

Benchmarking Instruction in the Research University

Tools and Techniques to keep a focus
on teaching in a performance-driven
research environment

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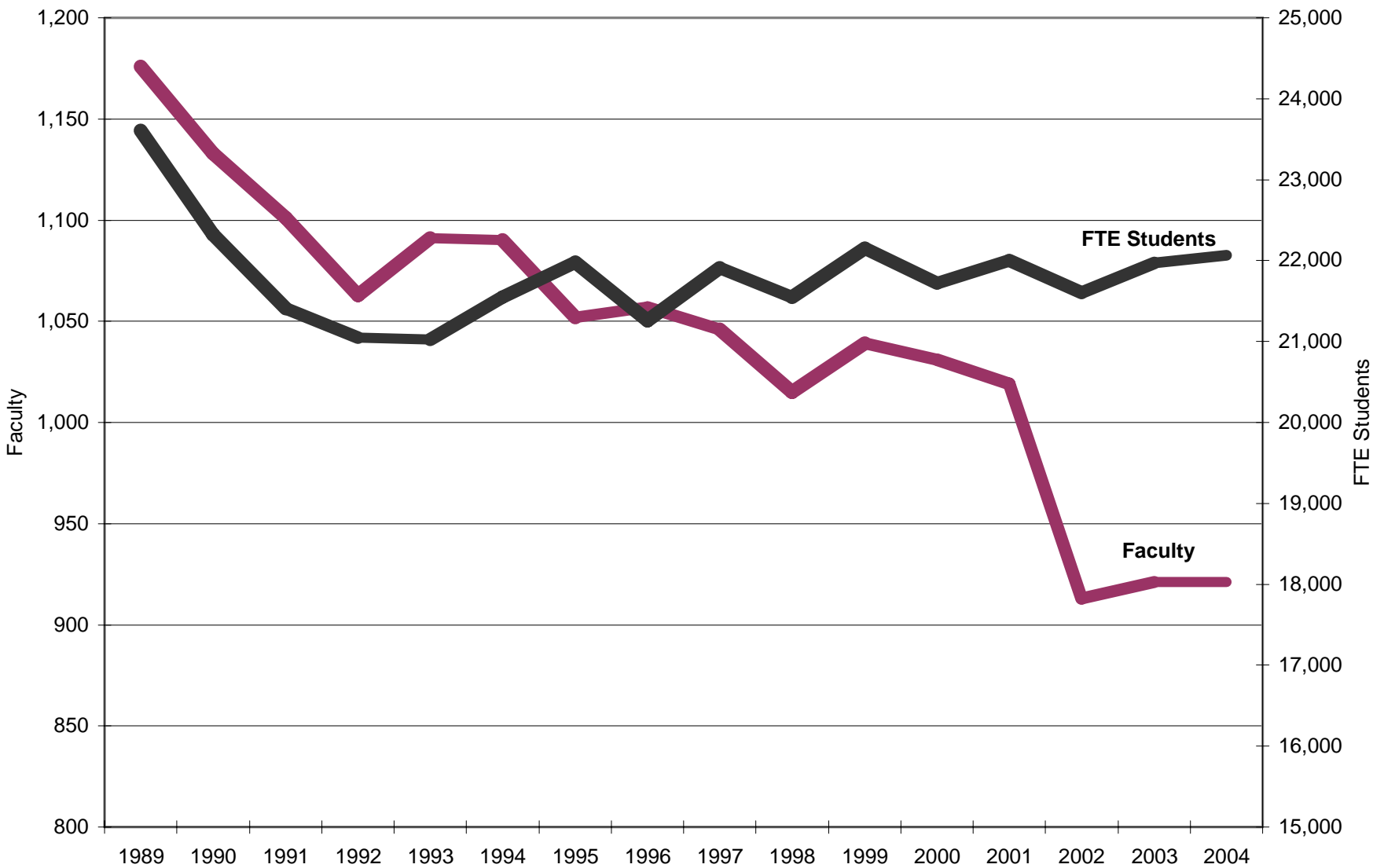
Director of Assessment



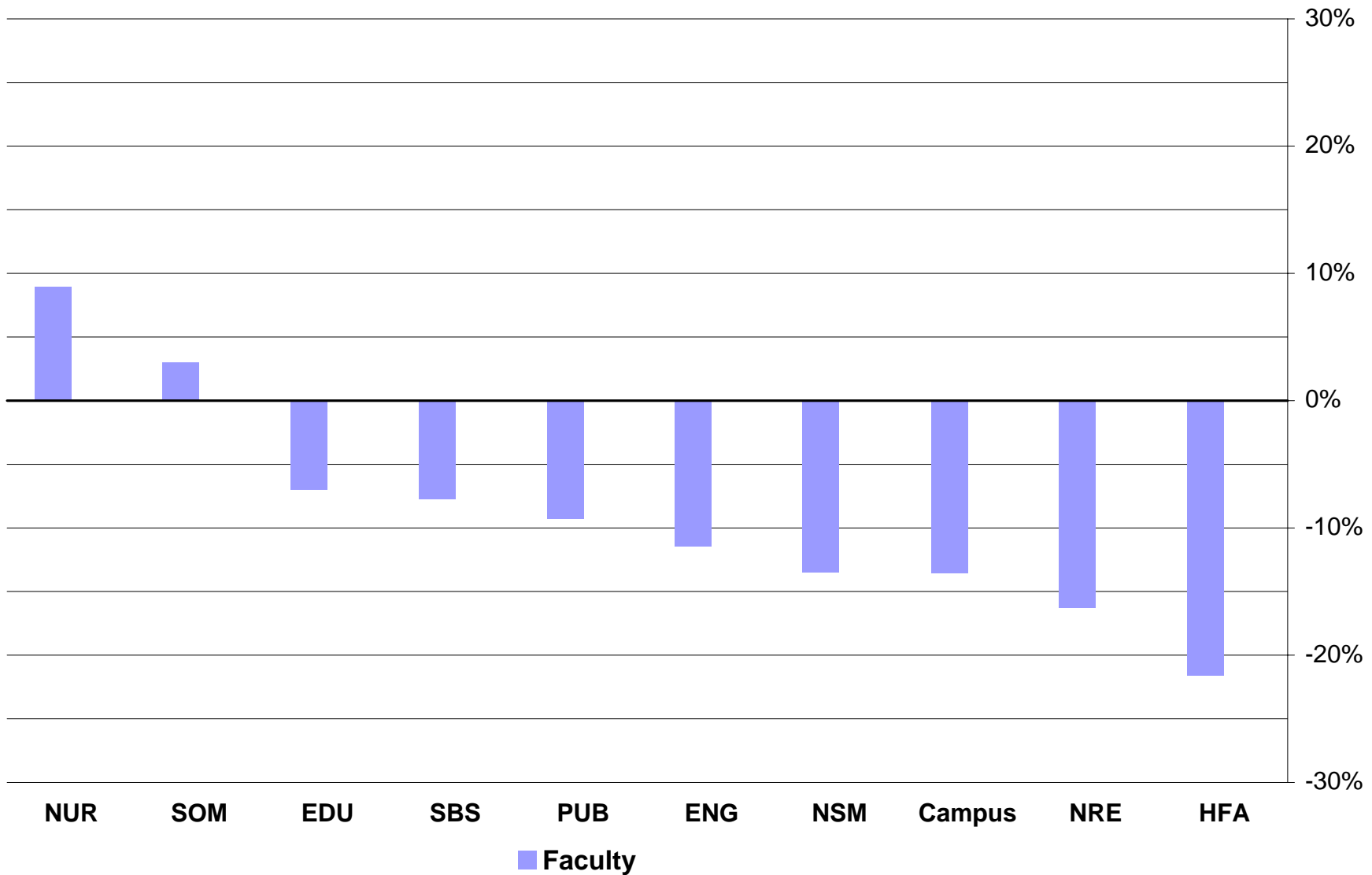
Change in Tenure System Faculty and FTE Students, Fall 1989 - 2004



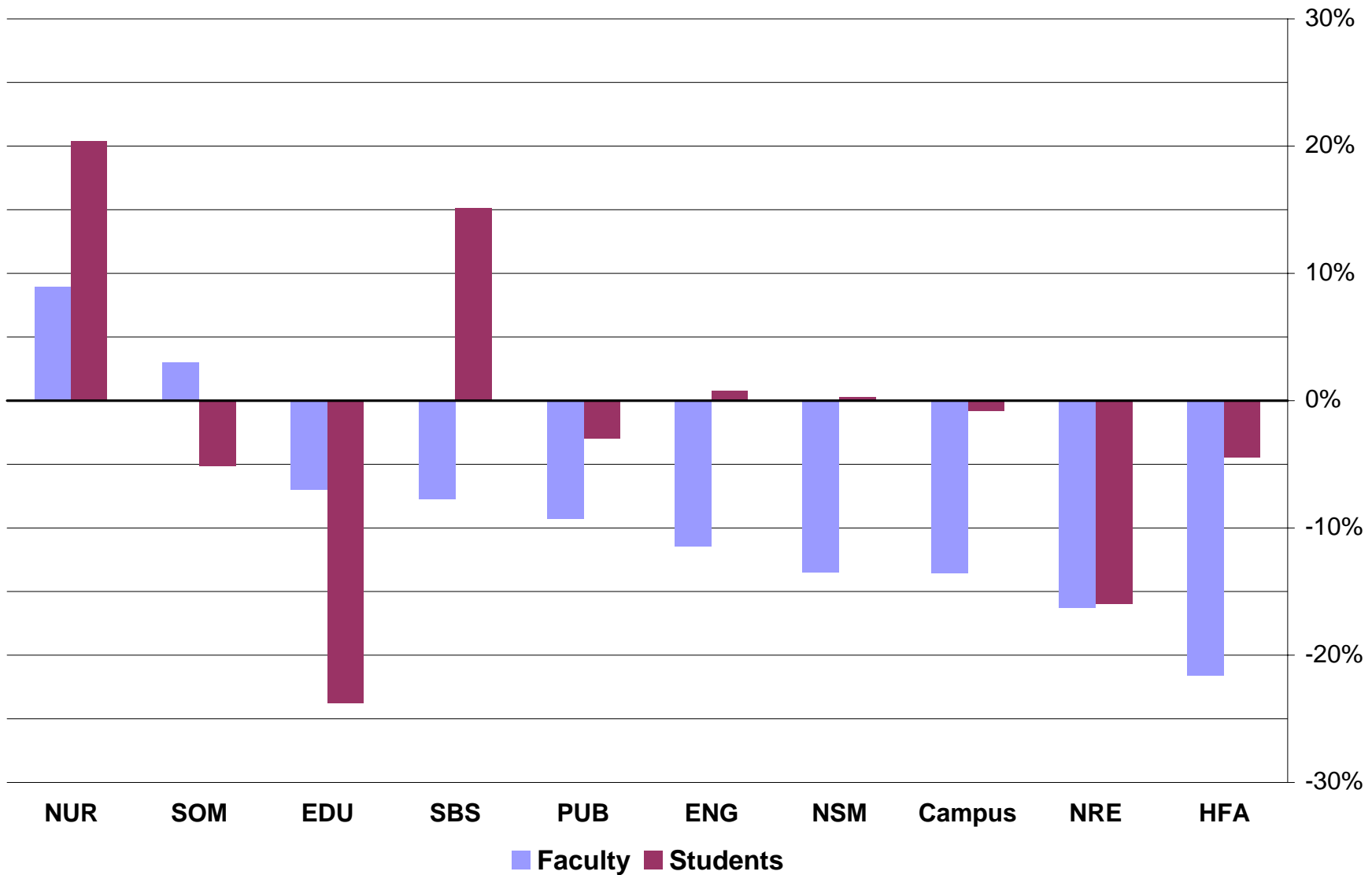
Change in Tenure System Faculty and FTE Students, Fall 1989 - 2004



Change in Tenure System Faculty and Student Credit Hours by College, 1996-2004



Change in Tenure System Faculty and Student Credit Hours by College, 1996-2004



“Amherst 250” Plan

- Net increase of 250 tenure system faculty in 5 years
 - “Winners Only”
 - Transparent and consultative process
- Question: How to allocate positions?
 - Obvious pressure for research
 - Also obvious instructional needs
- On research side, elaborate “benchmarking” effort launched
 - How to “benchmark” teaching?

Designing the Tool

- Differentiate between instructional *capacity* and instructional *quality*
- Process of informed judgment
- Given available resources, identify most urgent and obvious needs
- Departmental level
- Focus on current needs, not past glory
- External reference, multiple measures

**Projected
SCH Demand
2005-06**

Afro-American Studies	1,839
Art	5,440
Classics	3,495
English	8,356
History	8,634
Judaic and Near Eastern Studies	1,680
Languages, Literatures and Cultures	19,377
Linguistics	2,260
Music and Dance	5,831
Philosophy	4,945
Theater	2,213
Women's Studies	1,565
HFA Total	65,635
Astronomy	3,359
Biochemistry and Molecular Biology	1,667
Biology	9,131
Chemistry	8,505
Computer Science	5,678
Geosciences	4,764
Mathematics and Statistics	16,629
Physics	6,189
Polymer Science and Engineering	582
NSM Total	56,504
Anthropology	5,148
Communication	11,146
Economics	9,964
Labor Studies	726
Legal Studies	2,907
Political Science	7,556
Psychology	15,091
Public Policy and Administration	26
Social Thought and Political Economy	96
Sociology	10,893
SBS Total	63,553

	INSTRUCTIONAL CAPACITY				PRODUCTIVITY	
	Projected	Total	Net	Percent	SCH/FAC FTE	
	SCH Demand		Surplus/		(UMA vs. R1 Norm)	
	2005-06	Capacity	(Deficit)	of	T/TT	NTT
Afro-American Studies	1,839	2,429	590	24%	96%	42%
Art	5,440	5,669	229	4%	78%	155%
Classics	3,495	2,238	(1,257)	-56%	170%	56%
English	8,356	8,735	379	4%	109%	79%
History	8,634	9,639	1,005	10%	97%	104%
Judaic and Near Eastern Studies	1,680	2,433	753	31%	61%	75%
Languages, Literatures and Cultures	19,377	18,289	(1,088)	-6%	120%	114%
Linguistics	2,260	2,400	140	6%	109%	37%
Music and Dance	5,831	6,167	336	5%	111%	65%
Philosophy	4,945	4,116	(829)	-20%	123%	379%
Theater	2,213	2,521	308	12%	88%	63%
Women's Studies	1,565	1,817	252	14%	93%	82%
HFA Total	65,635	66,455	820			
Astronomy	3,359	3,519	160	5%	83%	421%
Biochemistry and Molecular Biology	1,667	2,278	611	27%	80%	428%
Biology	9,131	11,324	2,193	19%	67%	113%
Chemistry	8,505	13,682	5,177	38%	43%	77%
Computer Science	5,678	7,574	1,896	25%	63%	194%
Geosciences	4,764	6,929	2,165	31%	52%	34%
Mathematics and Statistics	16,629	18,841	2,212	12%	107%	65%
Physics	6,189	6,186	(3)	0%	99%	41%
Polymer Science and Engineering	582	1,490	908	61%	43%	9%
NSM Total	56,504	71,824	15,320			
Anthropology	5,148	5,070	(78)	-2%	97%	365%
Communication	11,146	9,041	(2,105)	-23%	135%	106%
Economics	9,964	9,163	(801)	-9%	93%	134%
Labor Studies	726	992	266	27%	61%	51%
Legal Studies	2,907	3,744	837	22%	99%	65%
Political Science	7,556	6,904	(652)	-9%	94%	318%
Psychology	15,091	20,558	5,467	27%	72%	77%
Public Policy and Administration	26	58	32	55%	0%	31%
Social Thought and Political Economy	96	374	278	74%	0%	36%
Sociology	10,893	8,140	(2,753)	-34%	147%	63%
SBS Total	63,553	64,044	491			

MAJORS LOAD		
Headcount	Percent	
Majors	Majors per	of Campus
Fall 2004	T/TT FAC	Mean

Afro-American Studies	58	7.7	36%
Art	346	15.1	70%
Classics	82	11.7	54%
English	971	27.7	128%
History	528	19.2	89%
Judaic and Near Eastern Studies	20	3.3	15%
Languages, Literatures and Cultures	523	13.2	61%
Linguistics	96	8.3	39%
Music and Dance	280	14.7	68%
Philosophy	139	13.2	61%
Theater	206	22.9	106%
Women's Studies	31	7.0	33%
HFA Total	3,280	16.4	76%

Astronomy	88	6.8	31%
Biochemistry and Molecular Biology	216	19.6	91%
Biology	909	34.3	158%
Chemistry	252	12.2	56%
Computer Science	565	17.0	78%
Geosciences	135	6.9	32%
Mathematics and Statistics	356	9.2	43%
Physics	185	7.1	33%
Polymer Science and Engineering	93	7.3	34%
NSM Total	2,799	13.9	64%

Anthropology	215	14.1	65%
Communication	1183	49.1	226%
Economics	567	27.3	126%
Labor Studies	32	10.7	49%
Legal Studies	390	66.1	305%
Political Science	703	35.2	162%
Psychology	1240	32.5	150%
Public Policy and Administration	41		
Social Thought and Political Economy	134		
Sociology	705	32.9	152%
SBS Total	5,210	35.0	162%

	CLASS SIZE				CLASS AVAILABILITY	
	Instr. in Classes ³ 100		SCH/OCS as % of R1		Percent of Seniors Dissatisfied	Rank
	Lower Division	Upper Division	Lower Division	Upper Division		
Afro-American Studies	40%	0%	83%	93%	*	*
Art	40%	0%	34%	26%	29.5%	7
Classics	77%	0%	155%	69%	7.1%	31
English	16%	15%	121%	107%	40.0%	3
History	59%	10%	114%	95%	15.0%	17
Judaic and Near Eastern Studies	0%	0%	30%	59%	0.0%	45
Languages, Literatures and Cultures	16%	9%	115%	105%	24.3%	9
Linguistics	37%	0%	102%	153%	*	*
Music and Dance	50%	0%	59%	48%	6.3%	36
Philosophy	71%	0%	192%	102%	10.5%	22
Theater	60%	0%	103%	84%	36.7%	5
Women's Studies	67%	0%	112%	97%	7.1%	31
HFA Total	39%	7%				
Astronomy	95%	0%	77%	83%	0.0%	45
Biochemistry and Molecular Biology	100%	27%	105%	75%	3.0%	40
Biology	90%	9%	90%	64%	36.6%	6
Chemistry	86%	0%	81%	28%	0.0%	45
Computer Science	47%	0%	68%	62%	18.8%	13
Geosciences	91%	0%	84%	56%	6.7%	34
Mathematics and Statistics	59%	0%	128%	101%	17.9%	14
Physics	82%	0%	23%	74%	0.0%	45
Polymer Science and Engineering		0%		223%	NA	NA
NSM Total	77%	4%				
Anthropology	79%	0%	88%	77%	27.9%	8
Communication	85%	22%	180%	85%	38.3%	4
Economics	84%	6%	83%	104%	50.7%	1
Labor Studies	45%	0%	111%	9%	NA	NA
Legal Studies	79%	0%	56%	74%	15.0%	16
Political Science	61%	0%	92%	107%	21.4%	12
Psychology	84%	70%	93%	167%	23.1%	10
Public Policy and Administration					NA	NA
Social Thought and Political Economy		0%			9.5%	24
Sociology	82%	12%	147%	92%	22.0%	11
SBS Total	79%	31%				

UNDERGRADUATE DEMAND

2005 Applications		2004 ACE Survey		UGrad Degrees	
Percent	Rank	Percent	Rank	Percent	Rank

Afro-American Studies	0.0%	44	0.1%	38	0.0%	50
Art	2.6%	12	1.8%	14	2.2%	17
Classics	0.2%	38	1.0%	21	0.3%	45
English	3.1%	9	3.7%	8	4.7%	5
History	2.3%	13	2.1%	12	3.1%	10
Judaic and Near Eastern Studies	0.2%	36	0.1%	39	0.1%	49
Languages, Literatures and Cultures	1.5%	16	3.0%	11	2.3%	14
Linguistics	0.3%	33	1.0%	22	0.4%	44
Music and Dance	2.8%	10	2.0%	13	1.1%	32
Philosophy	0.4%	32	0.4%	36	0.6%	38
Theater	1.3%	19	1.2%	19	1.1%	30
Women's Studies	0.1%	43	0.0%	42	0.3%	45

HFA Total

Astronomy	0.3%	34	0.7%	27	0.2%	47
Biochemistry and Molecular Biology	2.1%	14	1.2%	20	1.2%	28
Biology	8.1%	3	4.6%	7	3.1%	9
Chemistry	1.0%	22	0.9%	24	0.5%	43
Computer Science	2.7%	11	1.4%	15	2.2%	15
Geosciences	0.1%	39	0.1%	40	0.6%	40
Mathematics and Statistics	1.0%	24	1.4%	16	1.0%	33
Physics	0.7%	26	0.9%	25	0.7%	36

Polymer Science and Engineering

NSM Total

Anthropology	0.5%	29	0.5%	31	1.1%	30
Communication	7.1%	5	6.9%	4	9.1%	1
Economics	1.0%	21	0.7%	28	4.8%	4
Labor Studies						
Legal Studies	1.2%	20	1.0%	23	2.3%	13
Political Science	4.2%	7	4.8%	6	3.9%	6
Psychology	7.2%	4	8.6%	3	8.8%	2
Public Policy and Administration						
Social Thought and Political Economy	0.3%	35			0.7%	36
Sociology	1.4%	18	1.3%	18	6.2%	3

SBS Total

Instructional Deficit/Surplus	Tenure Track Issue	Majors Load	Class Size (LD)	Class Size (UD)	Class Availability	UGrad Demand
Humanities and Fine Arts						
Afro-American Studies				□	*	
Art					▣	▣
Classics	■		■			
English	□	▣	▣	▣	■	■
History	□		▣	□	□	■
Judaic and Near Eastern Studies						
Languages, Literatures and Cultures	■		▣	▣	▣	▣
Linguistics	□		▣	■	*	
Music and Dance	▣					▣
Philosophy	■		■	▣	□	
Theater		□	▣		■	
Women's Studies			▣	□		
Natural Sciences and Mathematics						
Astronomy						
Biochemistry and Molecular Biology			▣			▣
Biology		■			■	■
Chemistry						
Computer Science					□	▣
Geosciences						
Mathematics and Statistics	□		▣	▣	□	
Physics	□					
Polymer Science and Engineering						
Social and Behavioral Sciences						
Anthropology	□				▣	
Communication	■	■	■		■	■
Economics	□	▣		▣	■	▣
Labor Studies			▣			
Legal Studies		■			□	▣
Political Science	□	■	□	▣	▣	■
Psychology		■	□	■	▣	■
Sociology	■	■	▣	□	▣	■

Highest deficit (≥10% of total capacity)
 More modest deficit (<10% of capacity)
 Capacity between 90% and 100% of norm

Greatest difference from norm (red on Table 1)
 More modest difference from norm (pink on Table 1)
 Near norm

Group	Capacity	TT Need	Majors	Class Size/ Availability	Demand
1	Red (³10 % Shortfall)				
2	Red, Pink (<10% shortfall)				
3	Red, Pink				
4	Grey (³90 % of norm)				
5	Red, Pink, Grey				
6	Surplus (10- 25%)				
7	Surplus (>25%)				
8	Surplus (10- 25%)				

	Tenure Track Need?	Majors Load	Class Size (LD)	Class Size (UD)	Class Availability	UGrad Demand	GROUP
Communication	■	■	■		■	■	1
Political Science	□	■	□	▣	▣	■	1
Sociology	■	■	▣	□	▣	■	1
Economics	□	▣		▣	■	▣	2
Exercise Science	■	■	■	▣		▣	2
Languages, Literatures and Cultures	■		▣	▣	▣	▣	2
Philosophy	■		■	▣	□		2
EDU Total	▣		■		■		3
Anthropology	□				▣		3
Classics	■		■				3
Landscape Architecture and Regional Planning	□	▣	▣				3
Nutrition	■	■	■				3
Plant, Soil and Insect Sciences	□		■				3
Communication Disorders	□			□			4
English	□	▣	▣	▣	■	■	4
History	□		▣	□	□	■	4
Linguistics	□		▣	■	*		4
Music and Dance	▣					▣	4
Physics	□						4
Art					▣	▣	5
Astronomy							5
Hospitality and Tourism Management		■	▣		□	▣	5
Marketing				▣		■	5
Microbiology			▣				5
Nursing		■	□	▣		■	5
Public Health			■				5
Resource Economics					□		5

	Tenure Track Need?	Majors Load	Class Size (LD)	Class Size (UD)	Class Availability	UGrad Demand	GROUP
Accounting and Information Systems						■	6
Biology		■			■	■	6
Computer Science					□	▣	6
Finance and Operations Management			■	□		■	6
Legal Studies		■			□	▣	6
Mechanical and Industrial Engineering					□	▣	6
Sport Management		■	▣		□	■	6
Biochemistry and Molecular Biology			▣			▣	7
Electrical and Computer Engineering			▣			■	7
Management						▣	7
Psychology		■	□	■	▣	■	7
Veterinary and Animal Sciences		■		▣		▣	7
Afro-American Studies				□	*		8
Chemical Engineering				□			8
Chemistry							8
Civil and Environmental Engineering							8
Food Science			▣				8
Geosciences							8
Judaic and Near Eastern Studies							8
Labor Studies			▣				8
Mathematics and Statistics	□		▣	▣	□		8
Natural Resources Conservation				▣			8
Polymer Science and Engineering							8
Theater		□	▣		■		8
Women's Studies			▣	□			8

AMHERST 250 ALLOCATIONS

	Instructional Need		Research Support				Amherst 250 Total
	Available for TT in AY06-07	Available for TT in AY 07-08	Grant/Gift Match	Research Performance/ Growth	Teaching/ Research Performance	Life Sciences Initiative	
Afro-American Studies							0
Art							0
Classics	1						1
English							0
History							0
Judaic and Near Eastern Studies							0
Languages, Literatures and Cultures		2					2
Linguistics							0
Music and Dance		3					3
Philosophy	2						2
Theater							0
Women's Studies							0
College of Humanities and Fine Arts (TBD)		2					2
HFA Total	3	7	0	0	0	0	10
Astronomy					1		1
Biochemistry and Molecular Biology						1	1
Biology						3	3
Chemistry						2	2
Computer Science							0
Geosciences							0
Mathematics and Statistics							0
Physics					2		2
Polymer Science and Engineering				1			1
NSM Total	0	0	0	1	3	6	10
Anthropology	1						1
Communication	3						3
Economics	1						1
Labor Studies							0
Legal Studies							0
Political Science	2						2
Psychology			1				1
Sociology	2						2
SBS Total	9	0	1	0	0	0	10

AMHERST 250 ALLOCATIONS

	Instructional Need		Research Support				Amherst 250 Total
	Available for TT in AY06-07	Available for TT in AY 07-08	Grant/Gift Match	Research Performance/ Growth	Teaching/ Research Performance	Life Sciences Initiative	
Education Policy Research and Administration	1						
Student Development and Pupil Personnel Services							
Teacher Education and Curriculum Studies	1						
EDU Total	2	0	0	0	0	0	2
Chemical Engineering			1				1
Civil and Environmental Engineering			1				1
Electrical and Computer Engineering							0
Mechanical and Industrial Engineering							0
ENG Total	0	0	2	0	0	0	2
Food Science							0
Landscape Architecture and Regional Planning	1						1
Microbiology					1		1
Natural Resources Conservation							0
Plant, Soil and Insect Sciences							0
Resource Economics	1						1
Veterinary and Animal Sciences				2			2
NRE Total	2	0	0	2	1	0	5
Accounting and Information Systems							0
Finance and Operations Management							0
Hospitality and Tourism Management							0
Management							0
Marketing							0
Sport Management							0
School of Management (TBD)		3					3
ISOM Total	0	3	0	0	0	0	3
Nursing	0	0	0	0	0	0	0
Communication Disorders							0
Exercise Science	2						2
Nutrition	1			1			2
Public Health	2						2
PUB Total	5	0	0	1	0	0	6
TOTAL	21	10	3	4	4	6	48

Teaching Benchmarks Data

- Senior Survey
 - One page survey, focused on students' experiences in the major
- Student Response to Instruction (SRTI)
 - Campus-wide course evaluation data
- National Study of Student Engagement (NSSE)
 - 100% Sample of Seniors

Satisfaction with your major: Item Means							Department	The InstructorÉ				Overall rating ...		
Overall experience	Quality of teaching	Faculty accessibility	Faculty concern for progress	Writing preparation	Academic Advising	Access to classes		Inspired interest in the subject matter	Showed interest in helping students learn	Provided useful feedback on tests & papers	Stimulated participation in class	Of how much was learned in class	Of the instructor's teaching	Of the course
3.69	3.67	3.78	3.46	3.42	3.42	3.71	← 1 SD above departmental mean →	4.40	4.57	4.28	4.36	4.04	4.41	4.07
3.52	3.45	3.54	3.19	3.23	3.09	3.41	← Mean for all departments →	4.17	4.39	4.03	4.10	3.83	4.21	3.86
3.35	3.24	3.31	2.93	3.03	2.76	3.11	← 1 SD below departmental mean →	3.94	4.21	3.77	3.84	3.63	4.01	3.64
3.83	3.74	3.79	3.55	3.43	3.57	3.71	Department GG	4.49	4.63	4.30	4.37	4.08	4.45	4.13
3.72	3.76	3.81	3.59	3.30	3.47	3.73	Department KK	4.12	4.56	4.17	4.24	4.03	4.28	3.90
3.85	3.82	3.75	3.50	3.48	3.43	3.61	Department Z	4.36	4.61	4.25	4.28	3.90	4.38	3.98
3.70	3.75	3.85	3.70	3.40	3.70	3.65	Department L	4.25	4.52	4.19	4.34	3.83	4.20	3.86
3.90	3.60	4.00	3.60	3.20	3.80	3.70	Department DD	4.24	4.43	4.03	3.94	4.06	4.36	4.02
3.84	3.84	3.95	3.47	3.21	3.39	3.58	Department C	4.35	4.49	4.16	4.45	3.97	4.45	4.03
3.72	3.76	3.79	3.34	3.31	3.03	3.79	Department X	4.13	4.52	4.11	4.04	3.91	4.33	3.86
3.65	3.68	3.77	3.55	3.48	3.45	3.68	Department II	4.19	4.49	4.16	4.17	3.88	4.28	3.95
3.77	3.60	3.84	3.42	3.18	3.10	3.74	Department RR	4.07	4.36	4.09	3.91	3.77	4.10	3.74
3.65	3.58	3.48	3.47	3.48	3.16	3.53	Department S							
3.62	3.64	3.74	3.42	3.43	3.55	3.62	Department CC	4.42	4.57	4.13	4.24	4.02	4.43	4.06
3.57	3.51	3.56	3.20	3.51	3.08	3.74	Department VV	4.18	4.36	4.01	3.99	3.79	4.18	3.67
3.53	3.43	3.72	3.48	3.09	3.62	3.60	Department I	4.36	4.61	4.42	4.48	4.01	4.36	4.04
3.53	3.57	3.72	3.47	3.26	3.34	3.83	Department QQ	4.12	4.40	4.12	4.05	3.87	4.25	3.93
3.63	3.63	3.66	3.28	3.46	3.28	3.44	Department E							
3.63	3.71	3.71	3.34	3.27	2.81	3.39	Department PP	4.52	4.59	4.23	4.49	4.19	4.46	4.27
3.55	3.38	3.62	3.38	3.17	3.55	3.60	Department HH	4.39	4.51	4.11	4.09	3.97	4.33	4.02
3.52	3.56	3.60	3.19	3.46	3.13	3.46	Department P							
3.40	3.44	3.68	3.04	3.36	3.48	3.44	Department J	4.18	4.51	4.31	4.17	3.87	4.38	3.95
3.57	3.53	3.66	3.31	3.61	3.33	3.10	Department YY	4.49	4.63	4.38	4.56	4.11	4.45	4.22
3.54	3.69	3.67	3.16	2.86	3.14	3.48	Department WW	4.33	4.44	3.87	4.32	4.02	4.36	3.98
3.36	3.26	3.39	3.04	3.13	2.67	3.74	Department BB							
3.41	3.42	3.46	3.03	3.55	2.72	2.86	Department D	4.32	4.54	4.35	4.34	3.83	4.32	3.97
3.61	3.60	3.71	3.31	3.36	3.21	3.54	Department OO	4.21	4.41	3.95	4.27	3.79	4.22	3.91
3.59	3.56	3.66	3.21	3.36	3.14	3.52	Department NN	4.29	4.51	4.17	4.39	3.89	4.32	3.95
3.54	3.51	3.59	3.28	3.13	3.21	3.44	Department JJ	4.51	4.59	4.37	4.36	4.19	4.51	4.23
3.50	3.55	3.56	3.18	3.24	3.15	3.26	Department M	4.20	4.39	4.07	4.06	3.82	4.23	3.81
3.49	3.29	3.52	3.16	3.25	2.97	3.34	Department MM	4.03	4.21	3.82	4.05	3.68	3.99	3.68
3.47	3.25	3.40	2.98	3.14	2.82	3.32	Department Y	3.99	4.25	3.77	3.89	3.79	4.10	3.78
3.42	3.36	3.51	3.09	3.21	3.02	3.53	Department LL	3.72	4.21	3.72	3.75	3.57	3.80	3.49
3.40	3.36	3.31	2.99	3.31	2.92	3.16	Department G							
3.55	3.53	3.69	3.37	3.41	3.16	2.75	Department K							
3.45	3.20	3.45	3.01	3.14	3.19	3.30	Department FF	4.09	4.26	3.80	3.93	3.78	4.04	3.75
3.44	3.18	3.53	3.35	3.24	3.26	3.50	Department XX	4.17	4.23	4.02	4.04	3.77	4.13	3.62
3.42	3.26	3.42	2.96	2.89	2.82	3.46	Department AA							
3.32	3.27	3.48	3.02	3.05	2.78	3.30	Department TT	3.77	4.06	3.69	3.77	3.51	3.89	3.54
3.53	3.35	3.44	3.08	3.02	2.76	3.68	Department EE	4.16	4.32	3.86	3.96	3.84	3.96	3.80
3.38	3.44	3.36	2.91	3.19	2.82	2.84	Department N							
3.35	3.38	3.34	2.87	3.15	2.76	3.23	Department Q	4.14	4.26	4.08	3.96	3.84	4.18	3.86
3.40	3.20	3.40	3.29	2.97	2.74	3.64	Department UU	4.27	4.43	4.14	4.32	3.86	4.19	3.90
3.39	3.32	3.27	2.76	3.06	2.86	3.06	Department T	4.10	4.31	3.91	4.05	3.69	4.12	3.72
3.34	2.98	3.21	2.97	3.20	2.97	3.56	Department V	3.77	4.02	3.72	3.57	3.56	3.92	3.48
3.33	3.39	3.18	2.71	3.11	2.54	3.13	Department R	4.20	4.46	3.94	4.10	3.87	4.27	3.86
3.32	3.27	3.39	2.91	2.95	2.69	3.47	Department SS	3.86	4.06	3.66	3.67	3.66	3.94	3.72
3.42	3.00	3.08	2.67	3.00	2.42	3.36	Department U	3.93	4.19	3.41	3.71	3.34	3.96	3.47
3.29	3.26	2.98	3.15	2.98	2.71	3.01	Department B							
3.28	3.22	3.30	2.91	2.77	3.11	2.90	Department W	4.04	4.29	3.81	3.80	3.71	4.09	3.73
3.10	3.19	2.98	2.61	3.05	2.56	2.54	Department O	3.96	4.20	3.91	3.87	3.69	4.07	3.70

Senior Survey

Department		Educational Experiences Participation (%)								
		Practicum, internship, field experience	Community service or volunteer work	Research project with faculty member	Study abroad	Culminating senior experience				
← 1 SD above departmental mean →		72%	69%	50%	31%	54%				
← Mean for all departments →		56%	55%	35%	18%	38%				
← 1 SD below departmental mean →		40%	42%	19%	5%	23%				
HF A	Department A									
	Department B	47%	<input type="checkbox"/>	39%	25%	<input checked="" type="checkbox"/>	33%	<input checked="" type="checkbox"/>	58%	
	Department C	<input type="checkbox"/>	6%	<input type="checkbox"/>	33%	29%	<input checked="" type="checkbox"/>	39%	24%	
	Department D	44%	56%	<input type="checkbox"/>	19%	25%			34%	
	Department E	44%	51%	24%	24%				26%	
	Department F									
	Department G	48%	59%	35%	<input checked="" type="checkbox"/>	71%			30%	
	Department H									
	Department I	48%	50%	<input type="checkbox"/>	17%	8%	<input checked="" type="checkbox"/>		69%	
	Department J	<input type="checkbox"/>	38%	54%	29%	25%			39%	
	Department K	46%	<input type="checkbox"/>	33%	39%	19%			24%	
	Department L	65%	<input checked="" type="checkbox"/>	75%	35%	20%			37%	
	S B S	Department M	57%	63%	26%	<input checked="" type="checkbox"/>	43%		38%	
		Department N + Department YY	63%	63%	20%	27%	<input type="checkbox"/>		19%	
Department O		44%	55%	20%	14%	<input type="checkbox"/>		18%		
Department P		47%	61%	30%	14%			31%		
Department Q		52%	61%	27%	28%			33%		
Department R		64%	69%	41%	22%			26%		
Department S		<input checked="" type="checkbox"/>	94%	<input checked="" type="checkbox"/>	83%	40%	<input checked="" type="checkbox"/>		34%	53%
Department T	57%	63%	<input type="checkbox"/>	19%	18%			27%		
N S M	Department U	<input checked="" type="checkbox"/>	73%	60%	<input checked="" type="checkbox"/>	64%	0%		40%	
	Department V	49%	57%	<input checked="" type="checkbox"/>	66%	13%	<input checked="" type="checkbox"/>		72%	
	Department W	44%	67%	48%	20%			46%		
	Department X	63%	50%	<input checked="" type="checkbox"/>	87%	<input type="checkbox"/>	3%	<input checked="" type="checkbox"/>	67%	
	Department Y	41%	<input type="checkbox"/>	21%	37%	11%			28%	
	Department Z	64%	<input type="checkbox"/>	39%	41%	19%			37%	
	Department AA	<input type="checkbox"/>	38%	44%	32%	14%			39%	
N R E	Department BB	48%	52%	<input checked="" type="checkbox"/>	70%	13%		52%		
	Department CC	59%	45%	44%	24%			25%		
	Department DD	60%	44%	30%	0%	<input checked="" type="checkbox"/>		56%		
	Department EE	47%	45%	19%	11%			49%		
	Department FF	51%	65%	<input checked="" type="checkbox"/>	60%	16%		45%		
	Department GG	64%	50%	35%	16%			41%		
	Department HH	<input checked="" type="checkbox"/>	93%	<input type="checkbox"/>	38%	40%	<input type="checkbox"/>	5%	<input type="checkbox"/>	7%
	Department II	<input type="checkbox"/>	36%	48%	27%	21%			42%	
	Department JJ	67%	59%	39%	11%			26%		
	Department KK	67%	<input checked="" type="checkbox"/>	76%	<input type="checkbox"/>	14%		17%	34%	
S O M	Department LL	59%	61%	24%	25%			46%		
	Department MM	<input checked="" type="checkbox"/>	75%	53%	<input type="checkbox"/>	18%	24%	<input type="checkbox"/>	21%	
	Department NN	<input type="checkbox"/>	39%	50%	<input type="checkbox"/>	11%	11%		37%	
	Department OO	67%	58%	25%	27%			36%		
	Department PP	67%	<input checked="" type="checkbox"/>	70%	20%	7%	<input type="checkbox"/>		22%	
	Department QQ	56%	<input type="checkbox"/>	32%	47%	<input type="checkbox"/>	4%		44%	
E N G	Department RR	56%	66%	41%	12%		<input checked="" type="checkbox"/>	70%		
	Department SS	40%	44%	37%	<input type="checkbox"/>	2%	<input checked="" type="checkbox"/>	67%		
	Department TT	57%	45%	39%	<input type="checkbox"/>	5%	<input checked="" type="checkbox"/>	64%		
	Department UU	<input checked="" type="checkbox"/>	97%	67%	21%	8%		35%		
P U B	Department VV	53%	<input checked="" type="checkbox"/>	72%	48%	17%	<input type="checkbox"/>	22%		
	Department WW	65%	61%	37%	14%	<input type="checkbox"/>		22%		
	Department XX	59%	<input checked="" type="checkbox"/>	85%	29%	0%		29%		

National Survey of Student Engagement (NSSE)

Department		Instructional Practices					Outcomes/Gains								
		Coursework: memorizing	Coursework: analyzing	Coursework: synthesizing	Coursework: making judgments	Coursework: applying theories	Writing clearly and effectively	Speaking clearly and effectively	Thinking critically and analytically	Analyzing quantitative problems	Using computing technology	Working effectively with others	Learning effectively on your own	Solving real-world complex problems	
← 1 SD above departmental mean → ← Mean for all departments → ← 1 SD below departmental mean →		3.07	3.50	3.34	3.19	3.46	3.18	3.12	3.51	3.40	3.39	3.29	3.28	2.96	
		2.68	3.23	3.03	2.89	3.12	2.87	2.72	3.19	2.93	2.99	2.94	2.99	2.65	
		2.28	2.96	2.73	2.59	2.78	2.57	2.32	2.87	2.46	2.59	2.58	2.70	2.33	
HF A	Department A														
	Department B	■ 3.24	3.00	3.29 □	2.47 □	2.59	3.00	2.63	3.25	2.69	2.94	3.06	3.13	2.56	
	Department C														
	Department D	2.36	3.31	3.20	3.05	3.02 ■	3.30	2.76	3.35 □	2.35	2.73	2.76	3.00	2.46	
	Department E	2.75	3.29	3.04	3.17 □	2.75	■ 3.27	3.09	3.32	2.77	2.73	2.95	3.14	2.73	
	Department F														
	Department G														
	Department H	□ 2.17	3.00	□ 2.67	2.67	□ 2.67	2.83	3.17	2.67	3.50 □	2.25	2.83	3.00	3.25	■ 3.00
	Department I	2.64	3.21	2.96	2.96	3.24 □	2.56	2.68	3.20	□ 2.40	□ 2.44	3.04	■ 3.36	2.68	
	Department J	2.86	3.29 □	2.71	3.00	□ 2.71	■ 3.29	■ 3.14	■ 3.57	3.14	□ 1.71	□ 1.71	2.71	□ 2.29	
	Department K	□ 2.18	3.18	3.18	2.82	3.27	2.91	2.82	□ 2.73	□ 2.00	2.73	3.18	3.27	□ 2.09	
	Department L														
	S B S	Department M	□ 2.13	3.38	3.25	2.88	3.38	3.00	□ 2.25	3.13	□ 2.25	2.88	2.88	3.13	2.50
Department N + Department YY		2.47	3.14	2.98	2.90	3.09	3.16	3.00	3.28	2.56	2.70	2.84	3.23	2.74	
Department O		2.53	3.21 □	2.53	2.68	□ 2.68	2.76	□ 2.06	2.88	2.76	2.65	□ 2.35	□ 2.65	□ 2.29	
Department P		2.71	3.41	3.06	3.00	3.00	2.93	2.67	3.27	2.60	2.80	2.80	2.87	2.53	
Department Q		2.60	3.23	3.17	3.07	3.20	2.88	2.65	3.35	2.85	2.88	2.77	3.23	2.81	
Department R		■ 3.13	3.28	2.97	2.96	3.01	3.00	2.57	3.24	2.55	2.87	2.97	3.01	2.58	
Department S		□ 2.08	3.50	■ 3.58	■ 3.25	3.17	2.83	2.75	3.67	3.00	□ 2.50	3.08	■ 3.33	2.92	
Department T	2.85	3.04	2.88	2.92	2.81	2.96	2.83	3.26	2.65	2.83	2.96	■ 3.35	2.83		
N S M	Department U	2.33	■ 3.83	■ 3.67	2.83	3.33	□ 2.33	2.33	■ 3.67	■ 3.67	3.17	3.00	■ 3.67	■ 3.00	
	Department V	2.76	3.06	2.76	2.71	3.06	□ 2.47	2.53	3.00	3.06	2.88	2.88	2.88	2.59	
	Department W	3.07	3.13	2.98	2.76	2.96	□ 2.42	2.37	2.88	2.84	2.86	□ 2.56	2.98	2.42	
	Department X	2.88	3.13	3.00	□ 2.25	■ 3.63	2.71	3.00	3.43	■ 3.71	■ 3.43	3.00	3.00	2.43	
	Department Y	2.56	3.06	3.11	2.61	□ 2.72	□ 2.24	□ 2.06	3.06	3.24	■ 3.76	2.88	□ 2.41	2.65	
	Department Z	3.00	■ 3.60	3.20	□ 2.40	3.00	■ 3.20	3.00	■ 3.60	■ 3.60	3.40	3.20	3.00	2.80	
	Department AA	2.35	□ 2.75	2.80	□ 2.45	3.25	□ 2.45	3.35	3.00	3.30	3.00	2.65	3.00	2.60	
	Department BB	□ 2.22	3.33	3.22	2.78	■ 3.56	2.88	2.88	3.38	■ 3.50	3.00	3.00	2.75	2.88	
N R E	Department CC	■ 3.22	□ 2.56	□ 2.33	□ 2.22	□ 2.44	□ 2.56	□ 2.22	□ 2.44	□ 2.22	2.78	□ 2.56	3.00	□ 2.11	
	Department DD														
	Department EE	□ 2.22	3.44	3.11	3.00	3.44	2.78	■ 3.33	3.33	2.56	2.78	2.78	□ 2.56	2.78	
	Department FF	■ 3.17	□ 2.91	2.91	2.74	3.00	2.77	2.59	3.14	3.00	3.14	2.68	3.18	2.77	
	Department GG	■ 3.11	3.22	3.00	■ 3.22	2.89	2.89	2.78	2.89	2.89	3.00	2.67	□ 2.67	2.33	
	Department HH	■ 3.25	□ 2.75	□ 2.50	■ 3.25	3.00	3.00	■ 3.25	□ 2.50	3.00	3.00	■ 3.50	3.25	□ 2.25	
	Department II	2.33	3.50	3.33	3.17	■ 3.50	■ 3.33	■ 3.50	3.17	3.17	■ 3.67	3.00	3.00	2.83	
	Department JJ	■ 3.53	□ 2.82	□ 2.53	□ 2.47	□ 2.65	□ 2.41	□ 1.94	2.35	□ 2.24	2.65	□ 2.35	2.76	□ 2.24	
	Department KK	2.77	3.13	2.83	3.03	3.07	2.96	2.96	3.29	3.11	3.21	■ 3.32	2.89	2.68	
	Department LL	2.54	3.24	3.19	2.95	3.38	■ 3.39	■ 3.31	■ 3.61	■ 3.53	■ 3.47	■ 3.44	3.17	■ 3.03	
S O M	Department MM	2.64	3.08	2.84	2.80	3.12	2.88	2.84	3.12	2.80	3.24	■ 3.40	2.92	2.80	
	Department NN	2.53	3.18	2.94	3.06	2.94	2.88	2.76	2.94	2.94	2.76	2.94	2.94	2.59	
	Department OO	2.63	3.44	2.94	3.13	3.38	3.00	■ 3.13	3.25	3.31	3.25	■ 3.38	□ 2.56	2.69	
	Department PP	2.68	3.27	2.82	2.73	3.18	3.05	■ 3.18	3.27	2.68	2.73	3.27	3.05	2.91	
	Department QQ	2.30	■ 3.70	■ 3.50	■ 3.60	■ 3.70	3.00	2.90	3.50	■ 3.50	■ 3.50	3.10	3.10	■ 3.20	
	Department RR	2.56	■ 3.56	3.33	■ 3.33	■ 3.89	■ 3.44	■ 3.33	3.67	■ 3.78	■ 3.67	■ 3.67	3.22	■ 3.56	
E N G	Department SS	□ 2.26	3.36	3.18	2.74	■ 3.51	□ 2.42	2.61	3.39	■ 3.58	■ 3.72	3.28	3.03	■ 3.00	
	Department TT	□ 2.14	■ 3.76	■ 3.60	■ 3.29	■ 3.81	2.84	2.84	■ 3.63	■ 3.74	■ 3.47	■ 3.32	3.26	■ 3.26	
	Department UU	■ 3.10	3.50	■ 3.60	■ 3.25	■ 3.60	□ 2.55	2.50	3.20	2.95	2.75	3.00	2.75	2.50	
	Department VV	3.00	3.00	2.89	2.89	3.00	■ 3.22	2.78	3.11	3.00	3.11	2.78	3.11	2.56	
P U B	Department WW	2.64	3.29	3.14	3.00	3.29	3.00	2.77	3.08	3.23	3.31	3.08	2.85	□ 2.31	
	Department XX	■ 3.71	□ 2.86	□ 2.71	□ 2.43	□ 2.71	□ 2.43	□ 2.00	□ 2.71	2.57	3.14	2.71	3.14	□ 2.29	

Next Steps

- Conversations with Deans and Departments
- Assessment consultation regarding “next steps”
- Incorporate departmental response to results in Program Review process

For more information

- www.umass.edu/budget/
- www.umass.edu/oapa/presentations/air2006
 - (Powerpoint presentation)
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