

# One VCU Academic Repositioning Task Force

Inaugural Meeting

Monday, July 10, 2023



## Co-Chairs, One VCU Repositioning Task Force

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**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

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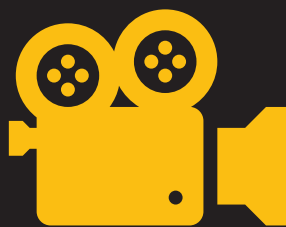
1. Welcome & Charge
2. Task Force: Purpose, Landscape, & Opportunity
3. Work Already Underway
4. Design Thinking & SWOT
5. Next Steps



## One VCU Academic Repositioning Task Force

### University Leadership

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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

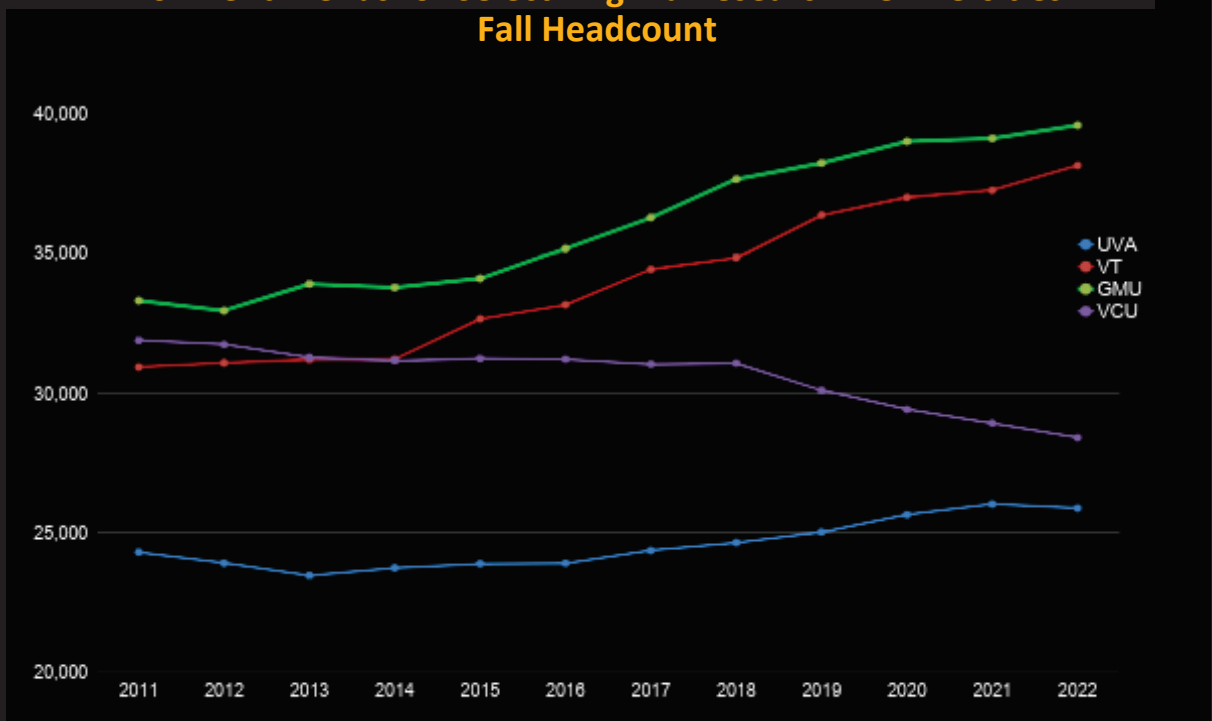
## Technological Innovation

The rise of Artificial Intelligence (AI)



# Enrollment

### 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

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

## New & Growing Programs

### Evidence of a Healthy Academic Structure

#### They drive enrollment growth by leveraging new academic programs

- **5 out of 10** of the fastest-growing majors at the **University of Virginia** were created within the last decade
- **4 out of 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




# VCU's Future



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## Tangible Outcomes



Ensure the VCU student experience lives up to the promise



Modernize academic enterprise

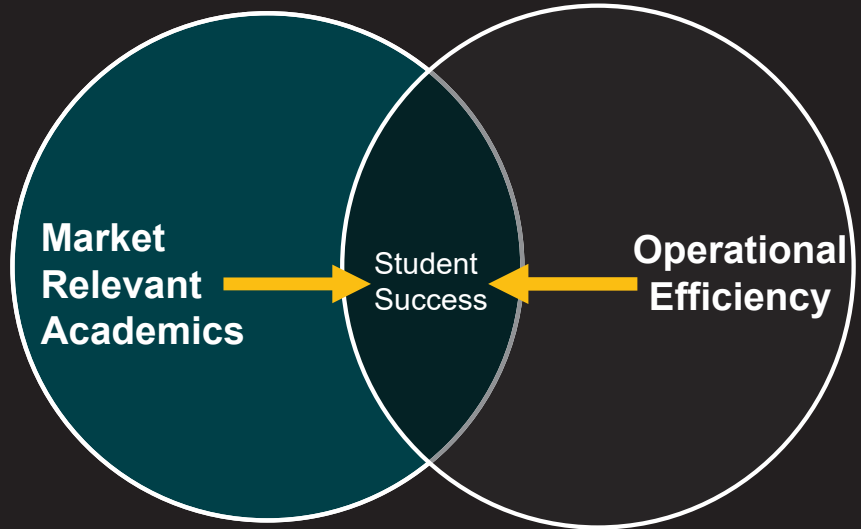


Elevate VCU's prestige





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## 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

#### Long-term

Build a culture focused on student success and outcomes

Grow enrollment in high demand areas

Create greater value in the VCU degree

Demonstrate value in VCU degree

Prioritize student experience and technology



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We are not alone...



Embracing the **Possibilities...**  
Innovation and Change Leadership

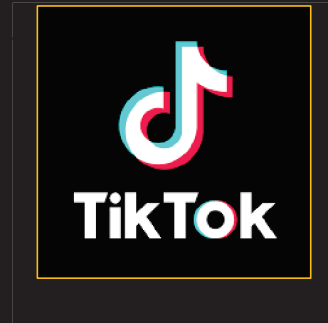
**Garret Westlake, Ph.D.**

Associate Vice Provost for Innovation & Executive Director  
of the da Vinci Center for Innovation



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## Examples of Change Management



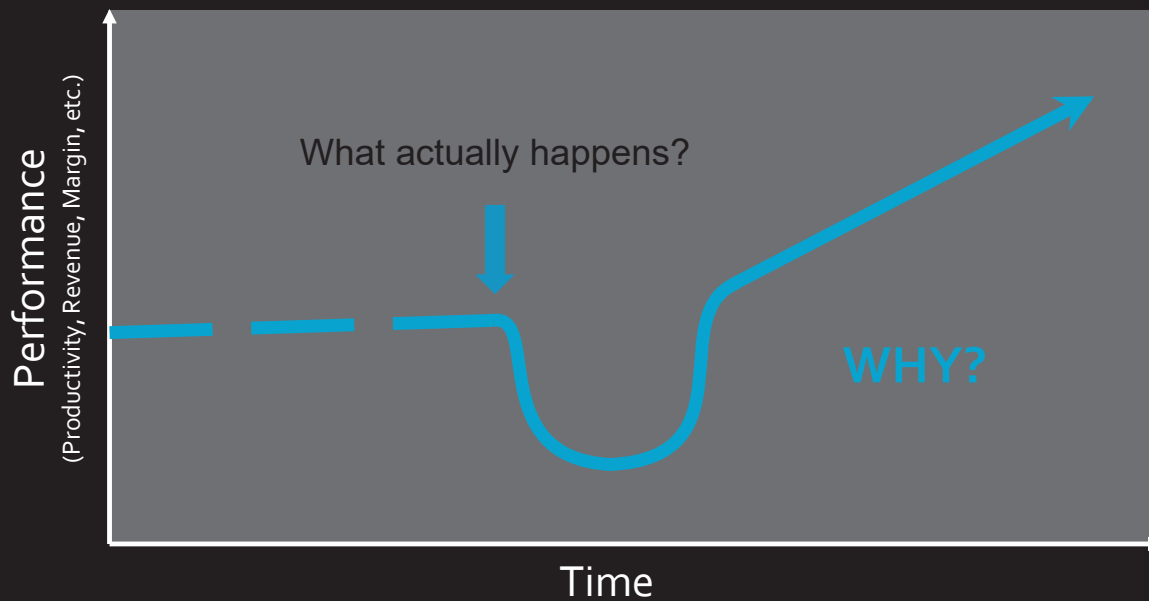
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## Change Management

### The Journey from Challenge to Impact *is not linear*



## The Journey from Challenge to Impact ...



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## Feeling the Dip

DENIAL

RESISTANCE

DISORIENTATION

COMMITMENT

EXPERIMENTATION

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# Moderating the Dip



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.

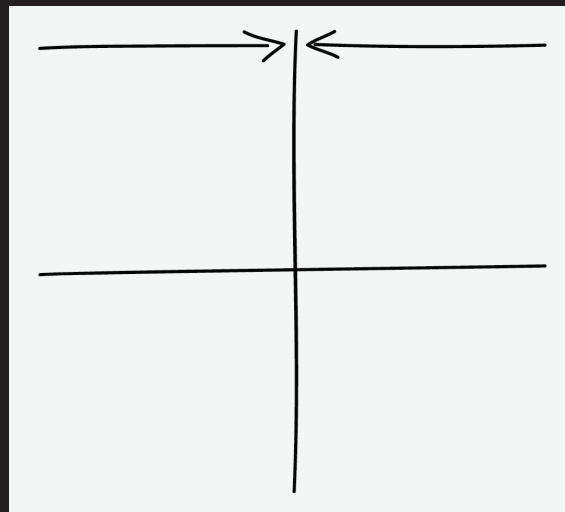
# Force Field Analysis

Driving

Restraining

Rational  
facts, data, overt

Emotional  
political, cultural, covert



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### Design Thinking & SWOT Analysis: **Porter's 5 Forces**

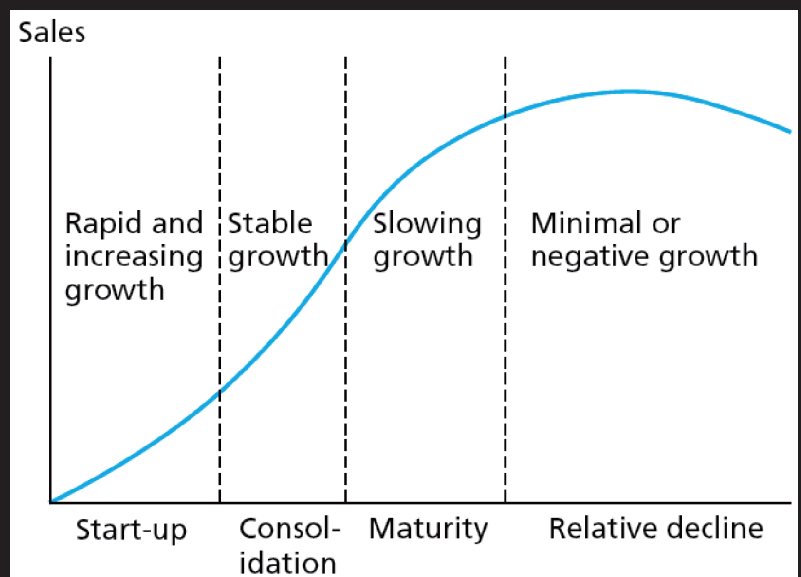
1. **Industry rivalry:** Indicates the degree of competition among existing firms
  - High levels of competition lead to reduced profitability for firms in the same industry
2. **Threat of substitutes:** Availability of substitute products or services will limit a firm's ability to raise prices
3. **Bargaining 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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### Design Thinking & SWOT Analysis: **Industry Life Cycles**

- **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



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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?



# Application

PHASE I

PHASE II

PHASE III

## Charge & Purpose

## Information Gathering

## Report Formation

University Insight

President & Provost Office  
(Support & Direction)

IRDS Gap Analysis & Unit  
Level Data (Enrollment,  
Finances, FTEs, Strategic  
Plan)

Collation of Data Sources

COD Perspective

Council of Deans  
(Purpose & Collective  
Planning)

Individual Dean Meetings

COD Progress Reports &  
Option Sharing

Faculty & Staff  
Engagement

University Repositioning  
Taskforce  
(Charge & Scaffolding)

Institutional Comparisons

Working Groups  
(To be defined)

Consultative  
Segments

Consultation (UW-M)

Alumni & Donor Base

Accreditation Standards

## 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/>
  - Email - [repositioning@vcu.edu](mailto:repositioning@vcu.edu)