UMassAmherst
Framework for Excellence
AHCSO Interim Report • May 3, 2012
The Ad Hoc Committee on Strategic Oversight was charged to:

- Lead the faculty discussion of the “Framework for Excellence”
- Develop a coordinated and unified response to the framework
- Monitor the development of administrative and academic unit plans, and lead the faculty discussion of and response to them
Ad Hoc Committee on Strategic Oversight members

William Richards Adrion
Marilyn Billings
Mary Lynn Boscardin
Zachary Broughton
Nancy Cohen, Co-Chair
Jane Fountain
Christina Kennedy
Ernest May
Randall Phillis
Amilcar Shabazz, Co-Chair
Hongmei Sun
Joseph Berger (until 2011)

Joseph Bartolomeo
Richard Bogartz
Sergio Breña
D. Anthony Butterfield
Priscilla Clarkson
Bryan Harvey
Mzamo Mangaliso
W. Brian O’Connor
Yevin Roh
Anurag Sharma
Ralph Whitehead
Donna Zucker
AHCSO met three times in Fall semester 2011 and one time in Spring 2012, with two additional subcommittee meetings and was co-chaired by Nancy Cohen (SPHHS rep.) and Amilcar Shabazz (Rules Committee).
Sources

- Office of Institutional Research (OIR)
- The Center for Measuring University Performance
- Academic Analytics data for AAU-potential universities
- US News Top 25
- Bryan Harvey presentation at our November meeting
- Vice Chancellor Diacon’s Framework for Excellence Scorecard
The 12 Components

1. Faculty Development
2. Research & Creative Development
3. Graduate Education
4. Undergraduate Education
5. Residential Life/Student Affairs
6. Diversity
7. Facilities & Physical Plant
8. State Support
9. Enrollment & Demographics
10. Development
11. Outreach
12. Communications & University Relations
- Increase the size of the faculty to 1200 by 2020
  - Faculty growth has not matched student growth
  - Faculty hiring is a priority; examine the role of lecturers

- Increase faculty compensation
  - UMass is below peers in salaries for assistant/full professors
  - Should be reexamined after 1st year of extraordinary merit process implemented in Spring 2012

- Faculty awards and National Academy members
  - Relatively stable since 2001

<table>
<thead>
<tr>
<th>Year</th>
<th># Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>972</td>
</tr>
<tr>
<td>2010</td>
<td>978</td>
</tr>
<tr>
<td>2011</td>
<td>993</td>
</tr>
</tbody>
</table>
Double federal research awards/expenditures
(up from $80 million)
Federal research excluding ARRA funding has been stable at $80-$95 million from 2006-2011
Total sponsored research outside ARRA has been stable at $130-$135 million from 2007-2011

Expansion of Research Enterprise
Increase post-doctoral appointments by 50% (up from 160)
Number of postdoctorates declining annually since 2008
• Increase doctorates awarded to 375 degrees/year (30% increase from 2007-2008)
  – Number of doctorates stable from 2007-2011

<table>
<thead>
<tr>
<th>Year</th>
<th># Doctorates</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>293</td>
<td>43</td>
</tr>
<tr>
<td>2008</td>
<td>291</td>
<td>N/A</td>
</tr>
<tr>
<td>2009</td>
<td>255</td>
<td>47</td>
</tr>
<tr>
<td>2010</td>
<td>281</td>
<td>N/A</td>
</tr>
<tr>
<td>2011</td>
<td>282</td>
<td>N/A</td>
</tr>
</tbody>
</table>

• Eliminate roadblocks that increase time to degree
  – Increase competitiveness of graduate stipends
    • TA stipend increased from $18.15 in FY06 - $21.89 in FY12
  – Consider cost of living
  – TA demand has increased but supply remains stable
Undergraduate Education

• **Improve 1st year experience programming/offering**
  – Residential 1st Year Exp.--**300 programs in 2010 to 1,234 in 2011**
  – Common Read, Freshmen Convocation, 1st Year Intelligence, Residential Academic Program--**43 programs in 2008 to 58 in 2010**
  – 1st Year Seminars--**351 in 2010 to 641 in 2011**
  – Student feedback indicates programs were well received, more evaluation with students and faculty input is necessary

• **Expand undergraduate research opportunities**
  – Office of Undergraduate Research--**70 students in 2008 to 95 in 2011**
  – 1st Year Research Experience in CNS--**18 students**
  – Other potential indicators could be number of theses, independent study credits, honors projects
  – Could track funding for undergraduate research initiatives
Make general education offerings vibrant and relevant

- Since 2009, conversion of 3 credit GenEds to 4; Integrative Experience requirement implemented in 2012
- Funding and space are of concern to address mandate for smaller class sizes and fourth contact hours
- Decentralized funding model should be reexamined in terms of current demand
• Strengthen academic-student affairs connections
• Offer small enrollment academic courses in residence halls
• Increase communication between Student Affairs and Academic Affairs
  – Use a model to involve faculty in decisions
  • Outline funding to support the model
• Expand efforts to recruit students from communities with known diversity
• Establish feeder programs in targeted areas (Springfield)
  – Undergraduate ALANA stable around 20% 2009-2011
  – Need for an initiative to increase campus diversity
• Increase enrollment of international students
  – An increase from 255 to 378 international undergraduates between 2009 and 2011 puts UMass back to the level from 1997
• Ensure diversity representation in all search committees
  – ALANA faculty/staff increased 2007-2010 and decreased in 2011
  – Committee did not review the Affirmative Action Plan 2010-2011
• Much progress made related to new campus facilities and a comprehensive master plan
• Issues related to the University Health Services building and the Athletic infrastructure for FBS football status not included in Framework
• Framework notes that renovations to space is needed
  – Does not include specific plan to address maintenance and deferred maintenance issues on campus
• **Increase undergraduate enrollment to 22,500 by 2020**
  - 7.5% growth since 2007 faster than 2% growth in tenure stream faculty
  - *Further 10% growth without investment in faculty, TAs, facilities will not result in a positive outcome*
  - *Identify a target FTE student/tenure system faculty ratio to achieve*

• **Grow the number of out-of-state students to 6,500**
  - Out-of-state enrollment stable at 3,200 students 2007-2010
  - Increase of 32% to 4,351 in 2011
  - *Overcommitment of funds possible if formula to colleges changes or predicted enrollment is not realized*

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergrad Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>19,120</td>
</tr>
<tr>
<td>2010</td>
<td>20,126</td>
</tr>
<tr>
<td>2011</td>
<td>20,562</td>
</tr>
</tbody>
</table>
• Double the annual fund
  – Giving level stable over past decade, $20-$30 million
    • $58 million in 2010 due to a large university gift

• Double the university’s endowment in 10 years
  – Endowment assets variable past few years
    • $179 million in 2008 (rank 107)
    • $160 million in 2009
  – Despite lower value, university rank increased to 92 in 2009
Campus partnerships with Springfield will focus on the creative economy and green industry development.

Beyond Our Threshold: Outreach

Establish campus collaborations with the City of Springfield; expand distance-learning and summer sessions; enhance partnerships with community colleges.
• Goals related to distance learning, summer school offerings, expanded groups meeting on campus
  – CPE or other data related to these not reviewed
• Goal includes establishment of permanent office in Springfield
• Outreach goals such as outcomes/audiences, student engagement in communities, transportation, faculty outreach rewards, and staffing issues not addressed
• No benchmark data related to these goals available for evaluation

• Important to engage broader delegation of legislators in the future
1. Graduation rate performance
   - Varies by cohort, improvement between 2004-2012

2. Undergraduate academic reputation
   - Stable, based on peers and high school counselors

3. 6-year graduation and 1-year retention rate
   - General improvement past decade

4. Alumni giving
   - Variable, decline in ranking from past decade
5. Financial resources

UMass ranking increased over last 3 years (decline in resources)

6. Student selectivity

Acceptance rate, % in top 10% high school class, SAT/ACT scores

General progress over decade

7. Faculty resources

Faculty compensation, % faculty with highest degree, % full-time faculty, student/faculty ratio, % classes <20 and >50

Rank improved in past year, after 2 year decline, possibly due to increase in 1st-year seminars and reduced class sizes in writing sections
<table>
<thead>
<tr>
<th>Year</th>
<th>UMass Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>45</td>
</tr>
<tr>
<td>2010</td>
<td>52</td>
</tr>
<tr>
<td>2012</td>
<td>42</td>
</tr>
</tbody>
</table>

Items in Top 25 *US News* relate to undergraduate teaching and alumni; indicators are different from those in the *Framework*. 
General Observations & Recommendations

• Progress has been achieved in many components of the Framework; some areas seen no change or even decreased

• Framework and Top 25 US News indicators differ
• UMass is within the range of AAU members
• Increasing faculty key to increases in research and teaching outcomes
General Observations & Recommendations

If future strategic planning is undertaken:

• Faculty and students should be engaged in setting vision and in planning
• Prioritize indicators from Framework, US News
• Goals should be based on data and input
• Action plans, budgets, and evaluations should track achievement of milestones
Our thanks to Nicole Luisi and Anne Benz for their assistance