



UMASS LOWELL 2020 REPORT CARD 2013



UMASS
LOWELL
Learning with Purpose

When UMass Lowell embarked on its ambitious strategic plan—UMass Lowell 2020—we committed to benchmarking our progress toward targeted goals. To that end, we created the UMass Lowell Report Card to track and evaluate indicators that we believe are vital to our success. This report identifies 25 strategic indicators organized around five pillars of excellence that measure progress toward our goals.

Systematic analysis of the Report Card will be used to guide multi-year financial and academic program development by the Strategic Planning Commission working closely with senior administrators, faculty, staff and students of the University.

MISSION AND PILLARS OF EXCELLENCE FOR UMASS LOWELL 2020

MISSION:

The University of Massachusetts Lowell is a major research public university committed to excellence in teaching, research and community engagement. We strive to transform students to succeed in college, as lifelong learners and as 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 Commission:
Jacqueline Moloney & Ahmed Abdelal,
Co-chairs
NEASC Committee:
Charlotte Mandell & Susan Houde,
Co-chairs

I. TRANSFORMATIONAL EDUCATION

Experiential and trans-disciplinary 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 Course Redesign
Subcommittee on General Education
Subcommittee on Enhancing and Fostering Support for Trans- and Inter-disciplinary Learning
Committee on Athletics Visioning:
Don Pierson, Chair

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

III. INNOVATIVE RESEARCH & ENTREPRENEURSHIP

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

Committee on Innovative Research: Julie Chen, Julie Nash, Co-chairs
Subcommittee on Centers & Institute
Subcommittee on Policies & Guidelines
Subcommittee on Faculty Mentoring
Subcommittee on Communication & Networking

Riverhawk Advisory Board:
Don Latorre, Chair

IV. LEVERAGE OUR LEGACY AND OUR PLACE

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

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

Web Advisory Committee:
Patti McCafferty, Mark Hines, Co-chairs
Deans' Alumni Advisory Councils

V. ENTREPRENEURIAL STEWARDSHIP

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

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

Master Planning Committee:
Joanne Yestramski, John Ting, Co-chairs
Climate Action Plan Committee:
Tom Dreyer, Joanne Yestramski, Co-chairs



I. TRANSFORMATIONAL EDUCATION

A. Overall Admissions & Enrollment

SAT Scores of First-time Freshmen

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
75th Percentile	1160	1160	1160	1170	1190	1210	1240
25th Percentile	1000	970	1000	1000	1020	1030	1050
Average	1083	1071	1083	1089	1113	1127	1150

Source: OIR, UMPO CASA/BOT "Preliminary Admissions and Enrollment Report," Fall 2012.

Student Enrollment—Headcount

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
Undergrad	6,659	7,316	8,031	8,675	9,026	9,401	10,000
Graduate	2,745	2,765	3,054	3,426	3,702	4,007	5,000
Total Day	9,404	10,081	11,085	12,101	12,728	13,408	15,000
CSCDE	2,231	2,396	2,517	2,585	2,711	2,886	3,000
Total	11,635	12,477	13,602	14,686	15,439	16,294	18,000

Source: OIR, "Enrollment At A Glance," various years.

Online Course Registrations

	AY 2007	AY 2008	AY 2009	AY 2010	AY 2011	Fall 2013	2015 Goal
Number of Registrations	10,476	12,367	14,427	16,698	18,567	20,322	26,000
Year-on-Year Increase	21%	17%	16%	15%	11%	9.5%	

Source: Division of Online and Continuing Education, various years.

B. Undergraduate Education

Full-time Freshman One-Year Retention Rate

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
UMass Lowell	75%	79%	81%	78%	79%	81%	83%
Peers (Median)	82%	82%	83%	84%	84%	n/a	n/a

Sources: OIR, various years; Arizona Center for Measuring University Performance, various years.

Full-time Freshman Six-Year Graduation Rate

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
UMass Lowell	44%	51%	53%	51%	50%	54%	56%
Peers (Median)	57%	59%	59%	57%	59%	n/a	n/a

Sources: OIR, various years; IPEDS "Graduation Rates Survey," various years.

Four-Year Graduation Rate of Upper-Level Transfer Students

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
Four-year Graduation Rate	65%	77%	65%	70%	80%
Number in Cohort	33	140	88	152	n/a

Source: OIR, UMPO's "Performance Measurement System," various years.

Undergraduate Day Class Size

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
Percent below 20 Peers (Median)		39%	37%	50%	57%	n/a	50%
				38%	n/a	n/a	

Source: OIR, Common Data Set, various years.

Number of Faculty

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
FT Faculty			425	444*	484*	535*	
PT FTE Equivalent**			156	190	180	153	
FTE**			581	634	664	688	
Percent Instruction Capacity by Adjuncts			27%	30%	27%	22%	

n.b. "Part-Time" excludes categories music lessons, clinical supervisors, etc.

* Includes Research Faculty.

** Calculated according to IPEDS (Department of Education) methodology: FT + [(1/3)PT]

Sources: OIR, HR census files, "Data First Forms" prepared for NEASC self-study.

National Survey of Student Engagement Results:

Overall Student Satisfaction*

	Fall 2008	Fall 2011	Fall 2012	2015 Goal
UMass Lowell Freshmen	3.02	3.11	3.10	3.20
New England Publics Freshmen	3.06	3.13	3.12	
UMass Lowell Seniors	3.06	3.14	3.14	3.20
New England Publics Seniors	3.17	3.13	3.17	

* On a scale of 1 = "Poor" and 4 = "Excellent."

National Survey of Student Engagement Results:

Enriching Educational Experiences*

	Fall 2008	Fall 2011	Fall 2012	2015 Goal
UMass Lowell Freshmen	22.10	26.70	25.20	28.00
New England Publics Freshmen	26.20	26.40	23.90	
UMass Lowell Seniors	35.50	35.70	37.10	39.00
New England Publics Seniors	38.80	39.00	36.00	

* Out of a possible 100.

National Survey of Student Engagement Results:

Overall Quality of Advising*

	Fall 2008	Fall 2011	Fall 2012	2015 Goal
UMass Lowell Freshmen	2.70	2.77	2.76	3.00
New England Publics Freshmen	2.81	2.95	3.02	
UMass Lowell Seniors	2.81	2.79	2.77	3.00
New England Publics Seniors	2.76	2.78	3.05	

* On a scale of 1 = "Poor" and 4 = "Excellent."

C. Graduate Education

Master's/Doctoral Degrees Awarded

	AY 2007	AY 2008	AY 2009	AY 2010	AY 2011	AY 2012	2015 Goal
Master's*	465	509	602	612	654	745	1,000
Peers (Median)	999	1,025	1,108	1,070	1,116	n/a	
Doctoral**	69	67	80	67	83	93	110
Peers (Median)	91	104	106	115	121	n/a	

* Includes Education CAGS/Ed.S. degrees.

** Includes research and professional practice doctorates.

Sources: OIR, IPEDS "Completions" survey, various years.

II. GLOBAL ENGAGEMENT AND FOSTERING INCLUSION

International Undergraduate/Graduate Students

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
Undergraduate DAY + CE	82	69	57	64	129	123	400
Percent	0.9%	0.9%	0.7%	0.6%	1.1%	1.0%	
Pathways Students*	n/a	n/a	n/a	n/a	63	153	
TOTAL UG + Pathways					192	276	
Graduate	422	463	403	390	405	525	600
Percent	15.3%	16.7%	13.2%	11.4%	11.0%	13.1%	

* Includes Navitas only; CERNET students to be added when Fall 2012 census reports are released.

Source: OIR, "Fall Student Profile" report submissions, various years.

Underrepresented Populations—Faculty and Staff

	Spring '07	Spring '08	Spring '09	Spring '10	Spring '11	Spring '12	2015 Goal
Faculty*							
Number	82	82	89	86	93	108	117
Percent	19.4%	19.4%	21.3%	21.0%	22.3%	21.3%	23%
Staff							
Number	86	96	91	101	111	117	128
Percent	11.2%	12.5%	12.0%	13.1%	13.6%	13.7%	15%

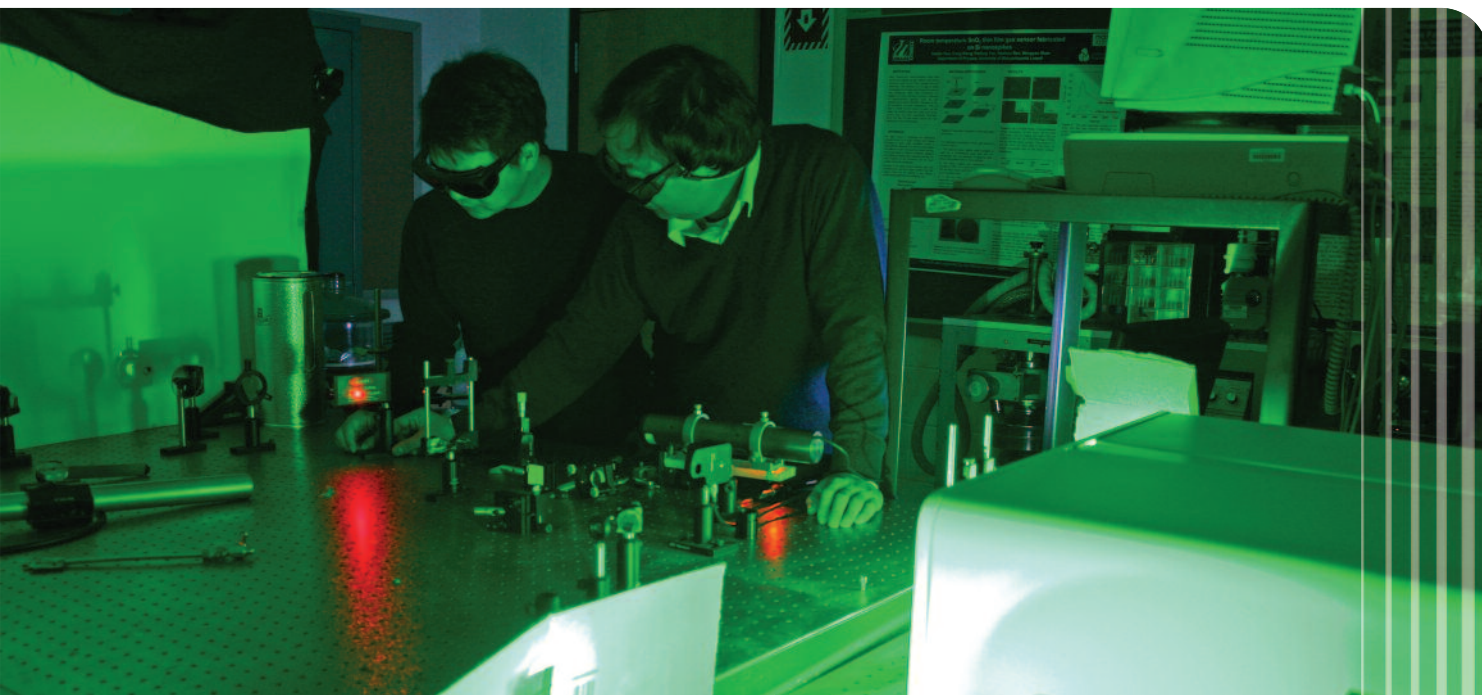
* Includes full-time instructional and research faculty.

Sources: Human Resources and Equal Opportunity & Outreach, Annual Affirmative Action Reports

Underrepresented Populations—Students

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2015 Goal
Undergraduate							
Number	1,266	1,460	1,741	2,122	2,442	2,529	3,000
Percent	21%	22%	23%	26%	29%	29%	30%
Graduate							
Number	327	360	404	510	664	746	1,000
Percent	17%	18%	18%	19%	21%	23%	25%

Source: OIR, "Enrollment At A Glance" report, various years.



III. INNOVATIVE RESEARCH

Research Expenditures							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Total Research and Development Expenditures	\$36,000	\$41,000	\$57,000	\$59,000	\$60,000	\$60,600	\$75,000
Total Research and Development Expenditures per Faculty Member	\$89,000	\$102,000	\$131,000	\$137,000	\$145,000	n/a	\$180,000

License Income							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
UMass Lowell		\$480,000	\$340,000	\$350,000	\$1.13 M	n/a	\$1.2 M

IV. LEVERAGE OUR LEGACY AND PLACE

Alumni Giving							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Alumni Giving		5,222	4,683	4,909	6,898	7,513	9,000
% Giving		8.4%	7.4%	7.6%	10.3%	11%	12%
Peers Average % Giving		6%	5%	6%	6%	n/a	

Recognized by the Carnegie Foundation for the Advancement of Teaching for "Curricular Engagement and Outreach and Partnerships."



V. ENTREPRENEURIAL STEWARDSHIP

Percent of Campus Wireless							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Percent of Campus		40%	60%	85%	90%	92%	100%
Courses Using Web-Based Technology							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Blackboard Course Shells		1,215	1,422	1,567	1,771	2,059	2,000
Number of Smart Classrooms							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Technology-Enhanced Classrooms		50%	75%	100%	100%	100%	100%
Lecture Capture		3%	4%	30%	40%	40%	45%
Private Funds Raised Annually (Millions)							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
UMass Lowell		\$12.9	\$9.4	\$10.8	\$15.2	\$17.6	\$20.0
Total Endowment and Annual Growth in Endowment (Millions)							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
UMass Lowell Total	\$33.7	\$35.8	\$31.1	\$41.1	\$49.5	\$60.1	\$67.0
Annual Growth	16%	6%	-13%	32%	20%	21%	
Endowment Per Student							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Per FTE	\$3,726	\$3,915	\$3,085	\$3,711	\$4,185	\$4,804	\$5,000
Peers (Median)	\$6,962	\$6,294	9,304	n/a	n/a	n/a	
Financial Health (Millions)							
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	2015 Goal
Total Operating Revenues	\$116.1	\$129.4	\$149.3	\$170.5	\$189.3	\$203.8	\$292.1
Annual Growth		11%	15%	14%	11%	8%	
U.S. News & World Report Ranking							
				August 2010	August 2012	August 2013	2015 Goal
UMass Lowell Rank				183	177	170	160
Tier				Tier 1	Tier 1	Tier 1	Tier 1
National Research Institutions				260	268	270	

n.b. The lower the number, the higher the rank.



Learning with Purpose



Learning with Purpose