Since their inception a century and a half ago, public colleges and universities have had a special mission of service — service to citizens, to communities, to states and to our nation as a whole.

Public institutions like the University of Massachusetts exist to allow people to lead richer and fuller lives and in doing so, enrich us all.

I have had the good fortune to spend my entire professional career at public universities — as a professor, as a dean and in other administrative capacities including the honor of serving as president of three public universities including UMass.

This lifetime of experience has taught me a number of things, among them the importance of establishing clear goals and priorities and of measuring the progress you make in pursuit of them.

Thus, we have established six system-wide focal areas at UMass: student experience and success, creating an educated workforce and engaged citizenry, world-class research enterprise, an enhanced social well-being, good stewardship of public resources, and telling and selling the UMass story.

We have also developed mechanisms for monitoring progress in these key areas across the five-campus, 72,000-student UMass system, and the report before you, UMass Performance: Accountable and On the Move, represents an attempt to convey our story of priorities and progress in a way that is clear, concise and accessible to citizens across the Commonwealth.

We believe it is important to present this information to the taxpayers who help to fund UMass, to parents who look to UMass to educate their sons and daughters, to our partners in government and business, to our graduates, students, faculty and staff — in short, to anyone who has a stake and interest in the University of Massachusetts.

I invite you to examine this first edition of what will be an annual report and hope that it will provide a clear sense of where we are as the Commonwealth’s public research university and where we seek to go. I look forward to working with all members of the UMass community to build on all that has been achieved over the past century and a half — and to make UMass an even stronger asset for our citizens and our Commonwealth.

Respectfully,
Robert L. Caret, President
Performance at a Glance

1 Student Experience & Success

- Admit high-quality students, striving to increase the academic profiles across all campuses.
- Provide an accessible and affordable education of high quality.
- Improve student success, retention, and graduation rates.
- Foster supportive, diverse campus environments, where students can do their very best work.

2 Educated Workforce & Engaged Citizenry

- Represent all regions and demographics of the Commonwealth, particularly those in underserved or underrepresented segments of society.
- Serve the workforce and economic development needs of the Commonwealth by focusing on strategically important areas such as STEM (science, technology, engineering and math), IT, and health care.
- Incorporate experiential learning opportunities that complement classroom learning, such as service learning and internships.

3 World-Class Research & Development Enterprise

- Build on our reputation as an R&D leader.
- Develop nationally and regionally significant R&D centers in strategic areas.
- Commercialize technology, generate license income and start up new companies with a Massachusetts presence.
- Work collaboratively to form new vehicles and partnerships to help grow the research enterprise.

4 Enhanced Social Well-Being

- Increase the number of collaborations and partnerships between the University and its larger communities (local, national, and global) for the exchange of knowledge and resources.
- Promote a positive, supportive, and diverse work environment by employing a diverse faculty and staff and providing incentives for professional growth.
- Develop, support, and sustain special programs and pipelines promoting the transition of students across all educational sectors.

5 Good Stewardship of Resources

- Manage limited financial resources efficiently to achieve long-term success.
- Improve the efficiency and effectiveness of the University’s operations.
- Increase external support from alumni, corporate partners, and friends.
- Invest in campus facilities to support the University’s mission, reduce maintenance costs and be environmentally responsible.

6 Telling & Selling the UMass Story

- Spread the message in a compelling, purposeful way.
- Develop and use new tools to share our success with online, digital audiences.
- Ensure we are connecting with our alumni and friends in business and government … close to home and around the world.
Student Experience & Success

To further its mission of providing “an affordable and accessible education of high quality,” the University is active in private and public organizations committed to improving college access and success. Increasing college participation, especially among underrepresented groups, and ensuring degree completion are considered essential to a better future for Massachusetts and the nation.

The University works with Pre-K -12 partners to improve college readiness through regional initiatives to implement the Common Core Standards, and the new assessments of the Partnership for Assessment of Readiness for College and Careers (PARCC) and Science Technology Engineering and Mathematics (STEM) programming. It also is involved in the development of education policy and teacher preparation.

Educated Workforce & Engaged Citizenry

Massachusetts enjoys a strong job market in the high-tech industry, which requires an educated workforce to drive innovation and entrepreneurship. UMass admits high-quality students, its research centers expose them to cutting-edge technology, and they emerge with finely honed critical-thinking skills. UMass awards more than 15,000 degrees and certificates a year, more than any other college or university in Massachusetts.

<table>
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<tr>
<th>Goal 1 - Admit high-quality students, striving to increase the academic profiles across all campuses: Enrollment has surged and students with higher GPAs, SATs and GREs have enrolled across all University campuses during the past decade.</th>
<th>Excellent Progress</th>
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<td>Goal 2 - Provide an accessible and affordable education of high quality: State support through the 50-50 funding solution, coupled with efficiency efforts across the campuses, has enabled a freeze on tuition and fees and the campuses have committed record levels of their own funds to grant aid for students.</td>
<td>Limited Progress</td>
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<td>Goal 3 - Improve student success, retention and graduation rates: Partnerships with Pre K-12 and community colleges are improving student preparedness. Enhanced campus services support all students, resulting in 83 percent freshman retention and a 60 percent graduation rate.</td>
<td>Good Progress</td>
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<td>Goal 4 - Foster supportive, diverse campus environments: The 29 percent enrollment of African, Latino, Asian, and Native American (ALANA) students is higher than that of the Commonwealth’s high schools (27 percent). International enrollment has increased 20 percent over the past four years.</td>
<td>Limited Progress</td>
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<td>Goal 5 - Represent all regions and demographics of the Commonwealth, particularly underserved or underrepresented segments of society: Eighty percent of UMass undergraduate freshmen are Massachusetts residents. The distribution of campuses across the state allows access to underserved or underrepresented segments of society.</td>
<td>Excellent Progress</td>
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<td>Goal 6 - Serve the Commonwealth’s economic development needs by focusing on strategically important areas such as STEM, IT and health care: UMass is a member of the Governor’s STEM Council, the Massachusetts Business Roundtable and the Business Higher Education Forum and collaborates with the state’s community colleges on a wide range of STEM initiatives.</td>
<td>Limited Progress</td>
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<td>Goal 7 - Incorporate experiential learning opportunities that complement classroom learning: UMass provides ample opportunities for students to perform undergraduate research in faculty labs and this experience often leads to graduate study. Many degree programs include service-learning or internship experiences as part of capstone projects, with these opportunities frequently leading to employment with partner organizations.</td>
<td>Limited Progress</td>
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The University has made strategic organizational, policy and investment decisions to support research and development, and its R&D base has grown at a rate faster than the U.S. average. It now generates nearly $600 million in annual R&D expenditures and $30 million to $40 million in technology licensing income.

Goal 8 - Build on the UMass reputation as an R&D Leader: The University is ranked No. 3 in the state in R&D and No. 33 in the nation, and its R&D efforts are internationally recognized. Recent investments in campus infrastructure are important in enabling UMass to grow its R&D enterprise.

Goal 9 - Develop nationally and regionally significant R&D centers in strategic areas: The University has secured funding for major national R&D centers in fields such as nanotechnology, climate change and biomanufacturing — made possible by strategic University investments and often supported by state grants from such organizations as the Mass Life Sciences Center and Mass Technology Collaborative.

Goal 10 - Commercialize technology, generate license income and establish new companies: UMass is a national leader in technology licensing income, consistently ranking among the top 15 U.S. universities. A new focus on entrepreneurship, recent staffing enhancements, and policy changes to allow start-up investments are steps toward generating and supporting future start-up enterprises.

Goal 11 - Form new vehicles and partnerships to help grow the research enterprise: Given federal funding uncertainties and the emphasis on “translational” R&D, the University is expanding its partnerships with industry through a new vehicle called the UMass Innovation Institute and with industry and other universities through projects such as the Mass Green High Performance Computing Center. The five campuses are also collaborating on a Center for Clinical and Translational Science.

The roles and responsibilities of a public university extend far beyond the traditional image of students and faculty at work in the classroom and laboratory. Universities increasingly serve as engines of social, cultural and economic development, with public universities leading the way. These broader responsibilities are explicitly embraced in a mission statement that not only creates an educational priority but also commits UMass to a mission of public service and to research that creates knowledge and improves lives. As President Robert L. Caret has said, “We have shaped our state’s past and will guide its future.”

Goal 12 - Increase the number of collaborations and partnerships between the University and its larger communities (local, national, and global) for the exchange of knowledge and resources: UMass actively participates in numerous national higher education associations and with partners in Massachusetts; it works with major foundations and collaborates with universities throughout the world to support student and faculty exchanges and foster research and service ties. Each of our campuses has the distinction of being a Carnegie Engaged University.

Goal 13 - Promote a positive, supportive and diverse work environment by employing a diverse faculty and staff and providing incentives for professional growth: The University of Massachusetts actively promotes a diverse faculty and staff through an array of grant- and professional-development programs all aimed at creating and maintaining a diverse workforce.

Goal 14 - Develop, support, and sustain special programs and pipelines promoting the transition of students across all educational sectors: UMass supports a State-wide initiative for Dual Enrollment where students simultaneously pursue credit bearing courses at the high school and higher education levels. The Abel4STEM Partnership with the Community Colleges is an important new addition to this effort.
As a public university, we are committed to managing the funds we receive from our students and the state as efficiently as possible. We take this role seriously as demonstrated by the creation of a task force that has as its single mission the creation of administrative and academic efficiencies that yield tangible savings. We seek efficiencies in every area of University activity.

**Goal 15 - Manage limited financial resources efficiently to achieve long-term success:** As a University, we have decided to make strategic investments through the use of planned reserves and debt to ensure our campuses meet the needs of our students and faculty. Although this results in short-term declines in our financial indicators, projected growth in enrollment and revenues in the future will support today’s investments allowing our financial indicators to rebound.

**Goal 16 - Improve the efficiency and effectiveness of the University’s operations:** The Task Force on Efficiency and Effectiveness has been seeking tangible savings throughout the five-campus UMass system. Savings have occurred in a number of areas including energy, information technology, purchasing and telecommunications.

**Goal 17 - Increase external support from alumni, corporate partners, and friends:** Major fundraising campaigns are gearing up or are underway on all five campuses, representing the first capital campaign in University history.

**Goal 18 - Invest in campus facilities to support the University’s mission, reduce maintenance costs and be environmentally responsible:** UMass invested $2.5 billion on capital improvements over the past decade, however with 70 percent of our facility inventory over 30 years old, keeping pace with deferred maintenance remains a challenge.

UMass is renowned for its academic programs, the scope and impact of faculty research and its diverse and accomplished student body. But given the realities of our 24/7 communications world, the University must continually find new and innovative ways of highlighting its many achievements and attributes. In short, it must engage in Telling & Selling in a diligent and energetic way. In recent years, UMass has embraced digital technologies and social media to improve its engagement with key constituencies, while continuing to produce notable media advertising campaigns and generating media coverage that brings the UMass success story to life.

**Goal 19 - Spread the message in a compelling, purposeful way:** Positive media coverage of the University continues to grow, with the campuses reporting story-count increases of up to 22 percent during the past year, logging more than 20,000 media stories in total.

**Goal 20 - Develop and use new tools to share our success with online, digital audiences:** The University’s online presence has grown substantially, with all five campuses engaging audiences through Facebook, Twitter and YouTube and via other social media outlets; web traffic continues to climb with UMass websites last year generating more than 15 million unique visits.

**Goal 21 - Ensure we are connecting with our alumni and friends in business and government … close to home and around the world:** Campuses are developing enhanced alumni directories, monitoring open rates on email communications, and are making other efforts to better target alumni and friends with print and electronic communications.