

# Prioritizing Academic Programs *and* Services

REALLOCATING  
RESOURCES TO  
ACHIEVE  
STRATEGIC  
BALANCE

*Robert C. Dickeson*

*Published in Association with the  
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Foreword by  
Stanley O. Ikenberry

# Prioritizing Academic Programs And Services Reallocating Resources To Achieve Strategic Balance

**Stein, David, Glazer, Hilda  
R., Wanstreet, Constance**



## **Prioritizing Academic Programs And Services Reallocating Resources To Achieve Strategic Balance:**

**Prioritizing Academic Programs and Services** Robert C. Dickeson, 2010-01-26 *Prioritizing Academic Programs and Services* REVISED AND UPDATED Increasing economic concerns make the new edition of this best selling classic an invaluable resource for those who want and need to implement a proven step by step approach to reallocating resources in tough times Thoroughly revised and updated *Prioritizing Academic Programs and Services* includes new recommendations from the field communication strategies for more successful campus implementation a new section on the sources of hidden costs and a Prioritization Process and Implementation workbook designed to help administrators avoid costly mistakes This book includes access to additional content online including models for prioritization from a variety of campuses Based on the author s extensive consulting experience this necessary and timely resource offers the best advice for addressing the current economic concerns affecting most colleges and universities Praise for *Prioritizing Academic Programs and Services* For more than a decade higher education leaders have turned to Dickeson s practical guide to academic program assessment These newly expanded approaches are just in time for today s competitive environment SUZANNE SHIPLEY president Shepherd University Dickeson provides a compelling rationale for program prioritization as well as a practical planning structure that promotes alignment between programs resources and university mission Presidents and provosts can use his approach to frame campus discussions around the future of the institution and away from legacy programs whose time has passed KYLE R CARTER provost and senior vice chancellor Western Carolina University Dickeson s approach ensures that critical decisions regarding academic programs and resource allocation are aligned with strategic goals and institutional mission As one of the early adopters of the process that he proposes I am convinced that it is a powerful and practical tool for any college or university committed to remaining focused resilient vital and relevant in a dynamic and increasingly challenging environment DAVID MAXWELL president Drake University

*Prioritizing Academic Programs and Services* Robert C. Dickeson, 1999-04-09 *Prioritizing Academic Programs and Services* outlines a step by step method for effectively reallocating resources Robert C Dickeson a former university president guides academic leaders through the process of ranking programs according to such critical factors as enrollment size and relevance to institutional mission The book also includes successful strategies for suspending programs that hover on the margins of productivity and affordability This book s concise format is ideal for use by groups including members of governing boards and public officials concerned about reform in higher education

*Business Practices in Higher Education* Mark A. Kretovics, Erica Eckert, 2019-10-08 The new edition of *Business Practices in Higher Education* offers aspiring higher education and student affairs professionals an understanding of the fundamental business practices of colleges and universities The authors apply business concepts and models and explain how they can be leveraged to improve the overall efficiency and effectiveness of higher education institutions Useful examples from a wide range of institutions including small private college large public universities and community colleges

address macro level higher education and student population issues while also addressing micro level issues for individual institutions or students Business practices are critical to the academic student affairs and administrative sides of higher education This book helps readers understand the true nature of higher education and appreciate how the academy effectively incorporates business practices into everyday work lives New in this edition Updated coverage of current practice and research New chapters on accounting strategic planning and fundraising End of chapter questions for discussion

**The Art and Politics of Academic Governance** Kenneth P. Mortimer, Colleen O'Brien Sathre, 2010-02-15 Using case studies and relevant literature this book illustrates the challenges to legitimate Shared governance domains when the routine of the academy is forced to deal with big issues often brought on by external forces Mortimer and Sathre have gone beyond a discussion of faculty administrative behavior by focusing on what happens when the legitimate governance claims of faculty trustees and presidents clash They place these relationships in the broader context of internal institutional governance and analyze the dynamics that unfold when advocacy trumps collegiality The book closes with a defense of shared governance and offers observations and practical suggestions about how the academy can share authority effectively and further achieve its mission

**Planning and Assessment in Higher Education** Michael F. Middaugh, 2011-01-25 PLANNING AND ASSESSMENT IN HIGHER EDUCATION Demonstrating Institutional Effectiveness In this era of increasing pressure on higher education institutions for accountability Planning and Assessment in Higher Education is an essential resource for college and university leaders and staff charged with the task of providing evidence of institutional effectiveness Michael F Middaugh a noted expert in the field shows how colleges and universities can successfully measure student learning and institutional effectiveness and use these results to create more efficient communications with both internal and external constituencies as well as promote institutional effectiveness to support student learning How can the assessment of institutional effectiveness be used to provide a solid foundation for planning Middaugh has crafted a comprehensive practical guide that also explains what accrediting agencies really want and need to know about these topics Elizabeth H Sibolski executive vice president Middle States Commission on Higher Education Only Michael Middaugh the unquestioned national leader in this field could write such a lucid overview of how to make institutional assessment and planning really work as a tool rather than as a tedious requirement He helped invent and shape the focus of national assessment rubrics and now offers his insights into how to make them work for your institution John C Cavanaugh chancellor Pennsylvania State System of Higher Education Middaugh provides extremely helpful and practical guidance and insights on how colleges and universities can use assessment tools and frameworks to improve both academic programs and administrative operations A valuable and timely book for all higher education leaders James P Honan senior lecturer on education Harvard Graduate School of Education

**Project and Program Management** Mitchell L. Springer, 2019-03-15 Choosing the right people to carry out a project is essential to its success When multiple projects are combined into a complex program the human aspect

becomes even more important This book is the first to truly balance a complete account of the technical aspects of project and program management with a practical approach to understanding and developing the core competencies required to accomplish desired goals On the technical side this book is a complete introduction to predicting costs setting schedules and assessing risks On the people side it sheds new light on how to mold different personality types into a team how to motivate the team s members and how to produce extraordinary results The author details the essential parts of the program management approach describing the best way to define organize and schedule the work to be done identifying risks and controlling costs during the whole process This fourth edition has been significantly revised with every chapter updated The volume considers the magnitude of recent social political and technological changes and the impact is represented throughout this book Included are insights from numerous students who bring to the forefront their current real world practices from their individual businesses industries and disciplines

**Resources in Education** ,1999-10 Weathering the Storm Richard N. Matzen Jr.,Matthew Abraham,2019-08-15 Weathering the Storm assesses the socioeconomic and political conditions that have surrounded the rise of independent writing programs IWPs and departments Chapter contributors look at the institutional conditions and challenges that IWPs have faced since the 1980s with a focus on enduring the financial collapse of 2008 Leading writing specialists at the University of Texas at Austin Syracuse University the University of Minnesota and many other institutions document and think carefully about the on the ground obstacles that have made the creation of IWPs unique From institutional naysayers in English departments to skeptical administrators IWPs and the faculty within them have surmounted not only negative economics but also negative rhetorics This collection charts the story of this journey as writing faculty continually make the case for the importance of writing in the university curriculum Independence has for the most part allowed IWPs to better respond to the Great Recession but to do so they have had to define writing studies in relation to other disciplines and departments Weathering the Storm will be of great interest to faculty and graduate students in rhetoric and composition writing program administrators and writing studies and English department faculty Contributors Linda Adler Kassner Lois Agnew Alice Batt David Beard Davida Charney Amy Clements Diane Davis Frank Gaughan Heidi Skurat Harris George H Jensen Rodger LeGrand Drew M Loewe Mark Garrett Longaker Cindy Moore Peggy O Neill Chongwon Park Louise Wetherbee Phelps Mary Rist Valerie Ross John J Ruszkiewicz Eileen E Schell Madeleine Sorapure Chris Thaiss Patrick Wehner Jamie White Farnham Carl Whithaus Traci A Zimmerman

**Using Servant Leadership** Angelo Letizia,2018-04-09 Using Servant Leadership provides an instructive guide for how faculty members can engage in servant leadership with administrators students and community members By utilizing a wide range of research and through a series of case studies Angelo J Letizia demonstrates how with a bit of creative thinking the ideals of servant leadership can work even in the fractious cash strapped world of contemporary higher education Furthermore he considers how these concepts can be implemented in pedagogy research strategic planning accountability and assessment

This book points the way to a more humane university one that truly serves the public good *Resource Management for Colleges and Universities* William F. Massy, 2020-06-09 How comprehensive activity based models can help university leaders and faculty reshape their institutions through better resource management Resources in higher education steer colleges and universities both strategically and tactically They drive incentives and accountability for faculty and staff while providing academics with the infrastructure they need in order to perform effectively But while American colleges and universities remain the gold standard for worldwide higher education *Resource Management for Colleges and Universities* argues that their decision making cultures and business models are beset by serious flaws In this audacious book William F Massy writes that resource allocation in colleges and universities needs to become more responsive to academic mission marketplace realities and the requirements of financial sustainability Such improvement is needed he asserts because few institutions currently have the evidence know how and cultural capacity to take advantage of modern information systems and models Luckily today s academic resourcing models enable academic leaders and faculty to close the gaps and do a significantly better job of controlling costs and improving academic performance Massy describes three kinds of contemporary comprehensive AR models internal economic external economic and mission market margin He explains how these models if used correctly support mission critical academic decisions and reveals why they are game changers for college and university management Describing how real universities are using these models to understand their teaching and research revenues and costs and to predict changes needed in budget planning Massy also provides numerous insights about how academic organizations function and how they can be induced to adopt needed changes Building on *Reengineering the University* Massy s earlier book *Resource Management for Colleges and Universities* will provide readers with the wherewithal and the motivation to fundamentally transform their institutions

**The Intentional Dean** John C. Alessio, 2017-04-07 Cover Half Title Title Page Copyright Page Dedication Table of Contents List of Tables Preface Acknowledgments 1 Taking the Fall into Deanship Making the Decision 2 Making the Deanship Happen Finding the Open Position 3 Getting the Call 4 Teach Me My Job Andrea 5 Setting Your Own Agenda 6 Budgeting and Budget Related Activities 7 Personnel Requests 8 Promotion and Tenure 9 Disciplinary Actions 10 Merit Pay 11 Austerity and Academia 12 Knowing When to Move On Index

**Business Revolution in a Digital Era** Alina Mihaela Dima, Fabrizio D'Ascenzo, 2021-01-04 This proceedings volume presents a selection of the best papers from the 14th International Conference on Business Excellence Business Revolution in the Digital Era ICBE 2020 held in Bucharest Romania The respective papers share the latest findings and perspectives on innovation in a turbulent business environment and on improvements in economic societal and technological structures and processes to help reach major sustainability goals

*Academic Freedom in Conflict* James L. Turk, 2014-03-27 For more than a century academics have had unique rights not enjoyed by other citizens to speak teach and write freely Central to the case for academic freedom is that scholars must be able to voice their views free of fear in order for society to gain a better

understanding of ourselves and our world Academic freedom has always faced challenges Professors have been pressed to alter their work because it offends powerful interests both inside and outside the university Some have been fired or denied jobs for their political views their criticisms of colleagues and administrators and their refusal to buckle under corporate pressures to hush up research findings The sixteen contributors to this volume cite many such instances in Canada and the U S More significantly they point out how governments corporations and university administrators today are seeking to narrow academic freedom Among them Major donors are acquiring control over university teaching and even hiring decisions University administrators are firing professors with unpopular political views while pretending that the reasons for their decisions lie elsewhere Governments are using funding mechanisms to force feed research in some areas while shutting down inquiry in others Campus wide policies enforcing civility rules are preventing criticism and debate within a university Judges are issuing decisions which reverse previous rulings supporting academic freedom in the U S and Canada Together the contributors to this book document the many arenas in which academic freedom is in jeopardy and explore its legitimate limits The Jossey-Bass Academic Administrator's Guide to Budgets and Financial Management Margaret J.

Barr,2003-02-03 Newly appointed academic managers are often unsure how to effectively manage their department s fiscal affairs The Jossey Bass Academic Administrator s Guide to Budgets and Financial Management is specifically designed for administrators who need guidance for managing the fiscal resources of a department or unit Using this book administrators can learn to better understand the broad fiscal context of their institutions and thereby master their own role and function within the institution **Driving Innovation With For-Profit Adult Higher Education Online Institutions** Stein,

David,Glazer, Hilda R.,Wanstreet, Constance,2022-01-14 The emergence of remote and for profit universities has provided increased opportunities for adult learners to obtain higher education degrees in a technologically dependent teaching learning environment During the pandemic for profit online learning institutions experienced increases in enrollment while face to face institutions experienced a decrease Higher education accreditation bodies have legitimized distance learning virtual universities as sites for adult learners especially part time adult learners and made distance education an accepted way to receive a higher education degree Driving Innovation With For Profit Adult Higher Education Online Institutions focuses on teaching and learning in distance learning remote universities This book explores describes and questions the role of these institution in the higher education landscape This publication examines the ideas programs student services and curriculum innovations that created the space for the for profit distance education university to become a competitive force in the higher education marketplace Covering topics such as driving achievement internships and part time faculty this book is an essential resource for university leaders administrators faculty student services leadership and staff higher education historians and researchers accreditors and regulators and academicians **Advancing Higher Education as a Field of Study** Sydney Freeman,Linda Serra Hagedorn,Lester Goodchild,Dianne Wright,2023-07-03 Winner of the 2015 Auburn

Authors Awards Where is higher education as a field of study going in this century How will higher education program leaders design and sustain their degree programs vitality in the face of perennial challenges from inside and outside the academy While in 1979 the Council for the Advancement of Standards in Higher Education CAS defined standards for student affairs master s level preparation and while 2010 saw the adoption of guidelines for higher education administration and leadership preparation programs at the master s degree level there still are however no guidelines that address higher education leadership doctoral programs despite increasing demands for assessment and evaluation This book suggests that higher education administration doctoral degree guidelines are a critical next step in advancing their program quality and continuity It offers a review of the field s history the condition of its higher education programs developments from the student affairs specialization and its guidelines and a multi chapter dialogue on the benefits or disadvantages of having guidelines At a time of urgency to prepare the next generation of higher education faculty and leaders this book sets out the parameters for the debate about what the guidelines should cover to ensure the appropriate and effective preparation of students It also offers a useful framework for enriching the knowledge of deans chairs program coordinators and faculty who are engaged in program design assessment and revision It will also be of interest to policymakers the personnel of accrediting agencies and not least graduate students within higher education preparation programs All the contributors to this volume have the exemplary expertise leadership experience and a close association with higher education guidelines and standards and have extensively contributed to the literature on higher education

*Leadership for Change in Teacher Education* Susan E. Elliott-Johns, 2015-02-03 Leadership for Change in Teacher Education Voices of Canadian Deans of Education presents a rich sampling of diverse perspectives on the topic in a unique collection of reflections contributed by Canadian deans of education The focus of the inquiry What would we hear from deans of education invited to share their perspectives on leadership for change in contemporary teacher education invited deans of education to reflect on the research policies and practices currently informing their leadership The results fourteen engaging and provocative essays offer important insights and increased understandings of the complex nature of their work and explore concerns raised in relation to lived experience and the multi faceted processes of leading change for teacher education in contemporary contexts Reflections in these short essays underscore the critical role of deans in provoking supporting and championing new ideas and approaches to pedagogy for teacher education and make clear the complexities inherent in leading the change The Coda highlights the limited scope of related research available in the current literature and recommends urgent attention in both research and practice to the preparation of deans and support for their ongoing professional learning and sustainable leadership This book will be of great interest to scholars deans of education teacher educators university administrators and other policymakers Leadership for Change was a catalyst to immersing myself in this book promising as it does the Voices of Canadian Deans of Education A member of the Association of Canadian Deans of Education ACDE for over a decade I have



been honoured to join these voices around many conference tables and other informal sessions The promise of important insights these voices can share is fulfilled within every one of the compelling chapters The book reminds us of the diverse geographical political and theoretical contexts that enhance understandings of multiple perspectives on leadership and the complex educational challenges inherent in contemporary teacher education A deep commitment to public education and a profound work ethic towards stellar relevant teacher education resonates across the work of these deans of education This thought provoking book makes a valuable contribution to the literature on reconceptualising leadership for teacher education

Professor Fern Snart Dean of Education University of Alberta      **Discover Digital Libraries** Iris Xie, Krystyna

Matusiak, 2016-07-26 Discover Digital Libraries Theory and Practice is a book that integrates both research and practice concerning digital library development use preservation and evaluation The combination of current research and practical guidelines is a unique strength of this book The authors bring in depth expertise on different digital library issues and synthesize theoretical and practical perspectives relevant to researchers practitioners and students The book presents a comprehensive overview of the different approaches and tools for digital library development including discussions of the social and legal issues associated with digital libraries Readers will find current research and the best practices of digital libraries providing both US and international perspectives on the development of digital libraries and their components including collection digitization metadata interface design sustainability preservation retrieval and evaluation of digital libraries Offers an overview of digital libraries and the conceptual and practical understanding of digital libraries Presents the lifecycle of digital library design use preservation and evaluation including collection development digitization of static and multimedia resources metadata digital library development and interface design digital information searching digital preservation and digital library evaluation Synthesizes current research and the best practices of digital libraries providing both US and international perspectives on the development of digital libraries Introduces new developments in the area of digital libraries such as large scale digital libraries social media applications in digital libraries multilingual digital libraries digital curation linked data rapid capture guidelines for the digitization of multimedia resources Highlights the impact challenges suggestions for overcoming these challenges and trends of present and future development of digital

libraries Offers a comprehensive bibliography for each chapter      **The Role of Leaders and Actors in Academy-Business**

**Partnerships: Issues of Risk, Trust, Power, Ethics, and Cooperation** Clevenger, Morgan R., Kretovics, Mark, Watts, Jessica Shepard, 2024-09-17 In academic business partnerships many challenges plague both sides of the equation From navigating complex power dynamics to ensuring ethical conduct managing risk and fostering trust these collaborations often seem to walk a tightrope without a safety net The critical actors involved such as university leaders corporate executives and government policymakers often struggle to strike the delicate balance required for success It is a world where mishaps are as common as best practices and the potential for growth and innovation remains untapped due to these hurdles The Role of

Leaders and Actors in Academy Business Partnerships Issues of Risk Trust Power Ethics and Cooperation emerge as the guiding light in this labyrinthine journey This book does not just highlight the issues it presents concrete solutions By offering a comprehensive exploration of the roles and responsibilities of key players from university presidents to corporate executives it equips readers with the knowledge and tools needed to navigate the intricate dynamics of these partnerships successfully With real world examples of best practices and the cautionary tales of the dark side of leadership this book empowers academic scholars and corporate leaders alike to make informed decisions and forge collaborations that truly benefit both sides

*Power, Discourse, Ethics* Kenneth D. Gariepy, 2015-12-21 In this unique study emerging higher education leader and policy expert Kenneth D Gariepy takes a Foucauldian genealogical approach to the study of the intellectually free subject through the analysis of selected academic freedom statement events Assuming academic freedom to be an institutionalized discourse practice operating in the field of contemporary postsecondary education in Canada a specific kind of cross disciplinary historico theoretical research is conducted that pays particular attention to the productive nature and effects of power knowledge The intent is to disrupt academic freedom as commonsensical good and universal right in order to instead focus on how it is that the academic subject emerges as free unfree to think and therefore free unfree to be through particular effective and effecting regimes of truth and strategies of objectification and subjectification In this way the author suggests how it is that academic freedom operates as a set of systemically agonistic practices that might only realize a different economy of discourse through the contingent nature of the very social power that produces it Dr Gariepy s use of Foucault s genealogical analysis provides a wholly different way in which to re think the construction and practice of academic freedom in Canada and is thus an important contribution to the broader discursive field it seeks to analyze Given contemporary neoliberal critiques of the university the issue of academic freedom and the intellectually free subject is a vital problem that is of interest to numerous knowledge producing communities on and off campus Equally important in addressing the problem of academic freedom is how the book also contributes a new description of the genealogical method something Foucault did not stipulate that is original ambitious compelling and insightful I commend Dr Gariepy for returning to investigate anew an issue we think we know E Lisa Panayotidis PhD Professor Chair Educational Studies in Curriculum and Learning Werklund School of Education University of Calgary Editor of History of Intellectual Culture

## Whispering the Techniques of Language: An Emotional Journey through **Prioritizing Academic Programs And Services Reallocating Resources To Achieve Strategic Balance**

In a digitally-driven earth where screens reign supreme and immediate conversation drowns out the subtleties of language, the profound secrets and mental subtleties concealed within phrases usually move unheard. However, situated within the pages of **Prioritizing Academic Programs And Services Reallocating Resources To Achieve Strategic Balance** a charming fictional treasure sporting with organic emotions, lies an exceptional journey waiting to be undertaken. Penned by an experienced wordsmith, that charming opus encourages readers on an introspective trip, gently unraveling the veiled truths and profound affect resonating within the cloth of every word. Within the emotional depths of the poignant evaluation, we will embark upon a honest exploration of the book is primary styles, dissect their interesting publishing design, and succumb to the strong resonance it evokes deep within the recesses of readers hearts.

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