“Creating impact for the public good through innovation”

- Recurring theme for all public research universities
- What does that mean today?

“We, like society at large, face economic, demographic, and technological imperatives that demand innovative solutions.”

- “Our basic organizing model — the convergence of immersive, residential education in a rich research environment — may not be sustainable.”
Vision and Context

- **Two challenges for successful adaptation**
  - “Become more effective at rallying public support ... and the impact that it makes.”
    - “Primarily the task of demonstrating value to those who hold a stake in our success.”
  - Adapt to “a new and much more challenging resource environment.”
    - Reductions in tax support have resulted in significant increases in tuition and fees, yet pressure to control students costs grows
    - New educational “business” models “are calling into question the value of our more expensive residential immersive model.”
The dilemma of growth

- Many campuses have turned to non-resident enrollment growth as a replacement source of revenue
  - Requires “considerable capital outlay in expanding capacity (classrooms, residence halls, recreational facilities).”
  - “Resulting debt service adds to operating expenses, requiring further fee increases.”
  - “As both federal and state funding of research stagnates or (worse yet) declines, the cost of research, doctoral education and outreach also add to the student burden.”
“The business model is frayed.”

• “Our way forward is clear, if not easy.”
• “Renew our vision of creating impact for the public good through innovation by both demonstrating value and developing a sustainable cost structure.”
  • Innovations in pedagogy and effective use of technology
  • Efforts to focus resources and control costs
  • Recognize an “essential interdependence: ...the more successful we are at demonstrating value, the more likely it is that we will attract investment.”
Vision and Context

- **Leadership at the Core of Vision**
  - “We want to be, and be recognized as, an institution that is providing exceptional value and helping to define what value means today and tomorrow.”
  - “AAU” once defined leadership, but that has begun to blur.
  - Many “member-equivalent non-members” — including UMA
  - “AAU” does not address undergraduate success and broader societal impact, “essential to the business model.”
  - “The dramatic post-War expansion in federal research support reached an effective plateau some time ago.” Research success will require “careful targeting of specific research opportunities vs. large-volume strength across the board.”
“The leaders of today will surely look different tomorrow.”

- “Any forward-looking institution must think beyond today’s criteria for excellence.”
- Tomorrow’s leading public universities will be “flexible, adaptive and creative.”
- UMass Amherst is well-positioned to adapt, and “may find opportunities that were elusive under the old terms of competition.”
**Integration: The New Imperative**

- “The recognition that we can achieve more when purposes are aligned and resources are coordinated.”
  - Familiar in the research enterprise.
  - Integration affects performance across the board.
- The planning process can be effective in promoting integration.
  - Clear sense of what the community is trying to accomplish.
  - Bring focus to common problems and solutions.
  - Understand where and how resources are deployed.
Strategic Planning Process

- Process won’t be “completed” in a year
  - But we will have a plan that reflects our priorities and launches ongoing action

- We start with some key questions
  - To assess where we are
  - To suggest where we need to go
Overarching Issues

Diversity, Inclusion and Access

• Every substantive discussion must address both our institutional values and society’s expectations in these areas.
• Diversity strategies will be considered in the work of all the groups and reflected where appropriate throughout the plan.

Resource Efficiency and Effectiveness

• Given the centrality of effective resource utilization, every group will do its work in that context.
• Larger institutional resource strategies are important, but that perspective must also pervade discussion of specific topics.
Student Learning Experience and Student Success

Providing a successful path to completion

• Access to programs and courses as needed
• Advising and other services to position students well for employment or additional study
Student Learning Experience and Student Success

Value in the Curriculum

How can we become a more responsive, interesting, distinctive institution?

• **Curricular innovation**: new approaches to the undergraduate immersive residential model

• **Rich choice of opportunities**: study abroad, community service; “value for the money” (“4+1” graduate programs, certificates (especially with career relevance), etc.; flexibility (e.g., blended F2F/online)?

• **Undergraduate research**: more common, more effective

• **Career development**: mapping curricula to student and employer expectations
Research Foci and Funding

Federal Funding

- Aligning with agency priorities
- Building interdisciplinary and large multi-investigator groups
- Coordinating research and doctoral education priorities

Business and Industry

- Partnership models (e.g., UMass Innovation Institute)
- Emerging industry needs

Society at Large

- Social and cultural capital
- Underlying value of scholarly and creative work
Benefit to the Commonwealth and Beyond

External Accountability
- Demonstrate leadership in accountability
- Establish ourselves as leaders in authentic student outcomes assessment and use of evidence to improve programs

State and Federal Perspectives
- Demonstrate the value of faculty time spent on research
- Align undergraduate and graduate offerings, where appropriate, with workforce needs
- Play a meaningful role in the larger debate over research value and impact
Balanced and Sustainable Resource Strategy

Expanding Revenues
• What have we learned from recent revenue enhancement strategies?
• Developing a plausible revenue strategy going forward

Focusing Resources
• What have we learned from recent revenue enhancement strategies?
• Developing a plausible revenue strategy going forward

Controlling Costs
• Strategic cost containment: technology, best practices, partnerships

Institutional Infrastructure
• Integrate programmatic and facilities priorities
• Organize technology to support institutional goals
Strategic Planning Process

Charge:
• Make recommendations to the Chancellor regarding a high-level Strategic Plan which will serve as the institution’s mandated response to NEASC, due August 15, 2013.
• Build on the Framework for Excellence, but also move beyond it in order to create one of the leading public universities of the next generation.
• Monitor the subsequent development of administrative and academic unit plans

Campus Leadership Council/Faculty Senate Rules Committee

Joint Task Force on Strategic Oversight
Joint Task Force on Strategic Oversight: Membership

- Chancellor or designee
- Provost or designee
- VC Research and Engagement
- VC Student Affairs
- VC University Relations
- V Provost Undergraduate and Continuing Education
- V Provost Graduate Education
- Assoc Provost Academic and Resource Planning
- Asst Provost Assessment and Educational Effectiveness
- Assoc VC Student Development
- Assoc VC Finance and Budget Director
- 2 Members Deans Council
- Secretary Faculty Senate
- Faculty Rep to Board of Trustees
- President MSP
- Chair of Rules Comm
- 10 Faculty and/or Librarians at large
- Rep from Labor Coalition
- Student Trustee
- President Student Gov Assoc
JTFSO Membership

Chancellor’s designee: John Dubach
Provost’s designee: Elizabeth Dumont
VC Research and Engagement: Michael Malone
VC Administration and Finance: James Sheehan
VC Student Affairs and Campus Life: Jean Kim
VC University Relations: John Kennedy
Vice Provost for Undergraduate and Continuing Education: Carol Barr
Vice Provost for Graduate Education: John McCarthy
Associate Provost for Academic and Resource Planning: Bryan Harvey
Assistant Provost for Assessment and Educational Effectiveness: Martha Stassen
Associate VC for Student Development: Annemarie Seifert
Associate VC for Finance and Budget Director: Andrew Mangels
Two Members of the Deans Council: Robert Feldman, Steve Goodwin
Secretary of the Faculty Senate: Ernest May
Faculty Representative to Board of Trustees: W. Richards Adrion
President of MSP: Jenny Spencer
Chair of Rules Committee: Joseph Bartolomeo
Ten Faculty Members and/or Librarians at large: Marilyn Billings, Richard Bogartz, Sergio Breña, Nancy Cohen, Diane Flaherty, Mzamo Mangaliso, Jennifer Randall, Amilcar Shabazz, Anurag Sharma, Donna Zucker
Rep of the Labor Coalition: Donna Johnson
Student Trustee: Jennifer Healy
President of Student Government Association: Akshay Kapoor
## Strategic Planning Process

### Campus Leadership Council/Faculty Senate Rules Committee

<table>
<thead>
<tr>
<th>Joint Task Force on Strategic Oversight</th>
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<tbody>
<tr>
<td><strong>Cochairs:</strong> B. Harvey, A. Shabazz, N. Cohen</td>
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</table>

### Student Learning Experience and Student Success

Carol Barr & Diane Flaherty

### Research Foci and Funding

Mike Malone & Jim Kurose

### Benefit to the Commonwealth and Beyond

Martha Stassen & Bob Nakosteen

### Balanced and Sustainable Resource Strategy

Andy Mangels & Anurag Sharma
Strategic Planning: Progress to Date

- 5 Meetings Fall 2012 (6th on Dec 14)
- Reviewed Charge
- Populated 4 Committees
  - Broad Constituency
  - Use of University Committees and Faculty Senate Councils as Working Groups and/or Consultants (partial list):
    - Undergraduate Education Council
    - Enrollment Management Team
    - Research Council
    - Joint Task Force on Accountability
    - Program and Budget Council
    - Chancellor’s Diversity Advisory Committee
Strategic Planning: Progress to Date

- Developed/edited guide to the planning process: *Impact, Innovation, and Integration*
  - Strategic Questions
  - Committee Structure and Tasks
  - General Format for Synthesis
- Formulate Diversity, Inclusion, Access Overarching Questions
- Presentation of Data
  - UMass Budget
  - US News Rankings
  - Graduate Program Review
Office of the Provost
& Senior Vice Chancellor for Academic Affairs

News & Announcements

Christopher Holiot Appointed Interim Dean
December 3, 2012
Provost James V. Staros has appointed Christopher Holiot as Interim Dean of the College of Engineering, effective December 1, 2012.

Joint Task Force on Strategic Oversight
October 17, 2012
Chancellor Kumbe Subbaswamy and Provost James V. Staros have launched a collaborative campus-wide strategic planning process. The first phase will produce a plan for submission to the New England Association of Schools and Colleges (NEASC) by the end of this academic year.

More News & Announcements...
Strategic Planning Process 2012-2013

Chancellor Kumble Subbaswamy and Provost James V. Staros, in collaboration with the Faculty Senate, have launched a campus-wide strategic planning process. Through this process, the campus community will assess UMass Amherst’s progress and prospects at a time of ongoing change in American higher education.

The first phase, to be completed during the spring 2013 semester, will produce an overall strategy for the campus, identifying key opportunities and challenges in the near- and mid-term. The planning process is led by the Joint Task Force on Strategic Oversight (JTFSO), a group of faculty, staff, and students appointed by the Chancellor and the Faculty Senate. JTFSO has organized the process around four major committees in the areas of student learning experience and student success; research focus and funding; benefit to the Commonwealth and beyond; and achieving a balanced and sustainable resource strategy. All four areas will include discussion of issues related to diversity, inclusion and access. This strategy document will be submitted to the New England Association of Schools and Colleges (NEASC) as part of the campus’s fifth-year interim accreditation report.

With the overall campus direction in place the process will move to development of specific strategies to make the campus more competitive and better able to carry out its mission. Some of these strategies will occur at the institutional level, but schools, colleges and other units will be asked to undertake their own planning in the context of the campus plan.

Faculty Senate Charge

Joint Task Force on Strategic Oversight Members

Planning Groups

Student Learning Experience & Student Success Sub-Committee Members

Planning Guide v. 1.0
Planning Library

Planning Guide v. 1.0

Diversity Plan

Affirmative Action Plan

Presentations
- Strategic Planning October 11, 2012
- Strategic Planning October 25, 2012

US News Rankings

Update on Doctoral Program Review
Strategic Planning: Progress to Date

Next Steps

- Regular Meetings of Committee Chairs *(1 in Fall 2012)*
- Presentations of Additional Data
- Committee Work
- Development of Draft
- Campus Discussion
# Strategic Planning Process

## JTFSO

<table>
<thead>
<tr>
<th>JTFSO</th>
<th>March 15</th>
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<tbody>
<tr>
<td>Review and refine Vision and Context (JTFSO)</td>
<td>Prioritize and sequence</td>
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<tr>
<td>Form and charge four committees (JTFSO)</td>
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<tr>
<td>Review committee work; adjust as necessary</td>
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<tr>
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<tr>
<td>Cross-fertilize from committee work</td>
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## Four Committees

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<tr>
<th>Develop workplans</th>
<th>Inventory progress already underway (“What we are doing now,” Appendix C.)</th>
<th>Inventory changes in the pipeline (“What we are planning,” Appendix C.)</th>
<th>Establish needed short-, medium- and long-term actions (“What comes next,” Appendix C.)</th>
<th>Prioritize and sequence</th>
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<tbody>
<tr>
<td>Review and refine charge</td>
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<td>• Nature • Timing • Resources</td>
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<tr>
<td>Assign topics &amp; questions to existing groups; Form and charge new groups as needed</td>
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Creating the space for innovative responses to emerge

- Strategic questions
- Network weavers
- Connect & self-organize
- Learn from elsewhere
- Open space
- Connect diverse perspectives
- See the system

Facilitation & infrastructure
Change happens by aligning work at various scales

30,000 feet: Whole system view, policy action, connect parts of the system in new ways

10,000 feet: Connect strategies, organizations & resources to advance action on coordinated projects or leverage points

On the ground: Enable individuals, organizations, & communities to do good work on the ground; pilot innovative projects