A Letter from the President

As the University of Massachusetts celebrates its 150th anniversary, it is clear Massachusetts has built a public research university system that is a source of great pride for its graduates and citizens of the Commonwealth. Enrollments and student profiles are at an all-time high; increasing numbers of faculty and students are the recipients of prestigious awards; our research and development expenditures are approaching $600M; and all of our campuses carry the Carnegie Classification for Community Engagement.

The University strives every day to carry out its mission to provide an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation and the world.

The University is also an important force for good in Massachusetts and is vital to its future. It shapes the Commonwealth in many ways: It produces an educated citizenry and talented workforce; it conducts important research that saves and improves lives; it fuels the state’s economy; and it provides services that enhance the state’s social well-being.

Quality is the thread that runs through all we do. Our research and educational programs are already recognized as world-class. Our work to enhance the social well-being of our communities must also be of the highest quality. We must never rest on past accomplishments and must always seek to bring our academic programs, our student satisfaction and performance, and our research efforts to even higher levels. We are also committed to stewarding the public’s dollars as carefully and efficiently as possible, and to telling the University’s story in a compelling way.

This is an enormous responsibility — one that the University embraces. I am proud that the University was among the first public institutions in the country to launch a comprehensive self-assessment 15 years ago. Measuring our progress in key strategic areas has been a part of the University’s mission for a long time, and this effort in developing a performance report is the next step in our journey of growth.

I invite you to explore the priorities in this report, and I look forward to building an even stronger University of Massachusetts in the future. Thank you for your support.

Robert L. Caret, President
Introduction

The University of Massachusetts created the “Report on Annual Indicators” 15 years ago to measure our progress in a public, transparent manner in achieving our long-term goals and fulfilling our special role as the Commonwealth’s public research university: transforming students’ lives, shaping the social and economic future of the Commonwealth, and addressing key state needs. In short, to take a strong look at where we stand today — and where we are headed in the future.

Grounded in the mission of the University and guided by five legislative priorities and nine University strategic priorities, the Report on Annual Indicators: University of Massachusetts Performance Measurement System has been a key aspect of the University’s strategy for clarity, openness, and accountability. It enables us to monitor performance on the strategic priorities developed and adopted by the UMass Board of Trustees.

With this report, our goal is to build on the data and information we already collect, with an emphasis on six focus areas:

1 Student Experience & Success
2 Educated Workforce & Engaged Citizenry
3 World-Class Research & Development Enterprise
4 Enhanced Social Well-Being
5 Good Stewards of Resources
6 Telling & Selling the UMass Story

This inaugural year’s effort is a continuation of our successful history of assessment and measurement. In future years’ reports, we will assess our progress in these areas — with the goal of furthering the mission of the University in providing an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation and the world.

Our students are our greatest priority. To prepare our graduates for a lifetime of achievement, we will continue to foster an environment that emphasizes academic excellence in a diverse and supportive community of faculty, staff and fellow students. Through selective admission processes, we will add high-caliber applicants to our already impressive student population, while implementing further initiatives to drive student retention and graduation rates. Above all, we will maintain our commitment to a quality, affordable higher education and work to develop new means of providing financial aid to those who need it most.

OUR COMMITMENT

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.
Our role is pivotal to the prosperity of the Commonwealth. The cornerstone of a healthy, productive society resides in the caliber, quality and impact of its citizenry. For nearly 150 years, we have contributed to Massachusetts — a state that proudly boasts the nation’s highest percentage of workers with Bachelor’s degrees — generations of educated, socially engaged citizens. We will continue to bolster the workforce and the economic development of the Commonwealth with resident and nonresident graduates who will live and work in the state. Additionally, we will promote student experiences and opportunities that complement our courses and curriculum.

**OUR COMMITMENT**

Represent all regions and demographics of the Commonwealth, particularly those in under-served or under-represented segments of society.

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.

Incorporate experiential learning opportunities that complement classroom learning, such as service learning and internships.

Our commitment to research and research-based graduate education sets us apart. As the only segment of public higher education in Massachusetts with a dedicated research mission, we are in a unique position to serve all regions of the state, the nation and the world with innovative ideas and highly skilled, research-oriented talent. To meet the challenges of tomorrow, the University will work to strengthen R&D at each of our campuses across the state in ways that benefit the Commonwealth. We will remain invested in research and development through increased funding initiatives, technology commercialization and entrepreneurial activities, and partnering with world-class research universities and industrial firms.

**OUR COMMITMENT**

Build on our reputation as an R&D leader.

Develop nationally 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.
Our communities need us. We will continue to make a positive impact on the lives of the people of the Commonwealth, the nation, and the world through collaborative campus and off-campus efforts. We will increase partnerships between campuses and the communities they serve, while continuing to facilitate a supportive and diverse work environment for faculty and staff. Special programs will be developed to connect better with K-12 and community college students, with an emphasis on helping at-risk groups of high school students transition into college life. Furthermore, in an effort to promote higher education throughout Massachusetts high schools, we will assist in summer camps and programs to promote the importance of pursuing higher education.

**OUR COMMITMENT**

- 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.
- 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.

Our fiscal responsibilities spur innovative efficiencies. As the state’s public university, we remain committed to spending our funds wisely. We will continue to examine our business practices and implement meaningful, financially impactful improvements wherever possible. Focusing on the University’s long-term strength and viability, we will identify and address technological redundancies and inefficiencies across all campus systems. We will increase our external support from alumni and friends, reaffirm and support our relationship with the state, and invest in existing and new facility projects.

**OUR COMMITMENT**

- 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.
For 150 years, the University has been serving the Commonwealth in ways that make an enduring and profound difference — by educating thousands of our citizens every year, by conducting research that saves lives and fuels our innovation economy, and by providing service that shapes our communities and touches every region of the state. Like every institution and organization, the University needs to tell its story: to students, alumni and friends — and to those who haven’t had a direct connection with UMass. We want the world to know that UMass is building on its tradition of excellence and service, that its future is bright, and that its contribution to the Commonwealth will loom even larger over the next 150 years.

OUR COMMITMENT

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**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.**

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