



Amherst 250 Plan

Status Report and Program Outline for AY 2007-08

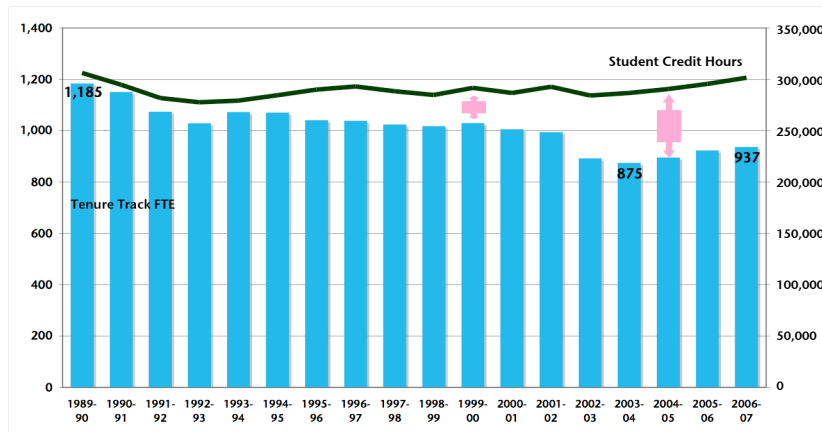
Presentation to the Faculty Senate Amherst 250 Task Force
September 6, 2007



The Amherst 250 Plan

- Rebuild the tenure-track faculty
 - Loss of more than 300 FTE (26%) in 15 years
 - Two successive recessions
 - 1990-91
 - 2000-01

The Amherst 250 Plan



The Amherst 250 Plan

- Rebalance the faculty
 - Multiple retirement incentive programs
 - Large-scale, random attrition
 - Highly variable across units
 - Distorted distribution across ranks
- Renew the faculty
 - Second largest faculty hiring opportunity in campus's history
 - Focus on existing and emerging needs
 - Not restore status quo ante
 - Not grow proportionately



The Amherst 250 Plan

- Research and Scholarship
 - Recognize and build on existing strengths
 - Restore critical core areas
 - Position for emerging opportunities
- Teaching
 - Address critical instructional imbalances
 - Establish reasonable teaching expectations
 - Direct resources to close largest gaps



Progress to Date

- Program is entering its third full year
- Funding commitments now total 150 positions:
 - AY 2005-06 (Phase I): 48
 - AY 2006-07: 45
 - Phase IIA: 26
 - Phase IIB: 19
 - AY 2007-08 (Phase III): 57



Progress to Date

- Of the 150, 81 have been allocated to programs
- 54 have resulted in appointments:
 - Phase I: 42
 - Phase IIA: 11
 - Phase IIB: 1
- 27 have been allocated but not yet appointed
- 69 remain to be allocated
 - Phase IIA: (2 spousal)
 - Phase IIB: (2 spousal, 8 research & scholarship pool)
 - Phase III: (all 57 commitments)



Midpoint Assessment

- The 54 hires to date are already making a difference
 - Corrected much of the random attrition of 2000-02
 - Significant infusion of resources in areas of greatest instructional need
 - Jump-start in attracting next generation of scholars



Midpoint Assessment

- With 60% of program resources committed, some shifts in emphasis
 - From short term to longer term
 - From correcting glaring instructional deficits to rationalizing and improving curriculum
 - From rewarding past strength to positioning for future strength
 - From A250 in isolation to A250 as catalyst
 - Strategy incorporating all hiring (replacement and net new), all instructors (TT and NTT)
 - Identifying all resources (A250 and vacancy savings)
 - Integrating with facilities and start-up planning



Next Phase

- Comprehensive faculty hiring plan
 - Begin with 3-5 year vacancy analysis
 - Once common, suspended during budget cuts
 - Retirement reallocation (1985, 1989)
 - “Tithing”
 - Potential retirement pool is rebuilding
 - Trend toward faculty mobility
 - Conducted by schools and colleges, with central support
 - Set stage for post-A250 planning
 - Central to NEASC reaccreditation process
 - Vacancy savings and A250 funds two key elements of investment pool



Next Phase

- **Groundrules for A250 allocations**
 - **Entry-level salary only**
 - Other costs either from S/C funds or specific Provost allocation
 - **Facilities integrated into allocation decisions**
 - Approaching crisis in accommodating new hires
 - Explicit and verified facilities plans required for all new hires, replacement and A250
 - Significant central funding is available
 - For both A250 and replacement hires
 - Requires significant lead time for assessing, estimating, planning
 - Special emphasis on labs, animal care, major equipment



Next Phase

- **Groundrules for A250 allocations (cont.)**
 - **Regularize start-up requirements and funding**
 - Review amount and funding sources of start-up packages for recent hires
 - Move start-up discussion to allocation stage
 - Approximate, then fine-tune
 - Regularize allocation policy



Allocation Plan

- **Instruction**
 - **Combination of base TT allocations and one-time NTT allocations has addressed major crises**
 - Shift emphasis to coherence, quality
 - Incorporate broader instructional issues
 - **Key factors in instructional planning**
 - TT/NTT balance
 - General Education/Undergrad education reform
 - Program development/enrollment planning



Allocation Plan

- **Instruction (cont.)**
 - **TT/NTT balance**
 - A250 primarily allocates TT lines, but proportionate need for NTT
 - Use combination of central and S/C funds
 - NTT directly addressed in S/C hiring plans
 - **Gen Ed/UGrad Ed reform**
 - How resources are being used
 - Educational objectives, and how they will be met
 - Institutional
 - External
 - Rationalize funding mechanisms
 - Put resources and expectations in hands of Deans
 - Involves TT and NTT instructors



Allocation Plan

- **Instruction (cont.)**
 - **Program Development/Enrollment Planning**
 - Create context for instructional investments
 - Achieve stability and predictability
 - Balance supply and demand



Allocation Plan

- **Research and Scholarship**
 - **Emphasis on positioning, emerging opportunities**
 - “Cluster” hiring where appropriate to promote synergy
 - Premium on interdisciplinary planning, hiring
 - But... acknowledge and resolve issues of tenure home, evaluation, cross-pressures on faculty
 - Respect past performance in context of future opportunities
 - Consistent with Research Council recommendations



Allocation Plan

- Research and Scholarship (cont.)
 - Two allocation paths
 - RFP process (research and scholarship pool)
 - Establish case for opportunity
 - External (discipline, funding agencies)
 - Internal (benchmarking, AQAD)
 - Show benefits of interdisciplinarity
 - Specify cost-sharing, measurable outcomes, consequences
 - Performance
 - Recent trends
 - External validation
 - Major emphasis on NRC study
 - Benchmarking in other disciplines



Allocation Plan

| | |
|-----------------------------------|-----------|
| Regular replacement (est.) | 40 |
| A250 Carryover | |
| Previously Allocated | 27 |
| To be allocated | |
| Research & Scholarship Pool | 8 |
| Spousal Pool | 4 |
| A250 Carryover Subtotal | 39 |



Allocation Plan

A250 Phase III

Research & Scholarship

| | |
|-----------------------------|----|
| Research & Scholarship Pool | 12 |
| Performance (pending NRC) | 12 |

Instruction

| | |
|--------------------|----------|
| Remaining Deficits | <u>5</u> |
|--------------------|----------|

A250 Phase III Subtotal **29**

Total AY 2007-08 Faculty Hiring **108**



Allocation Plan

Residual A250 (Phase III)

| | |
|------------------------|-----------|
| Augment spousal pool | 3 |
| Curriculum improvement | 20 |
| Emerging Opportunities | <u>5</u> |
| | 28 |



Allocation Plan

- **Preliminary timeline**

- Early Sept. Formal memo
- Sept. 11 Deans Council
- Sept. 14 RFPs (ongoing)
- Oct. 1 Hiring Plans/Vacancy Analysis
RFP allocations begin
Instructional analysis update
- Oct. 15 Instructional allocations begin
- Jan.-Feb. Performance analysis (NRC)
- Feb.? Performance allocations