

# University Planning Council Meeting

January 26, 2010

<http://www.ulm.edu/upc/>

# Task forces

- Academic Performance and Productivity
- Administrative Performance and Productivity
- Curriculum Review
- Program Review
- Revenue Generation
- Student Success

# REVENUE GENERATION

## **Denny Ryman, Chair**

Tom De Nardin

Joe McGahan

John Sutherlin

Rene Hearn

Dave Nicklas

Kevin Unter

Matthew James

Michael Parker

Joel Willer

Rhonda Jones

Don Skelton

# Recommendations

- Expanded On-Line Programs
  - Industry and Corporations
  - Military
  - Government (Federal, State, Local)
  - Home School Graduates
  - Foreign (Asia and Middle East)
  - Partner/Joint Programs with State Universities
  - Enhanced Marketing

# Additional Recommendations

- Faculty Consulting
  - 70/30% between faculty and university
  - Voluntary participation
  - Possible contract with private consulting marketing firm
  - Pattern after LSU Consulting Services
  - Count as academic credit toward tenure and promotion

# Additional Recommendations

- Enhanced Facility Utilization
  - Market to professional conferences and meetings
  - Expanded Concert Series
  - Dinner Theater
  - Summer Academic Camps
  - Elderhostel
  - Expanded full-service bookstore

# Additional Recommendations

- Enhanced Student Recruitment (traditional and on-line)
  - Volunteer Alumni Recruiters nationwide
  - Home school student recruitment
  - Recruit in high tuition states
  - Market in California (4-year institution cutbacks prevent up to 40% of community college graduates from admission)

# ACADEMIC PERFORMANCE AND PRODUCTIVITY

**Greg Leader, Chair**

Hollis Bray

John Carr

Charles Cole

Jose Cordova

Tasha Fisher

Florencetta Gibson

Robert Hanser

Sandra Hill

Cecil Hutto

Charles Jastram

Preston Jones

Michelle McEacharn

Russell Minton

Lance Nickelson

Brook Sebren

Girish Shah

Annette Tommerdahl

# Taskforce Charge

- To Develop and implement a process to measure and evaluate Faculty productivity and performance to include:
  - Pre- and Post-tenure review, including guidelines for professional development
  - Faculty workload, including annual review
  - Quantitative and qualitative metrics, including regional and national benchmarks.

# Initial Stages

- Determine what work has already been done on campus towards these goals
  - Previous Faculty Senate Recommendations
  - Previous Due Process Committee Report
  - College Promotion and Tenure Policies
  - Faculty evaluation policies and forms
  - College/Departmental workload policies
  - Gather information from outside the University

# Workload Policy

- Policy developed based on Unit called Workload Credit (WC)
- WC is based on academic year
  - Each faculty required to generate 30 WC/Academic year or 40 WC/calendar year
- WC address teaching, research and service
  - Based on Board of Regents Policy, 24 WC should be in the area of teaching
  - Distribution may differ between semesters

# Workload Policy

- Implemented at the level of each academic unit under the guidelines of a unit specific description approved by the Dean
- Fulfillment of workload requirements should be:
  - linked to the annual faculty evaluation
  - Used in the process of pre-tenure review, consideration for promotion and tenure, and post-tenure review.

# Workload Credit - Teaching

Item	Measurement Basis	WC	Criteria	Limits
UG Course Small Section	Per Credit Hr	0.75	< 10 students	Instead of Full UG Course
UG Course	Per Credit Hr	1.00		
UG Course Large Section	Per Credit Hr	1.00	Min to Qualify set by Dept., but not < 75	<76: 1, 76-100: 1.25, 101- 125: 1.5, 126-150: 1.75, 151+: 2.00
Grad Course	Per Credit Hr	1.50		
Lab Course	Per Contact Hr	1.00		
Thesis	Per Student/per Semester	1.0		Max 3 WC per semester

# Workload Credit - Scholarship

Item	Measurement Basis	WC	Criteria	Limits
Conference Submission	Per Original Submission	0.5-1.0: Nat/Int 0.25-0.5 Reg/State		Credit once/paper at highest WC level
Grant Submission	Per Original Submission	0.5-2.0 sole or 1 <sup>st</sup> PI, 0.25-1.0 CO-PI, CO-I		Credit depends on size/type
Grant Award	Per Percent Effort	3 credits per 10% effort		Requires salary cost-share or buy-out
PR Journal Submission	Per Original Submission	0.5-1.5		Based on publication type/Journal quality
Other Scholarly/ Creative Output	Per submission	1.0-3.0	Primary/senior vs. secondary	

# Workload Credit - Service

Item	Measurement Basis	WC	Criteria	Limits
Member Department Committee/Event	Per Committee	0.25	Cannot claim CR for both member/chair	
Chair Department Committee/Event	Per Committee	0.25-1.00	Cannot claim CR for both member/chair	
Advising	Per 20 students	0.25	0.25/20 students assigned/year	
Ad hoc article review, grant review, book proposal reviewer	Per 2 reviews	0.25		Max 0.5 WC/semester
Officer, committee chair or committee member in external Prof Associate	Per active role	0.5-1.0		

# Post-Tenure Review

- Conducted by a faculty member's peers and be focused on professional development
- Linked to the annual review system
- Activated by
  - Unsatisfactory evaluations in 2 consecutive years
  - Three unsatisfactory evaluations in 5 years
- Conducted by a team composed of 3 faculty members at or above the Faculty member's rank in the faculty members discipline

# Post-Tenure Review

- Review process based on the faculty member's workload expectations
- Development Program
  - Jointly developed and agreed to by the faculty member, Department Head and review team
  - Shall identify resources to available to the Faculty member
  - Shall include measurable objectives within a specific timeframe which will be incorporated into the faculty members annual performance planning

# Annual Evaluation/P & T

- Enhance the process such that
  - annual evaluation metrics and results are directly tied to promotion and tenure metrics,
  - metrics/criteria identified for evaluations and promotion and tenure should be defined in such a way that a faculty member should feel comfortable anticipating the outcome of a review prior to going into the annual review process or the promotion and tenure process;
  - the process should recognize the diversity of disciplines across the University and allow the development of discipline specific metrics/criteria.

# Annual Evaluation/P & T

- Each College/Department will have a process/policy for annual performance planning and evaluation.
  - Performance planning will identify workload expectations for the faculty member
  - Policy will clearly define rating scales and metrics for criteria used for Faculty evaluation

# Annual Evaluation/P & T

- Department/College P&T guidelines will clearly define criteria for promotion and/or tenure with respect to teaching, scholarship and service.
  - Defined P&T criteria will directly link back to criteria in annual performance planning and evaluation

# PROGRAM REVIEW

## **Ron Berry, Coordinator**

Ronda Akins

Karen Kopera-Frye

Paxton Oliver

Deborah Chandler

Sushma Krishnamurthy

Jana Sutton

Jessica Dolecheck

Paul Nelson

Luke Thomas

# Committee Charge

To create a review program that assesses the quality, productivity, and relevance of all academic programs at ULM. The Committee defined an academic program as one that leads to a degree.

# PROGRAM REVIEW TEMPLATE

## QUALITATIVE:

1. Program Description
2. Program Quality
3. Demand for Program Graduates
4. Comparative Advantage/Distinction of Program
5. Community Impact
6. Accreditation
7. Opportunities for Growth

# PROGRAM REVIEW TEMPLATE

## QUANTITATIVE

1. Number of Majors
2. Number of Graduates
3. Number of Graduates within 6 years
4. Number of Full Time Faculty Equivalents
5. SCH Production (by Major and Non-major)

# Current Status

All Reviews have been completed and forwarded  
to Provost's Office

# CURRICULUM REVIEW

## Lon Smith, Chair

Johanna Boulton

Juliet Burgess

Deborah Chandler

Leonard Clark

Dorothy Davis

Mark Doherty

Jeffrey Evans

Claudia Grinnell

Robert Hanser

Carolyn Lee

Donna Luse

Joann Perrin

Harvey Rappaport

Serpil Saydam

Rick Stevens

Kim Tolson

Dinah Williams

# Need for Curriculum Review

- University Standards
- Recruitment and Retention
- Preparation for change

# Original Curriculum Review Plan

1. Request department to fill out a form
2. Build graph
3. Compute summary data
4. Look for characteristics of degree plans
  - Number of major hours
  - Prerequisite courses and chains
  - Bottleneck classes\*
  - Keystone classes\*\*
5. Request rationale for anomalies
6. Generate report

\* Bottleneck classes have more than 2 courses as direct prerequisite

\*\* Keystone classes are direct prerequisite for more than 2 classes

# Developed Form

Degree Plan: Computer Science

Degree Type: Bachelor of Science

Course: 200

Major Prerequisites: \_\_\_\_\_

Major Co-requisites: \_\_\_\_\_

Non-major Prerequisites: \_\_\_\_\_

Non-major Co-requisites: Math 113

Course: 203

Major Prerequisites: 200

Major Co-requisites: \_\_\_\_\_

Non-major Prerequisites: Math 113

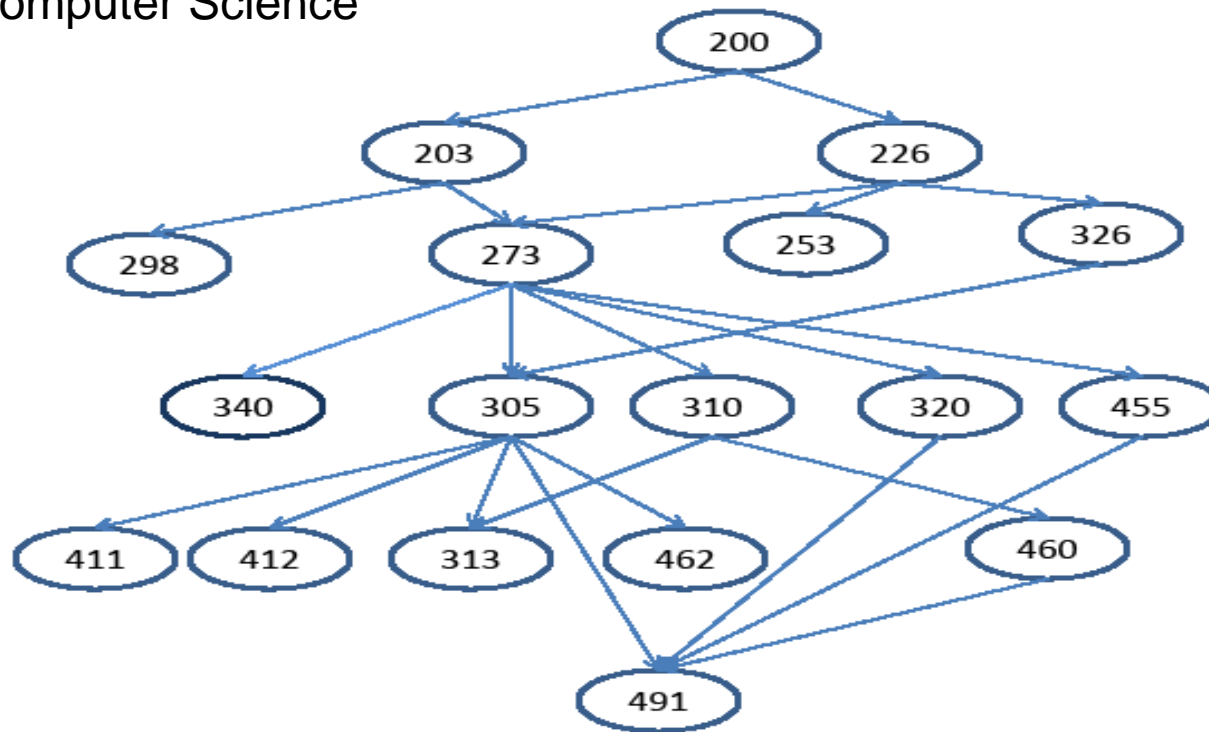
Non-major Co-requisites: \_\_\_\_\_

# Revised Plan

- Build graph from existing data in current systems such as Flightpath & Arrow
- Compute summary data
- Send graph and summary data to departments for review
- Request rationale for anomalies from departments
- Generate report

# Generated Graph

Computer Science



# Example Summary Data

## Degree: Bachelor of Science, Computer Science

Total hours in degree plan: 125

Number of major hours: 49

Bottleneck classes: 491(4)T

Keystone classes: 305(4)

Longest prerequisite chain: 6

Minimal years to complete major course work: 3.5

Minimal prerequisite courses (both direct and indirect classes):

300 level with 2 or fewer classes: None

400 level with 3 or fewer classes : None

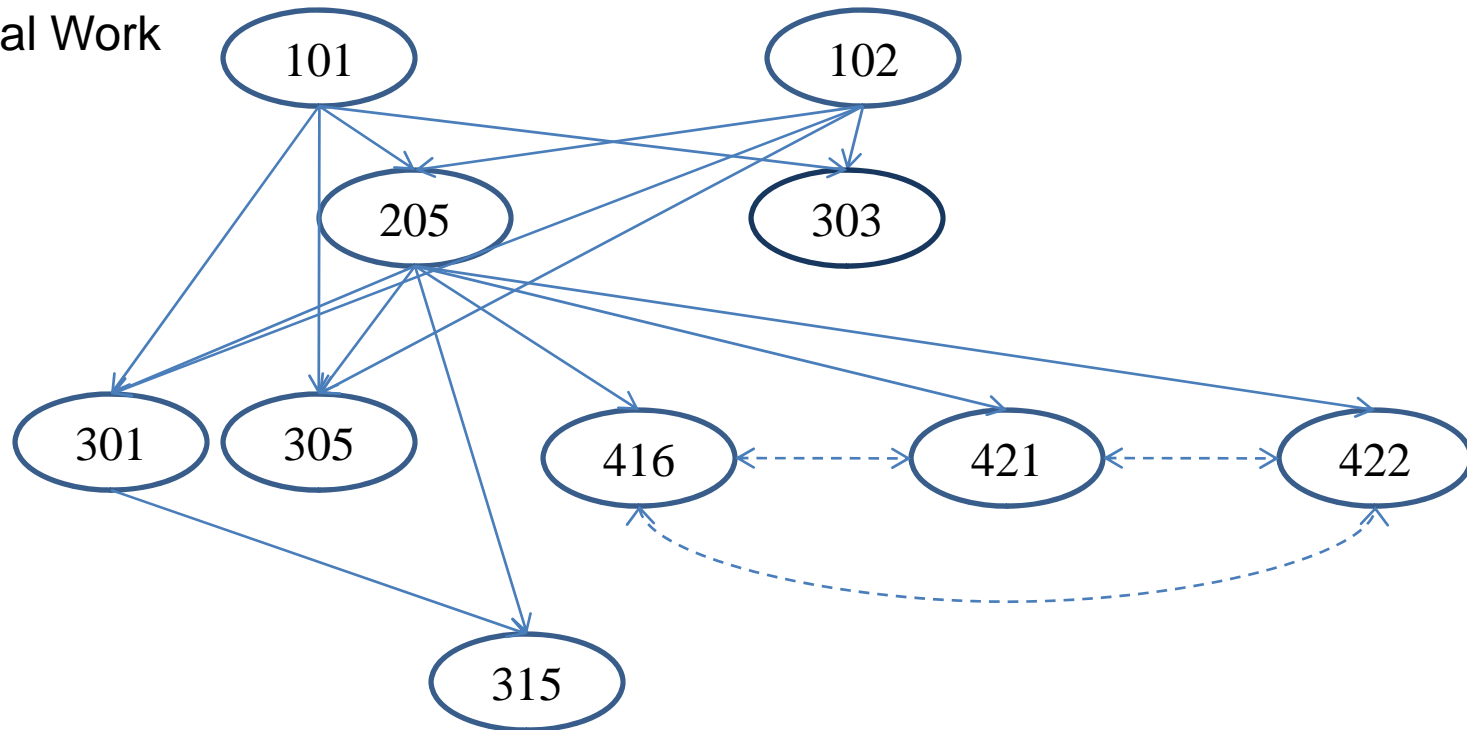
Minimal prerequisite chain:

300 level with chain length of 2 or fewer classes: None

400 level with chain length of 3 or fewer classes : None

# Generated Graph

Social Work



# Example Summary Data

## Degree: Bachelor of Arts, Social Work

Total hours in degree plan: 123

Number of major hours: 47

Bottleneck classes: 301(3), 305(3)

Keystone classes: 205(6)

Longest prerequisite chain: 4

Minimal years to complete major course work: 2.5

Minimal prerequisite courses (both direct and indirect classes):

300 level with 2 or fewer classes: None

400 level with 3 or fewer classes : None

Minimal prerequisite chain:

300 level with chain length of 2 or fewer classes: 303

400 level with chain length of 3 or fewer classes : 416, 421, 422

# STUDENT SUCCESS

## Jeff Cass, Chair

Mary Adams

John Anderson

Brett Bennett

James Boldin

Brian Bramstedt

Wendy Brown

Riccardo Fiorillo

Seth Hall

Hannah Livingston

Kathy Parker

Patricia Roshto

Mary Sewell

Ann Smith

Beth Smith

# Charge

To investigate academic issues and policies related to student success and retention at ULM

# Research Subcommittee

- Began data collection and analysis for BFN persistence fall to spring.
- Delved into *W* rates.
- Discussed possibility of customizing University Seminar.
- Began discussions of relationship of ACT scores and GPA of entering students.
- Principal Recommendation: To Conduct self-study of first- and second-year of college with John Gardner's Policy Center. Preliminary discussions took place with the Provost and John Gardner at the SACS meeting in December.

# Academic Integration Subcommittee

## Principal Recommendations:

- Require Career Connections to go department by department, customizing to fit programs.
- Require students to visit Web-based presentation about Career Connections, with examination questions built into the presentation.
- Work with departments to present yearly seminars on career opportunities in their fields.

# Academic Integration Subcommittee

## Principal Recommendations:

- Create improved communications network with faculty about campus activities and involve faculty in decision making about campus events.
- Urge departments to incorporate campus life or activities into assignments within courses (e.g. art students painting vehicle, music students performing at football games, Nursing students attending health fairs).
- Request departments participate in student organization fair, so their academic organizations become integral to campus life.

# Academic Policies and Procedures Subcommittee

- Incorporate student leaders into PREP sessions.
- Create Facebook pages for each PREP session.
- Institute Majors' Facebook pages for incoming first-year students.
- Disallow students from dropping courses without approval of advisor.
- Increase social networking of advisors and advisees through a Moodle class or Facebook page.
- Charge students fees for withdrawing from courses.

# ADMINISTRATIVE PERFORMANCE AND PRODUCTIVITY

## **Dave Nicklas, Chair**

Scott Baggarly

Ken Clow

Camile Currier

Susan Duggins

Larry Estess

Rene Hearn

Anna Hill

Megan Lowe

Matthew Matusiak

Pamela Newman

Gail Parker

Chris Ringo

Jason Roubique

Cori Scroggins

Diane Singletary

Don Skelton

Teri Smith

Bobby Staub

Allison Thompson

Tom Whatley

Stan Williamson

# Committee Goals

- Identify functional areas to be analyzed
- Develop productivity and efficiency measures
- Identify appropriate data sources for comparison/benchmarking
- Identify, document and communicate cost-savings opportunities and successes

# Functional Areas Analyzed & Results

## Plus (Minus) ULS

- Instruction & Research 2.1%
- Academic Support (16.5%)
- Student Services ( 5.6%)
- Institutional Support ( 7.0%)
- Scholarships ( 3.3%)
- Plant Operation & Maint. ( 1.1%)

# Productivity & Efficiency Measures

- Dollars per Student by Function
- Utility Consumption per Square Foot
- Comparative staffing Analysis for Plant Operation & Maintenance
- Outsourcing Opportunities
- Support Personnel Level and Change

# Productivity & Efficiency Measures Results

<b>\$'s per student by Support Function</b>	<b><u>ULS</u></b>	<b><u>ULM</u></b>
Academic Support	\$826	\$710
Student Services	\$460	\$442
Institutional Support	\$1107	\$1045
Scholarships	\$567	\$582
Plant Operation & Maintenance	\$946	\$926
Total Support Functions	\$3080	\$2995

# Productivity & Efficiency Measures Results

• Utility Consumption Per Square Foot	<u>FY 04/05</u>	<u>FY 08/09</u>	<u>% Change</u>
– Natural Gas	.045 mcf	.035 mcf	-22.2%
– Electricity	19.3 kw	15.9 kw	-17.6%

Results of 4 ½ day workweek, and improved space utilization and scheduling

# Productivity & Efficiency Measures Results

- Staffing Analysis for Plant Operation & Maintenance and Other Support Areas (Academic, Business, External, & Student Affairs):
  - Current Survey indicates that ULM Custodial Staff productivity exceeds industry standard by 18%
  - Physical Plant staffing has been reduced by 12 positions, or 7.7%, from FY 05/06 levels
  - Other Support Personnel have been reduced from 350 positions to 316, or 9.7% from FY 05/06 levels

# Productivity & Efficiency Measures Results

- Outsourcing Opportunities & Successes
  - Existing *Food Service* contract was amended, generating an additional \$400,000/year in commission revenues and capital investment
  - Bookstore contract was assigned to new provider, increasing annual revenues and capital investment to ULM by \$275,000
  - Outsourced bursar function to La Capitol FCU, generating annual cost savings of \$130,000 per year
  - Out-sourced credit card fee payment processing, generating over \$250,000/year additional self-generated revenues

# Productivity & Efficiency Measures Results

- Terminated residential housing management agreement with JPI and reduced annual operating costs by \$450,000
- Renegotiated phone service provider rates with Centurylink and ATT, generating annual cost savings of \$200,000
- Acquired E-Print software and reduced printing costs by \$100,000 per year
- Took advantage of new ARRA provisions and refinanced outstanding housing bonds, saving over \$800,000 in annual interest costs