards

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### One VCU Academic Repositioning Task Force

**Next Steps**

- **Next Meeting:** Monday, July 17
- **Approach:**
  - Work Group Formation
  - Dean Liaison
- **Cadence:** Weekly Meeting
- **Communication:**
  - Website: [https://repositioning.vcu.edu/](https://repositioning.vcu.edu/)
  - Email: repositioning@vcu.edu