

MISSION AND PILLARS OF EXCELLENCE FOR UMASS LOWELL 2020

MISSION:

The University of Massachusetts Lowell is a nationally ranked public research university committed to excellence in teaching, research and community engagement. We strive to prepare students to succeed in college, and to become lifelong learners and informed citizens in a global environment. UMass Lowell offers affordable, experience-based undergraduate and graduate academic programs taught by internationally recognized faculty who conduct research to expand the horizons of knowledge. The programs span and interconnect the disciplines of business, education, engineering, fine arts, health and environment, humanities, sciences and social sciences. The university continues to build on its founding tradition of innovation, entrepreneurship and partnerships with industry and the community to address challenges facing the region and the world.

UMASS LOWELL 2020—PILLARS AND COMMITTEES:

Strategic Planning Steering Committee: Don Pierson, Joanne Yestramski, John Ting, Lauren Turner

I. TRANSFORMATIONAL EDUCATION

Experiential and transdisciplinary learning prepare UMass Lowell students for fulfillment and making a difference in the world.

Committee on Transformational Education: Charlotte Mandell, Anita Greenwood, Co-chairs

Subcommittee on Advising

Subcommittee on Pedagogy

Subcommittee on Assessment

Committee on NCAA Division I Institutional Performance: Don Pierson, Chair

Academic Sustainability Committee: Mark Hines, Rich Lemoine, Co-chairs

Academic Technology Committee: Michael Cipriano, George Hart, Co-chairs

Academic Effectiveness and Efficiency Committee: Steve O'Riordan, John Ting, Co-chairs

II. GLOBAL ENGAGEMENT & INCLUSIVE CULTURE

Dynamic, global collaborations around the world support student and faculty exchanges, research and other entrepreneurial enterprises. These initiatives will contribute to the development of an inclusive campus culture.

Committee on Global Engagement and Inclusive Community: Luis Falcon, Lauren Turner, Co-chairs Committee on Title IX: Ann Ciaraldi, Clara Orlando, Co-chairs

III. INNOVATIVE RESEARCH & ENTREPRENEURSHIP

UMass Lowell fosters innovative and creative research and scholarship that seek sustainable solutions to the major challenges in today's world.

Committee on Innovative Research: Julie Chen, Andrew Harris, Co-chairs

Subcommittee on University Research and Engagement Centers and Institutes

Subcommittee on Faculty Honors and Awards

Subcommittee on Dissemination and External Visibility

Subcommittee on Intellectual Property and Technology Transfer

Subcommittee on Research Infrastructure and Faculty Support

River Hawk New Venture Fund Advisory Board: Jack Wilson, Don LaTorre, Co-chairs

IV. LEVERAGE OUR LEGACY AND OUR PLACE

UMass Lowell is a public enterprise committed to building on our legacy by creating partnerships locally, regionally, nationally and internationally that enrich and sustain the human experience.

Committee on Economic Development, Entrepreneurship and Corporate Relations: James Sherwood, Steve Tello, Jack Wilson, Co-chairs

Subcommittee on Corporate Relations

Marketing Committee: Joseph Hartman, Patricia McCafferty, Co-chairs

Web Advisory Committee: Mark Hines, Gerry Nelson, Co-chairs Deans' Alumni Advisory Councils

V. ENTREPRENEURIAL STEWARDSHIP

An entrepreneurial approach to stewardship of academic, human, physical and financial resources will be the hallmark of UMass Lowell's approach to building a healthy and sustainable future.

Committee on Financial Planning: Michael Carter, Steve O'Riordan, Co-chairs

Facilities Renewal and Master Planning Committee: Thomas Dreyer, John Ting, Co-chairs Climate Action Plan Committee: Mark Hines, Rich Lemoine, Co-chairs

UMASS LOWELL 2016 Report Card

National Rankings and Recognition

U.S. News & World Report, "National Universities"

- UMass Lowell is ranked the No. 84 public university in the country.
- Since 2010, UMass Lowell has climbed 27 spots in the ranking of top-tier national universities, from No. 183 to No. 156, the third-fastest rise in the nation for that timeframe.
- UMass Lowell is ranked No. 39 in online bachelor's programs.

Payscale.com "20-year Return on Investment Rank"

 UMass Lowell is No. 23 in the nation among public institutions, and first in New England among public research universities.

Carnegie Foundation for the Advancement of Teaching

- Since 2010, UMass Lowell has been ranked as Research University—High Research.
- Since 2008, UMass Lowell has received a Community Engagement Classification—Curricular Engagement and Outreach and Partnerships.

President's Higher Education Community Service Honor Roll

• UMass Lowell has been on every national Honor Roll since 2009.

Association of Public Land Grant Universities "Innovation and Economic Prosperity Universities" Designation

• UMass Lowell is one of 16 universities to receive this designation in 2014.

Chronicle of Higher Education

UMass Lowell is ranked the 10th fastest-growing public doctoral institution in the nation between 2003 and 2013.

Times Higher Education World University Rankings

• The University of Massachusetts system is No. 141 in the Times Higher Education World University Rankings for 2016.

The Education Trust

• UMass Lowell is ranked third in the nation among four-year public institutions for closing achievement gaps for underrepresented students.

(Ranking information as of January 2016)

I. TRANSFORMATIONAL EDUCATION

A. Admissions and Enrollment

Selectivity for Full-time First-year Students				
	Fall 2010	Fall 2014	Fall 2015	Fall 2020 GOAL
Average SAT	1089	1150	1173	1200
Average High School GPA	3.18	3.42	3.54	3.70

Student Enrollment				
	Fall 2010	Fall 2014	Fall 2015	Fall 2020 GOAL
Undergraduate Enrollment Head Count (HC)	8,675	10,154	10,457	12,400
Undergraduate Enrollment from Out-of-state	8.7%	12.4%	12.6%	15%
Master's Enrollment (HC)	1,687	2,421	2,487	2,900
Doctoral Enrollment (HC)	627	809	788	850
Online and Continuing Ed Enrollment (HC)	2,585	2,832	2,809	2,900
Non-Degree Day including certificates	1,112	968	909	950
Total Enrollment (HC including Non-degree Day)	14,686	17,184	17,450	20,000
Annual Increase Total Enrollment	8%	1.5%	1.5%	2.8%
Total Full-time Equivalent (FTE) Enrollment Annual Increase Total FTE Enrollment	11,246 9.2%	13,294 3.2%	13,531 1.8%	15,500 2.8%
Annual Increase Total Enrollment Total Full-time Equivalent (FTE) Enrollment	8% 11,246	1.5%	1.5% 13,531	1!

Online Course Registrations				
	FY 2010	FY 2014	FY 2015	FY 2020 GOAL
Online Course Enrollments	16,698	23,372	25,021	29,500
Annual Increase	15.7%	3.8%	7.1%	4%

B. Student Success

Degrees Awarded				
	AY 2010	AY 2014	AY 2015	AY 2020 GOAL
Bachelor's	1,475	2,228	2,388	2,900
Master's	607	879	976	1,100
Doctoral	67	100	124	130

Retention and Graduation Rates				
	Fall 2010	Fall 2014	Fall 2015	Fall 2020 GOAL
One-year Retention Rate of First-year Students	78%	84%	86%	90%
Peers (median)	84%	84%	n/a	
6-year Graduation Rate	51%	54%	56%	60%
Peers (median)	57%	60%	n/a	
4-Year Graduation Rate of Upper-level Transfers	77%	62%	66%	77%

Undergraduate Day Class Size					
Percent below 20 Peers (Median)	Fall 201 50% 38%	6 50%	Fall 2015 59% 39%	Fall 2020 GOAL 55%	
Honors College Enrollment					
Total Students Enrolled	Fall 201 40		Fall 2015 1,084	Fall 2020 GOAL 1,140	
Experiential Learning Opportunitie	es				
Professional Co-ops Research and Community Co-ops	AY 201 2		AY 2015 285 128	AY 2020 GOAL 500 200	
Number of Faculty					
FT Faculty PT FTE Total Faculty FTE Percent Instruction Capacity by Adjuncts FTE Student: FTE Faculty Ratio	Fall 201 43 19 62 309 18:	549 0 165 4 714 6 23%	Fall 2015 565 182 747 24% 17:1	Fall 2020 GOAL 661 200 861 23% 18:1	
Career & Advanced Education Out	comes				
Status of bachelor's graduates 9 month Employed Full-time Enrolled Full-time in Graduate Studies Employed or Enrolled in Graduate Studies	ns after graduation	Class 2014 66% 28% 94%	Class 2015 n/a n/a n/a	2020 GOAL 100%	
National Survey of Student Engagement Results: Overall Student Satisfaction					
Percent of students evaluating their	ement Results: Overa	m Student Sa	เนราสตนอก		
entire educational experience as "good" or "excellent" UMass Lowell First-year New England Publics First-year UMass Lowell Seniors New England Publics Seniors	2008 201 80% 86% 82% 85% 79% 85%	85% 86% 83%	2015 78% 85% 84%	2020 GOAL 86% 86%	

86%

New England Publics Seniors

83%

86%

84%

II. GLOBAL ENGAGEMENT AND FOSTERING INCLUSION

International Undergraduate/Graduate Students					
	Fall 2010	Fall 2014	Fall 2015	Fall 2020 GOAL	
Undergraduate	64	303	401	525	
Percent of Undergraduate	0.6%	2.4%	3.1%	4%	
Graduate	390	747	752	900	
Percent of Graduate	11.4%	17.8%	18.0%	18%	

Underrepresented Populations—Students				
	Fall 2010	Fall 2014	Fall 2015	Fall 2020 GOAL
Students of Color: Domestic Undergraduate	2,122	2,716	3,012	3,800
Percent	26%	29%	31%	32%
Students of Color: Domestic Graduate	510	705	701	800
Percent	19%	22%	23%	26%

Underrepresented Populations—Facu	Ity and Staff			
	Spring 2010	Spring 2014	Fall 2015	Fall 2020 GOAL
Faculty	86	128	151	200
Percent	21%	23.3%	26.4%	30%
Staff	101	146	160	190
Percent	13.1%	15%	14.9%	16%

III. INNOVATIVE RESEARCH

Research and Development				
	FY 2010	FY 2014	FY 2015	FY 2020 GOAL
Total R&D Expenditures (millions)	\$59.3	\$64.6	\$70.4	\$90
Total R&D Expenditures Per Tenure Track Faculty Member	\$162,145	\$151,267	\$166,392	\$175,000
Total Externally Funded Research (millions)	\$32.7	\$36	\$40.4	\$50

IV. LEVERAGE OUR LEGACY AND OUR PLACE

FY 2010	FY 2014	FY 2015	FY 2020 GOAL
4,909	8,383	8,761	10,000
7.6%	11.8%	12.0%	13.0%
6.0%	5%	n/a	
	4,909 7.6%	4,909 8,383 7.6% 11.8%	4,909 8,383 8,761 7.6% 11.8% 12.0%

Individual and Corporate Giving (Millions)				
	FY 2010	FY 2014	FY 2015	FY 2020 GOAL
Private Funds Raised	\$10.8	\$20.6	\$21.0	\$24
Cumulative Campaign Totals	n/a	\$24.9	\$55.7	\$125

Total Endowment and Annual Growth in Endowment (Millions)				
\$41.2	\$78.4	\$82.4	FY 2020 GOAL \$115 4%	
	FY 2010	FY 2010 FY 2014 \$41.2 \$78.4	FY 2010 FY 2014 FY 2015 \$41.2 \$78.4 \$82.4	

Endowment Per Student				
	FY 2010	FY 2014	FY 2015	FY 2020 GOAL
Per FTE	\$3,930	\$6,008	\$6,120	\$7,500
Peers (average)	\$6,151	\$10,714	n/a	

V. ENTREPRENEURIAL STEWARDSHIP

Financial Health				
	FY 2010	FY 2014	FY 2015	FY 2020 GOAL
Total Operating Revenues (millions)	\$171	\$244	\$270	\$360
Annual Growth	9%	11%	11%	6%
Operating Margin	9.8%	1.3%	1.0%	2.0%
Debt Service Ratio	4.0%	6.0%	7.6%	7.5%
Primary Reserve Ratio	23%	23%	22.1%	20.0%

Sustainability				
	FY 2010	FY 2014	FY 2015	FY 2020 GOAL
STARS Points (Sustainability, Tracking, Assessment & Rating System)			53.9	65
STARS Rating			Silver	Gold
Net GHG Scope 1+2 Emissions MT/1000 Gross SF	9.12	7.83	7.85	8.0
Net GHG Scope 3 Emissions, MT per FTE	2.05	n/a	1.58	1.76

Sources of data: Offices of Institutional Research; Advancement; Budget and Financial Planning; Division of Online and Continuing Education; Vice Provost for Research; Office of Career Services; Honors College; Office of Sustainability.

Current Peers: Georgia State University, University of Maine, University of Maryland—Baltimore County, San Diego State University, Virginia Commonwealth University, University of Wisconsin—Milwaukee



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