

Building a Sustainable Academic Portfolio

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Higher Ed's Financial Roller Coaster

“State support is too often caught in boom or bust cycles. That volatility destabilizes the sector”

*The Chronicle of
Higher Education*
August 30, 2023

Nationally

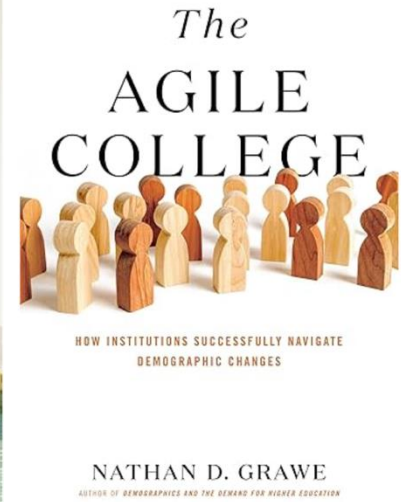
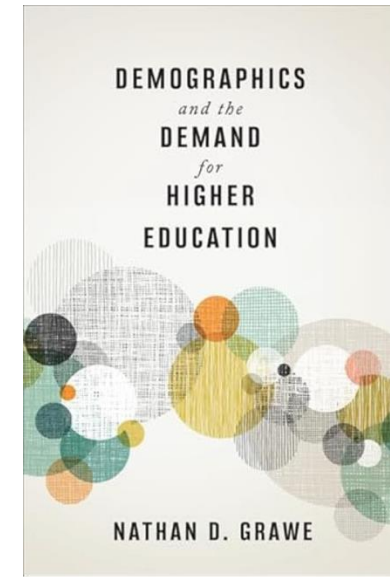
- “Enrollment Cliff”
- Disruption of COVID

State

- Texas Legislature
- Tuition/Fees (2-yr freeze on undergrad)
- State Funding

Higher Ed is not unlike other industries

- Must continue to adapt



This is a great time to be at UHCL

- Academic Affairs must focus on continuous improvement in :
 - Student Success
 - Academic Excellence
 - Academic Engagement



Building a Sustainable Academic Portfolio

Best Practices

Optimized Programs

Optimized Scheduling

Clear Enrollment Goals

Research Support

Academic Portfolio

Best Practices

- Regionally focused
- Changes over time (adapts)
- Built around employer and student demand
- Takes advantage of university strengths (location, resources, faculty expertise)

Things to avoid

- Over expansion
- Building around individual interests
- Unnecessary competition
- Making decisions without all of the necessary information

Existing Program Assessment & Program Gap Analysis

- Which of our programs are positioned for stable or growing enrollment over the next five years, and which are not?

- Does the performance of our programs represent institutional strengths and weaknesses or larger trends in the economic and higher education landscapes?

- Are our program offerings aligned with future student and employer demand?

- What promising and high-growth programs are missing from our portfolio?
- Where would it be prudent to make changes to our portfolio?

- Are we allocating our resources to the right areas?
- Are all of our programs aligned to our mission and strategic plan?

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Data Informed

Student & Employer Demand

- Yield rate (admitted/enrolled)
- Current program enrollment
- Enrollment growth rate

Focused on Student Success

- Graduation Rates
- Retention Rates
- Average Time to Completion
- Job Placement/Grad School Placement

Program Efficiency

- Faculty/student ratios
- SCHs and course fill rates
- Program-specific costs
- ROI

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Strategic Scheduling Team

Goal: Follow Course Scheduling Best Practices

- Understand our students' needs
- Collect data
- Centralize scheduling processes and practices

Suggested Areas for Review

Scheduling Grid and Course Modalities

Guidelines for Course Caps and Waitlists

Room Assignments (SUE Scores)

Summer Sessions

Final Exam Schedule

Best Practice:

Academic Year Scheduling

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Program Level Goals

Setting enrollment goals is a **collaborative** process that requires on-going **conversations**

- Intentionality (monitor progress):
 - short-term goals
 - long-term goals
- Aligned with college and university goals
- Aligned with faculty resources
- Aligned with facility/university resources
- Supported by program-specific marketing



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Impact on the University of Research and Sponsored Programs

- Integral to the process of learning
- Helps bring additional resources
- Helps tell our story



Thank
You.

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