A public research institution with five unique campuses and 73,000 students from diverse backgrounds, the University of Massachusetts strives to maintain the highest quality standards for the betterment of the Commonwealth. Across this complex and dynamic system, there exist opportunities to identify areas of success and areas for improvement.

Last year, we delivered on our commitment to establish clear goals and measure our performance through the publication of our first annual report, *UMass Performance: Accountable and On the Move*. Today, we reinforce that commitment with the publication of our second annual report, and we invite you to review our continued progress toward the University’s vision for the future.

Since our last report, each campus established performance targets that define its vision for the type of University it strives to become over the course of its respective five-year plan. The collective progress of the campuses toward achieving these targets is how we measure our performance as a University system.

In this second edition of our performance report, you will see that, as a University system, we continue to make progress toward achieving our long-term goals, as exemplified through key metrics such as the increased number of degrees awarded, the steady improvement in graduation rates and our ability to maintain our strong credit rating.

Despite the number of “Good Progress” ratings conveyed in this year’s report, there is more to be done as each campus works to implement its strategic plan, reach its five-year targets and achieve its vision for the future. As we continue to find ways to improve our outcomes and pursue excellence across all of our priority areas, we remain committed to accountability and transparency to convey our priorities and progress in a way that is clear, concise and accessible to residents of the Commonwealth.

Respectfully,

Robert L. Caret, President

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**Introduction**


This accountability tool builds on data that the University system already collects and makes public. A working group made up of representatives from all five UMass campuses has applied expertise in the area of academics, research, operations and finance to review the underlying data, develop qualitative data and provide insight in interpreting the data.

In the course of its work, the working group reviewed last year’s performance data, refined metrics and established an updated methodology to measure performance. The updated performance measurement methodology has two major components. First, progress is measured based on performance over the past three years. Second, a two-year and five-year performance target was established for each metric to measure performance. By measuring performance not only by using a three-year trend but also against targets, this year’s publication reports progress based on where we are, as well as where we are going, as defined by the unique mission and the strategic plans that distinguish each campus from one another.

Throughout the process, the working group maintained a holistic view, drawing upon a vast amount of data that was compiled and reviewed across the UMass campuses. In some cases, qualitative data was collected to ensure that the information reported by campuses was properly supported and contextualized. This collective set of data can be viewed from the website, www.massachusetts.edu and will help illustrate the foundation on which the system evaluation was based.

The evaluations published in this report reflect the current state of the UMass system as a whole, rather than the performance of individual campuses.

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**Performance Scale**

- **Excellent Progress**
- **Good Progress**
- **Some Progress**
- **Limited Progress**
### Performance at a Glance

<table>
<thead>
<tr>
<th>1</th>
<th>Student Experience &amp; Success</th>
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| **Goal 1**: Admit high-quality students, striving to increase the academic profiles across all campuses. | ![Progress Rating](image)
| **Goal 2**: Provide an accessible and affordable education of high quality. | ![Progress Rating](image)
| **Goal 3**: Improve student success, retention and graduation rates. | ![Progress Rating](image)
| **Goal 4**: Foster supportive, diverse campus environments where students can do their very best work. | ![Progress Rating](image)

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<th>2</th>
<th>Educated Workforce &amp; Engaged Citizenry</th>
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| **Goal 5**: Represent all regions and demographics of the Commonwealth, particularly those in under-served or under-represented segments of society. | ![Progress Rating](image)
| **Goal 6**: Serve the workforce needs and economic development of the Commonwealth by focusing on strategically important areas such as STEM (science, technology, engineering and math), IT and Health Care fields. | ![Progress Rating](image)
| **Goal 7**: Incorporate experiential learning opportunities that complement classroom learning, such as service learning and internships. | ![Progress Rating](image)

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<th>3</th>
<th>World-Class Research &amp; Development Enterprise</th>
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| **Goal 8**: Build on our reputation as an R&D leader. | ![Progress Rating](image)
| **Goal 9**: Develop nationally and regionally significant R&D centers in strategic areas. | ![Progress Rating](image)
| **Goal 10**: Commercialize technology, generate license income and start up new companies with a Massachusetts presence. | ![Progress Rating](image)
| **Goal 11**: Work collaboratively to form new vehicles and partnerships to help grow the research enterprise. | ![Progress Rating](image)

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<th>4</th>
<th>Enhanced Social Well-Being</th>
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| **Goal 12**: Increase the numbers of collaborations and partnerships between the University and its larger communities (local, national and global) for the exchange of knowledge and resources. | ![Progress Rating](image)
| **Goal 13**: Promote a positive, supportive and diverse work environment by employing a diverse faculty and staff and providing incentives for professional growth. | ![Progress Rating](image)
| **Goal 14**: Develop, support and sustain special programs and pipelines promoting the transition of students across all educational sectors. | ![Progress Rating](image)

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<th>5</th>
<th>Good Stewardship of Resources</th>
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| **Goal 15**: Manage limited financial resources efficiently to achieve long-term success. | ![Progress Rating](image)
| **Goal 16**: Improve the efficiency and effectiveness of the University’s operations. | ![Progress Rating](image)
| **Goal 17**: Increase external support from alumni, corporate partners and friends. | ![Progress Rating](image)
| **Goal 18**: Invest in campus facilities to support the University’s mission, reduce maintenance costs and be environmentally responsible. | ![Progress Rating](image)

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<th>6</th>
<th>Telling &amp; Selling the UMass Story</th>
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| **Goal 19**: Spread the message in a compelling, purposeful way. | ![Progress Rating](image)
| **Goal 20**: Share our successes with online, digital and mobile audiences. | ![Progress Rating](image)
| **Goal 21**: Engage key constituencies through targeted communications efforts. | ![Progress Rating](image)

The report employs the following progress ratings: “Excellent Progress” signifies the highest level of performance indicated by a three-year trend that has met or exceeded established target performance or strong performance with trend data moving toward the target. “Good Progress” signifies steady performance. “Some Progress” signifies positive but inconsistent performance, while “Limited Progress” signifies that there is room for improvement or that performance is not in line with the University’s goals and objectives.
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 under-represented 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, the new assessments of the Partnership for Assessment of Readiness for College and Careers (PARCC) and Science Technology Engineering and Mathematics (STEM) programming. The University also works with state and national organizations on initiatives to improve teacher preparation.

The economy of Massachusetts relies on high-tech industries that must redesign themselves continually to maintain their competitive edge. The natural resource needed to fuel these industries is an educated workforce. At the research universities of the UMass system students are exposed to state-of-the-art technology and techniques and emerge with finely honed critical-thinking skills. UMass awards more than 17,000 degrees and certificates a year, more than any other college or university in Massachusetts. The majority of UMass alumni remain in Massachusetts, providing the state with an engaged citizenry.

Goal 5: Represent all regions and demographics of the Commonwealth, particularly those in 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.

Goal 6: Serve the workforce needs and economic development of the Commonwealth by focusing on strategically important areas such as STEM, IT and Health Care fields. UMass continues to be 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.

Goal 7: Incorporate experiential learning opportunities that complement classroom learning, such as service learning and internships. UMass continues to provide ample opportunities for students to perform undergraduate research in faculty laboratories, an experience that often leads to graduate study. Many degree programs include service-learning or internship experiences, which frequently lead to employment with partner organizations.
World-Class Research & Development Enterprise

As a part of its overall strategy as the state’s public research university, UMass continues to make strategic organizational, policy and investment decisions to support research and development across the Commonwealth. As a result, its R&D base has typically grown at a rate faster than the U.S. average. It now generates more than $600 million in annual R&D expenditures and $30-40 million in technology licensing income.

Goal 8: Build on the UMass reputation as an R&D leader. The University continues to rank No. 3 in the state in R&D and now ranks No. 34 in the nation, and its R&D efforts are internationally recognized. Recent investments — with public and private support — in campus infrastructure have been particularly critical to UMass’s ability to grow its R&D enterprise in recent years.

Goal 9: Develop nationally and regionally significant R&D centers in strategic areas. The University’s newest R&D centers include pioneering efforts in the applied life sciences, “printed electronics”, climate change, biomanufacturing and water innovation. All were enabled by strategic state agency investments, with UMass receiving its highest level of state R&D support in its history last year.

Goal 10: Commercialize technology, generate license income and start up new companies with a Massachusetts presence. UMass continues as a leader in technology licensing income, ranking No. 2 in the state and among the top 15 universities in the nation. In the past year, while license income declined somewhat, UMass set records for faculty invention disclosures, patents, start-up companies and University investments in its start-ups.

Goal 11: Work collaboratively to form new vehicles and partnerships to help grow the research enterprise. The University has expanded its vehicle for industry partnering (the UMass Innovation Institute) to a second campus, executed the largest university-industry partnership in its history (with Raytheon), and begun pursuit of follow-on funding for the Center for Clinical and Translational Science (a unique five-campus collaboration with growing industry engagement).

Enhanced Social Well-Being

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 the UMass Mission Statement, which formally commits UMass to public service and to research that not only creates knowledge but 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 engages with multiple national higher education associations and other public and private partners within the state and beyond; it joins with major foundations and collaborates with universities throughout the world to support student and faculty exchanges and build strong 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 strong hiring procedures and 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. The UMass ABLE4STEM initiative provides direct transition from community colleges to UMass programs at all campuses. Community college students may also complete their Associate’s Degrees while at UMass by “reverse transferring” UMass courses to the community colleges, and UMass continues to support dual enrollment with Massachusetts high schools.
Good Stewardship of Resources

The University continues to make strategic investments in its infrastructure that over the short term will negatively impact certain financial ratios but over the long-term will benefit our students and faculty through building state-of-the art facilities to serve their needs. During this period, the University continues our commitment to efficiency and effectiveness and strives to measure tangible savings and outcomes wherever possible that demonstrate our stewardship of student and state resources.

Goal 15: Manage limited financial resources efficiently to achieve long-term success. While the University has maintained a strong bond rating by all three rating agencies, our strategic investments to meet the needs of our students and faculty have led to a deterioration of both the Operating Margin and Debt Ratio for the short term. However, these investments in our capital plan will help to grow enrollment and attract quality students and faculty, 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 continues to strengthen its role and seeks opportunities for tangible savings in measurable ways in the areas of energy, information technology, purchasing and telecommunications.

Goal 17: Increase external support from alumni, corporate partners and friends. Successful fundraising campaigns are underway on all five campuses. Fundraising participation with current students and alumni continues to grow, and overall the endowment grew by over $110 million or 17 percent for FY14.

Goal 18: Invest in campus facilities to support the University’s mission, reduce maintenance costs and be environmentally responsible. The University continues its much-needed investment in its capital plan. A University-wide review of deferred maintenance needs reminds us that this will continue to be a challenge and should be our focus with this state as we begin advocacy for the next Higher Education Bond Bill.

The University of Massachusetts continued to make major strides in its reputation and rankings, with enrollment soaring and student quality increasing. The University was named one of the Top 100 universities in the world and the No. 1 public university in New England. There was a good story to tell, and a groundbreaking, system-wide multimedia marketing campaign, Here for a Reason, did just that. The campaign captured the successes and contributions of the University, and generated a cascade of positive media attention and a growing sense of awareness, support and pride in the Commonwealth’s public research University.

Goal 19: Spread the message in a compelling, purposeful way. The University generated positive media coverage in many areas, from the success of its 50-50 state funding initiative that froze tuition and fees for a second consecutive year to the opening of its first satellite, UMass Center at Springfield, to its research accomplishments and surge in private giving.

Goal 20: Share our successes with online, digital and mobile audiences. Social media engagement and exposure increased for both the system and campuses. The University redesigned its system website and created, for the first time, a site within the site for the five campuses. Regular news and social media feeds on the system’s home page and campus pages have increased traffic to Massachusetts.edu, and the site’s responsive design enabled a more satisfying browsing experience for mobile and tablet users.

Goal 21: Engage key constituencies through targeted communications efforts. The University’s Here for a Reason campaign was aimed squarely at influencers and opinion leaders and strengthened the reputation of UMass as a world-class public research university. The UMass Foundation also launched its first-ever system-wide fundraising campaign, Your UMass Gift Works, to promote philanthropic giving to the five campuses among alumni, donors and other supporters.