How to Revise an Entire Curriculum (and More) at Once

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Gigi Gokcek, Director of Honors Program

Colette Galiani, Senior Associate Registrar & Director of Academic Operations.
Setting the Table: new structures, usable data

Nicola Pitchford
Vice President for Academic Affairs + Dean of the Faculty
• a one-page strategic vision
• goal: to create, in 3 years, a financially and academically sustainable university while maintaining academic quality and alignment with Dominican’s mission
INITIATIVE I
ENROLLMENT MANAGEMENT AND PROGRAM INNOVATION
Dominican at 130 Projection:

➢ 3-year budget
➢ Full-time equivalent (FTE) total
➢ Program innovation

INITIATIVE II
THE DOMINICAN EXPERIENCE
Dominican at 130 Projection:

➢ Four Dominican Experience dimensions within all programs and General Education
➢ Student Institutional Learning Outcomes (ILO) progress
➢ Post-graduation success

INITIATIVE III
CURRICULUM ALIGNMENT
Dominican at 130 Projection:

➢ Retention and persistence rates
➢ Student:Faculty ratio
➢ Required number of units

THE STUDENT

OPERATIONS & INFRASTRUCTURE

DOMINICAN AT 130 YEARS: THE ROAD TO 2020-2021
The Dominican Experience for all

INTEGRATIVE COACHING
works with an integrative coach and a network of mentors all four years

SIGNATURE WORK
completes signature work in the form of original research, writing, or art

COMMUNITY ENGAGEMENT
learns through meaningful partnerships with local and global communities

DIGITAL PORTFOLIO
crafts a digital portfolio that includes reflections, milestone assignments, plus education and career plans
Institutional Learning Outcomes (ILOs)

- task force
- campus-wide voting
Tools for change: Summer 2017

One-time gatherings

- Teagle Foundation-funded workshops: Agnes Scott College, Mills College, and Dominican
- Cabinet-level planning retreat
- Grant-funded summer working group
Charge:

- Identify parameters/framework
- Map out a **one-year** process/timeline
Mandate from the President and VPAA:

- More flexibility for students
- Fiscal sustainability
- Build on strengths of the Dominican Experience
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A single parameter:

- 14:1 student-faculty financial ratio
- target average class size = 20
• Center the students
• Exceptions come later – first, everyone must try
• No data-dithering
New, temporary governance body

- Curriculum Oversight Group
Lessons learned

Implementation is as important as design

• build in time
  • OR
• simultaneously design implementation
New, temporary governance bodies

• Curriculum Oversight Group
• Systems and Operations group
Curricular Redesign: engagement and process

Mojgan Behmand, Associate VP for Academic Affairs + Dean of General Studies
Gigi Gokcek, Director of Honors Program
Year of Redesign: 2017-18

- From 45-46 unit GE to 36-unit Core Curriculum
- 22 revised majors, 19 revised minors, 7 graduate programs, 4 new minors
- 1 completely one new Applied Computer Science major...

for a grand total of 53
Curricular Redesign: Engagement

Faculty buy-in:

• Genuine concern for university's long-term fiscal sustainability
• Opportunity for innovation and re-design of majors/minors and general education curriculum
• Faculty concern for career goals and well-being of students
• Faculty workload management and work-life balance
• Change is exciting: opportunity to collaborate with colleagues across academic silos
Comparison of student:faculty ratios
Dominican versus peers

Source: IPEDS
Comparison of spending ratios: Dominican versus peers

Curricular Redesign: Process

- Process matters!
- Those unhappy with the outcome will come for process to undermine it
Curricular Redesign:
Process

• Know your institution and its processes
Curricular Redesign: Process

- Know your goals
- Articulate desired outcomes; attach honest rationales
- Share both
Know Your Role!
Curricular Redesign: Process

- Know your own role and authority
Curricular Redesign: Process

- Identify stakeholders, their formal functions and campus roles, and their desired outcomes (explicit and implicit)
KEEP CALM AND JOIN SHARED GOVERNANCE
Curricular Redesign: Process

• Participate in Shared Governance and existing structures. Structures may be rethought but you must have credibility and standing in order to bring about change.
GET ALL THE INFORMATION YOU CAN, WE'LL THINK OF A USE FOR IT LATER.
No thanks!

We are too busy
Curricular Redesign: Process

• Gather and deploy meaningful Data
COMMUNICATION

PLAN
Curricular Redesign: Process

- Communicate openly and extensively throughout; engage the campus/school through a variety of means as you move towards a vote
Introduction

General Education has a strong history at Dominican University of California, originally a Catholic liberal arts college and now an independent university with a liberal arts core, strong professional programs, and graduate offerings.
Sample Approval Processes

General Education

- General Education Committee
- Curriculum Committee
- Faculty Senate
- Deans’ Council
- President’s Cabinet
- Board of Trustees/Regents
MOST IMMEDIATE OUTCOME IS...
Lessons learned

Implementation is as important as process

- Expand staff role in process
Implementation: importance and challenges

Colette Galiani, Sr. Associate Registrar and Director of Academic Operations
Implementation: Things to consider

• Competing projects
• Timeline
  ○ Development AND Implementation teams
  ○ Systems Operation Group
• Intended Communications
  ○ Development stage creates unknown and many unanswered questions for the implementers
  ○ Invite Collaboration, create buy in
  ○ Multiple mediums of reaching out
  ○ Include all constituents
• Resources: Project Manager
Implementation Timeline: Beginning focus

- Update external-internal policies:
  - AP and IB credit policy
  - Transfer policies
  - Articulation agreements

- Redesign time blocks for 4-unit courses

- Admissions Lead Time
  - Update Common App
  - New Brochures
  - Marketing during transition - key benefits to students
Implementation Timeline: 
**Next Steps**

- Create transition policies: GE to CORE, major to major, minor to minor
- Develop Degree Maps/Requirements for all programs
- Build 2019-2020 course schedule with an eye to move toward desired Student: Faculty Ratio
- Write Catalog copy for 2019
- Provide faculty development and advisor training
Implementation

Timeline: End Game

- Communications to All Departments
  - Tuition/Billing Changes
  - Financial Aid Packaging
- Provide faculty development and advisor training
- Publication! - Class Schedule
- Register New Class
• Bring development/design AND implementation teams together earlier and more often
  ○ Structure, involvement and agreed upon terms.

• Project Manager
  ○ Field questions and bridge the gap between development and implementation keeping uncertainty in check
  ○ Staff turnover, staying on track.
Activity: Pair & Share

- Articulate the goals/outcomes for your institution
- Map out your parallel processes for development and implementation
- Describe level and mode of involvement of operations staff in development and design phase
Q & A