## 2018-2019 GOALS
**PROVOST AND VICE CHANCELLOR FOR ACADEMIC AFFAIRS**

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<th>Chancellor Goals</th>
<th>Provost and Vice Chancellor for Academic Affairs Goals</th>
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<td><strong>1. Budget:</strong> Operating margin consistent with the Board Approved Budget of 0%, as measured by financial results for the fiscal year.</td>
<td>• Collaborate with IR and Registrar to develop more reliable enrollment, registration, program data and reporting capacity</td>
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| **2. Student Success:** Develop a campus-wide program of student success initiatives designed to significantly improve retention (and ultimately graduation), including increasing first year retention of freshman students by 3-5%. | • Enhance student success  
  **Metrics:**  
  o Increased 1st-year retention rates (UG)  
  o Decreased DFW rates in important gateway courses (UG)  
  o Increased transfer retention (UG)  
  o Increased 4- and 6-year graduation rates (UG)  
  o Reduced number of incompletes (grad)  
  o Increased retention (grad)  
  o Reduced time to degree (grad)  
  o Increased student satisfaction as expressed in exit interviews (UG and grad)  
  • Improve advising  
  o Implement predictive analytics system  
  o Redistribute professional advisors to achieve University-wide 300:1 ratio  
  o Exert consistent standards/performance expectations for professional advisors across colleges  
  o Train faculty advisors in major in standards/expectations for advisors and in full utilization of predictive analytics system  
  o Assess and improve advising available to online undergraduate and graduate students  
  • Enhance student engagement  
  o Increase student research opportunities  
  o Expand externally funded research/training opportunities for students at all levels  
  o Increase internships  
  o Increase study-abroad opportunities |
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| o Institute transfer success programs/initiatives o Increase visibility of accelerated BA/MA programs during recruitment process and in students’ sophomore year o Increase co-curricular engagement and evening/weekend opportunities for residential and commuter students | - Institute University-wide academic honesty campaign, emphasizing:  
  - Education for students  
  - Accountability for faculty |
| • Institute University-wide academic honesty campaign, emphasizing: | - Enhance faculty engagement  
  - Increase adoption of high-impact pedagogies  
  - Increase faculty engagement with student research  
  - Through updating of AQUAD implementation processes, institute a culture of annual departmental curricular assessment and redesign  
  - Encourage faculty to seek out and adopt Open Educational Resources (OER)  
  - Increase faculty engagement with predictive analytics system  
  - Increase faculty use of midterm reports on Wiser  
  - Increase departmental access to and use of evaluative data such as student exit evaluations |
| 3. **Online**: Increase online substantially via UMass Online, reorganized CAPS, and/or expansion of campus online programs. Target is to grow from ~$20 million to ~$21 million in revenue. | - Build and/or expand online offerings  
  - In accordance with Academic Master Plan, institute a limited number of new online programs, prioritizing market-driven graduate/professional certificate programs  
  - In accordance with Academic Master Plan, identify 1-3 graduate degree programs (new or existing) that are candidates for scaled-up online delivery and conduct rigorous feasibility study  
  - Increase one-off online course offerings, especially of general education courses and targeted upper-level courses, preparatory to mounting degree-completion programs and/or full online bachelor’s programs. |
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<td><strong>4. Residence Halls</strong>: Ensure successful opening of residence halls and our shift to a 24/7 campus, including development of student life programming (co-curricular, athletics, RA sponsored) and a carefully managed transition plan for sophomore housing.</td>
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<td><strong>5. Fundraising</strong>: Increase donor visits, principal gifts, endowment. Target minimum $10.5 million.</td>
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<td><strong>6. University Relations</strong>: Contribute to the enhancement of the university's public position.</td>
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| **7. Faculty and staff**: Enhance our ability to attract and retain a diverse and highly qualified faculty and staff. | **Hire diverse faculty and staff:**  
  o Reserve ~20% of faculty-replacement funding for a program of target-of-opportunity and "two-fer" faculty hires.  
  o Design and implement strategic and streamlined faculty and staff hiring processes.  
**Retain and develop excellent faculty and staff:**  
  o Retain faculty/staff through transparent and supportive review processes and professional development opportunities.  
  o Retain faculty by aligning research and administrative support with peer institution support.  
  o Recognize importance of departmental-leadership that contributes to faculty development and retention.  
  o Work with the National Center for Faculty Development & Diversity to support faculty and graduate student professional development activities. [Added this sentence on NCFDD] |
| 8. Capital projects: Work with the system office to proceed with substructure and Bayside projects. |                                                                                                                          |
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| **9. Planning:** Develop coherent and integrated plans (including Strategic Plan, Academic Master Plan, Capital Master Plan) to provide a roadmap for the future of the University. Ensure that research excellence is central to the planning process. | o Develop and implement an Academic Master Plan  
 o Develop a five-year-plan for identifying sequence of new programs that are prioritized for review and approval, including determining:  
   ▪ Processes for moving program proposals forward (both “fast-track” process and “regular” process)  
   ▪ Criteria for selecting new programs for development  
 o Incorporate existing-program assessment into the plan, leading to either:  
   ▪ Targeted support for strengthening academic quality, or  
   ▪ Sunsetting programs deemed not viable |
| **10. Excellence in leadership/management:** Focus on quality across the board for all of us, reinforce an “accountability culture,” and participate robustly in UMPO “shared services” initiative. | o Build an all-Academic-Affairs customer-service ethic  
 o Assess and modify, as needed, policies (faculty governance) and procedures (administration) regarding:  
   ▪ Registration  
   ▪ Billing  
   ▪ Academic standing  
   ▪ Readmission  
 o Create, post, and get buy-in for a customer-service-related Five Commandments ‘sampler’ |
| **11. Division Specific Goals:** | o Enhance faculty research  
 o Build grant infrastructure, improving support for securing and managing externally sponsored research  
   ▪ Pre-award  
   ▪ Post-award |