



DESIGNING PROGRAMS

Leading through change

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Why Develop New Programs

Designing New Programs: Why



There are many reasons why we design and implement new programs. In the U.S. new programs are generally created:

- To solve a particular problem.
- To improve student success
- To improve processes and policies
- To satisfy legislation enacted or mandated



The journey of a thousand miles begins
with a single step ~Lao Tzu

Designing New Programs: Why



When new programs are created it requires some kind of **CHANGE** to occur.

CHANGE is defined by Merriam-Webster as

- To make different in some particular way.
- To replace with another.
- To give a different position, course, or direction to.
- To undergo a modification.

We cannot become what we want
by remaining where we are. ~ Max Depree

Why: Type of changes that impact underprepared students



Changes in the Department or Program

- Leadership within the department
- Leadership outside the department
- Structure or composition of faculty
- Change in enrollment
- Payroll, appointments, and workload

Changes in the Department or Program

- Student systems
- Communication systems
- Classroom technology

The secret of change is to focus all your energy
not on fighting the old, but building the new ~ Socrates.

Why: Types of changes that impact underprepared students



Changes in Courses

- Adding and removing courses.
- Program creation such as summer bridge programs.
- Adding support resources such as supplemental instruction and tutoring.
- Changes in pedagogy and structure of courses.
- Changes in content of courses.

Changes Required from

- Administration
- Governance
- Legislation

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Designing Programs - Leadership

Designing New Programs: Leadership



Designing new programs starts with Leadership. Leaders inspire others to perform and engage to achieve a goal. Leadership involves:

- Establishing a clear vision
- Sharing the vision with others
- Providing information , knowledge, and methods to meet the vision.
- Coordinating and balancing conflicting interest of stakeholders.

To develop new programs; leadership requires us to manage the changes needed to implement the programs.

Designing New Programs: Leadership



As leaders, we help manage the process of designing new programs. We must:

- **Keep a positive attitude**
 - Our attitude impacts everyone.
 - It fosters motivation in others.
 - It is the one thing we can monitor.
 - It creates a positive atmosphere.
 - It will help turn the challenges into opportunities.

Our attitude matters.

Designing New Programs: Leadership



- **Communicate**
 - Honestly and often.
 - To upper management including chairs, deans, provosts and presidents.
 - To faculty and staff.
 - To stakeholders and partners on campus.
 - Keep no secrets, being in the dark creates anxiety.
 - Deal with issues quickly and with empathy.

Communication matters.

Designing New Programs: Leadership



- **Grasp the environment**

- Understand the impact of the new program on students and faculty.
- Ask for feedback from partners on campus.
- Discuss the new program and the change it will require with each faculty member.

It is ok to fail...

Mistakes are proof that you are trying.

Designing New Programs: Leadership



- **Be committed and flexible**

- Commit to the new program, faculty need to know you support it.
- Adapt to situations as implementation occurs, faculty need to know there is flexibility.
- Be ok with failure, lessons are learned when things do not work perfectly.

It is ok to fail...

Mistakes are proof that you are trying.

Designing New Programs: Data



Use Data-based decision making

- Data-based decision making is the process of making decision based on data rather than observations alone. It is using facts, metrics, and data to guide your planning.
- Data-based decision making in education can transform classrooms, improve faculty responsiveness to students, save faculty time, ensure that content is relevant, and address any inequities that may exist.

We have to know what the issues are
to design programs that can solve the problem.



Designing Programs - How

Designing New Programs: How



New programs are created by.

- Providing the goals and reasoning behind the new program.
- Establishing a timeline for implementation.
- Establishing evaluation processes.
- Collaborating with other departments to set up requirements and logistics.
- Faculty working in conjunction to determine the best course of action.

Designing New Programs: How



To design new programs, we must:

- **Involve faculty**

- Faculty want and need to be part of designing the new program.
- Faculty need to know about and be involved in designing the new program so that implementation is successful.
- More importantly, faculty are creative, innovative, and are on the front lines. They know what students need to be successful.

Faculty matter

Involve them in all new program designs

Designing New Programs: How



- **Determine specifics.** Faculty should determine the details.
Such as:
 - Program goals.
 - Program procedures and processes.
 - Program logistics including time requirement, length of program, and content included.
 - Identify which students will benefit from and be eligible for the program.

Faculty matter

Involve them in all new program designs

Designing New Programs: How



- **Evaluate** the program. Allow faculty to determine the success of the program by
 - Ensuring the new program is implemented successfully.
 - Evaluating & analyzing the success of the new program and make changes as needed.
 - Monitoring student success.

Faculty matter

Involve them in all new program designs

Designing New Programs: How



Program Implications to consider.

- Program description and definition. Such as, Semester Credit Hour, length, grading policies.
- Approval process.
- Scheduling, including classroom or lab availability.
- Faculty Workload.
- Funding and budgetary requirements.
- Human Resources hiring and appointment processes.

As leaders, it is our job to handle the administrative tasks of developing new programs.

Designing New Programs: How



Program Implications to consider.

- Impact to other departments.
- Communication within & without the department.
- Tutoring and other support services.
- Technology needs.

As leaders, it is our job to handle the administrative tasks of developing new programs.



Collaboration

Collaboration



Collaboration with other departments is vital to designing new programs because it takes multiple departments to ensure a program is implemented successfully.

Collaboration means we work together for a common purpose.

Just one great partnership with the right person can have an incredible impact on your business success. ~ Janine Ogg and Jo Foster

Collaboration: Examples



Administrative Services including:

- Provost Office
 - Funding.
 - Approval of Programs.
 - Approval of Faculty Appointments.
 - Evaluation/Data.

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Collaboration: Examples



Administrative Services including:

- Registrar's Office
 - Creation of courses including course name and number.
 - Banner logistics including course structure, creating the schedule, setting the grade window, determining the SCH, and transcripts.
- Student Affairs Office
 - Developing events that students can attend.
 - Student wellness and wellbeing.

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Collaboration: Examples



- **Academic Advising**
 - Communication regarding change.
 - Identification of TSIA score impacted.
 - Work jointly on recruitment.
 - Understand advising policies and implications caused by change.
- **New Student Orientation**
 - Identify & recruit new students who can participate in the program
 - Communication regarding the program

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Collaboration: Examples



Business Services, including:

- **Human Resources**
 - Faculty appointments & pay.
 - Faculty workload.
- **Budget & Payroll Office**
 - Faculty appointments & pay.
 - Ensure budgets are correct and monitored throughout the year.
 - Ensure faculty pay is correct and timely.

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Collaboration: Examples



Academic Departments, including:

- **Math or English Department**
 - To align course content and progression.
 - Scheduling.
- **Student Support Departments**
 - International Students Office.
 - Student Support Services.
 - Veteran Department.

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Top 3 Take-aways

Take-aways



Leadership is important because it is us who inspire, encourage and support faculty who are developing and implementing the program.

Leadership is important because it is us who will ensure all administrative aspects are completed in a timely manner.

Collect, analyze, and use data to develop programs, evaluate programs, and to make policy and procedural decisions.

Take-aways



Communicate early and often with anyone involved in or impacted by new program.

Involve faculty during the creation, design, implementation, and evaluation of the program or change.

Build partnerships and collaborate around campus. When a change occurs it typically impacts someone else on campus. Work with them to ensure that the transition is smooth.