SCORECARD: PLANNING AND ASSESSMENT OF ACADEMIC UNITS

The University's strategic plan, *Expanding Horizons*, defines the vision, goals, priorities, and objectives that should guide all university initiatives. Units have responsibility for implementation of activities to meet established targets of the Strategic Priorities and Objectives defined in the plan; many of the targets are directly attributed to Academic Affairs. According to the strategic plan, units are to be assessed periodically by tracking metrics and assessing overall performance through application of a balanced scorecard approach (see attachment at end of document for a summary). The purpose of the current document is to provide a set of Academic Scorecard Targets and Key Performance Parameters to measure how each unit's strategies and performance are contributing to the University's strategic priorities and objectives. The Scorecard is structured in four parts:

Section I. Executive Summary
Section II. Unit's Goals and their Contributions to Key Performance Parameters
Section III. Meeting the University's Academic Scorecard Targets
Section IV. Appendices
       A.   Resources Needed
       B.   Benchmarking Information
       C.   Unit's Top Strengths and Important Accomplishments
       D.   Unit's Weaknesses and Plans for Addressing the Weaknesses
       E.   Statistical Data for your Unit
       F.   Statistical Research Data for your Unit

Details on the contents of each item on the Scorecard are given below. Later in the spring semester, each unit will be contacted to schedule a strategic planning and budget meeting with the Provost's Office. During this meeting we will focus on and discuss:
1. How effectively your unit is meeting the Academic Scorecard Targets during this current academic year, the challenges you are facing in meeting the targets and the strategies that you plan to employ to meet targets during the next academic year.
2. Additional Scorecard targets that your unit needs to use to describe your performance fully. For each unit-specific Scorecard Target, provide data, targets, and benchmarks that describe each target and state the strategies that you plan to employ to meet targets during the next academic year.
3. Your unit's performance in contributing to the Key Performance Parameters: 1) recruiting and retention. 2) teaching excellence, 3) research/scholarship reputation and productivity, 4) service to state, community, profession, and university, and 5) sustainability of our mission fiscally and through effective actions
4. Your goals for next academic year including a discussion of how your goals contribute to the four key performance parameters.

In addition, we would like for you to address how your units, their faculty and professional staff are included in your strategic planning process, in meeting the targets for the Academic Scorecard, in developing your goals for 2015-2016, and in assessing your progress toward your current goals. During the remainder of the meeting, we will discuss budgetary issues.

Balanced Scorecard Guidance

Section I: Executive Summary:

1) Briefly describe how your unit contributes to meeting the Academic Scorecard targets.
2) Briefly describe how your unit contributes to the Key Performance Parameters.

Section II. Unit Goals and Contributions to the University's Key Performance Parameters:

The University's Strategic Plan contains five Strategic Priorities:

- Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience.
- Recruit, develop, and retain an outstanding and diverse faculty and staff
- Broaden and expand the research portfolio
- Be a recognized leader in selected areas of education and research: Aerospace and Systems Engineering; Biotechnology; Cybersecurity and Big Data; Earth, Atmospheric, and Space Science; and Gaming and Entertainment Arts
- Engage more fully our stakeholders: alumni, the community, elected officials, and global partners

To help achieve these priorities, the Office of Academic Affairs has defined five Key Performance Parameters. These parameters describe a set of essential responsibilities that each unit is accountable for performing, consistent with the university's strategic priorities:

1. Recruiting and retention of faculty and students
2. Teaching excellence
3. Research/scholarship reputation and productivity
4. Service to state, community, profession, and university
5. Sustainability of our mission fiscally and through effective actions

The purpose of this subsection is for each unit to state the unit's goals and to link each goal to one or more of the Key Performance Parameters. Each unit must show that all of the Key Performance Parameters are incorporated in their goals.

Mission and Goals
1. Describe the extent to which goals identified in prior years' reports were met. Include information on methods used for evaluation and ways in which the results have been used for improvement.
2. State your unit's primary goals (three to five only) for the upcoming academic year (2015-16) and provide the following information for each goal, either by writing a short paragraph or bullets:
    a. How the goal contributes to the Key Performance Parameters.
    b. Progress if it is a goal continuing from previous years
    c. Plans for the upcoming year
3. State your unit's primary five-year goals (three to five only).

a. Describe your five-year plans for each five-year goal, either by writing a short paragraph or bullets for each goal.

Section III. Meeting the University's Academic Scorecard Targets:

Academic Scorecard Targets are metrics that relate specifically to the Objectives defined within the University's Strategic Plan. The purpose of this section is for each unit to show its contribution to each of the Academic Scorecard targets in terms of:
1. strategies used to address each of the Academic Scorecard measures and targets, and providing an assessment of their effectiveness,
2. discuss progress made toward meeting Academic Scorecard targets this year, 2014-2015, and
3. define strategies planned to meet Academic Scorecard targets in 2015-2016

For units where some of the Academic Scorecard measures do not apply, those units are asked to develop three to five Academic Scorecard targets that measure the unit's academic performance. The unit's Scorecard should include important student-based parameters such as:
1. enrollment
2. student quality (entering class academic profile)
3. critical retention rate
4. graduation rate

The nine elements of the Academic Scorecard are given below. Appendices "E" and "F" provide the current status of each metric. Units should discuss its contribution to each of the following:
1. Undergraduate and Graduate Enrollment by College
2. Academic profile of entering class (ACT Score, HS GPA)
3. Degrees Awarded by Major for bachelor's, master's and Ph.D. degrees
4. Year 1 to Year 2 and Year 2 to Year 3 Retention Rates
5. Six-year Graduation Rate (also show 4-year graduation rate)
6. Research Output (Peer Reviewed Publications, Refereed Conference Papers, Research Awards and Expenditures, Creative Achievements per Faculty)
7. Faculty Workload (Faculty/Student Ratio, Average course load, Credit Hours Generated)
8. Utilization of Underrepresented Faculty and Women
9. External programs, events, and activities

Section IV. Appendices

Appendix A. Resources Needed

Discuss any additional resources your unit needs to meet the Academic Scorecard Targets and to contribute effectively to the Key Performance Parameters. Examples of resources needed include personnel, fiscal, space/facilities, information technology. Indicate if the resource is existing or additional. Identify potential sources for the resources needed and provide a brief strategy of how the resource will be used to achieve the stated goal.

Goal No.:			
Type of Resource	Existing	Additional: state source	Strategy

Appendix B. Benchmarking Information

Identify the public universities in the United States that have the top 10 colleges in your discipline(s) and at least five colleges at other United States public universities which are considered to be your peers.

Appendix C. Unit's Top Strengths and Important Accomplishments

Describe your unit's top strengths and important accomplishments achieved in the last five years.

Appendix D. Unit's Weaknesses and Plans for Addressing the Weaknesses

Describe your unit's weaknesses, including any involving the Scorecard metrics, and your plans for addressing those weaknesses. Include in your discussion any institutional assistance that your unit requires in addressing those needs.

Appendix E. Unit Statistical Profile

The Office of Institutional Research will provide the following data on the following web site: www.uah.edu/provost/offices/oir. Please append these data to your report:

- Number of entering freshmen for Fall 2011, Fall 2012, Fall 2013, and Fall 2014 classes and their average SAT/ACT scores and HS GPA.
- Year 1 retention rate for classes entering Fall 2011, Fall 2012, and Fall 2013.
- Year 2 retention rate for classes entering in Fall 2010, Fall 2011, and Fall 2012.
- Number of majors enrolled in Fall 2011, Fall 2012, Fall 2013 and Fall 2014 by level: undergraduate, certificate, first professional, masters, or doctoral (headcount).
- Number of entering first professional and graduate students: Fall 2011, Fall 2012, Fall 2013, and Fall 2014 and their test score, if required (e.g., GRE, GMAT, MAT).
- Number of graduates in Fall 2013, Spring 2014, and Summer 2014 by level (undergraduate, certificate, first professional, masters, doctoral).
- Four-, Five- and Six-Year Graduation rates for the three most recent applicable classes (undergraduate only).
- Total credit hours generated by your unit regardless of major for Fall 2013, Spring 2014 and Summer 2014.
- Percent of credit hours by undergraduate major taught by full-time faculty.
- Number of faculty by title (tenure-track by rank, non-tenure track (research or clinical) by rank) as of Fal1 2012, Fall 2013, and Fall 2014 (by department where applicable).

- Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2013.

Appendix F. Research Output

Please provide statistical information for your college on the following metrics of faculty research productivity. The Office of Research (OVPR) will provide any of the following information that you unit may not have. Please append this information to your report.
- Number of papers, presentations, books, and other creative achievement per unit and per faculty member.
- The total number and amount of external sponsored research proposal submissions by funding source for FY 2014.
- Summary of external sponsored research awards by funding source for FY 2014.
  - Total extramural funding processed through Office of Sponsored Programs (OSP) in FY 2014
  - Federal extramural funding processed through OSP in FY 2013.
  - Amount of sponsored research funding per faculty member in FY 2014 (by rank, type of funding; e.g., federal, state, etc., and by department, if applicable).
- Total sponsored research expenditures per tenured/tenure-track faculty for FY 2014, by rank and by department, if applicable.
- Number of patents, disclosures, and licensing agreements in fiscal years 2012, 2013 and 2014.

Format:

In completing your Balanced Scorecard please use 1-inch margins and 12 point font. Please observe the following page limits:
- Section I. Executive Summary: one page
- Section II. Meeting Key Performance Measures and Goals: three pages
- Section III. Meeting Academic Scorecard Targets: two pages
- Section IV. Appendices
  - Resources needed: one page
  - Benchmarking Information: one page
  - Unit's Top Strengths and Important Accomplishments: one page
  - Unit's Weaknesses and How They Are Being Addressed: one page
  - Statistical Data for your Unit: number of pages needed for the data
  - Statistical Research Data for your Unit: number of pages needed for the data

First draft is due Monday, May 4, 2015.

Please submit an electronic copy to academicofficial@uah.edu with 2016 Scorecard DRAFT_[INSERT UNIT NAME] in the subject box. The final version of your Scorecard is due two weeks following the unit's strategic planning and budget meeting with the Provost. Please submit electronically to academicofficial@uah.edu with 2016 Scorecard FINAL_[INSERT UNIT NAME] in the subject box.