



**UMASS LOWELL 2020**  
**REPORT CARD FOR 2012**



*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 comprehensive, public institution 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.

### PILLARS OF EXCELLENCE:

#### I. TRANSFORMATIONAL EDUCATION

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

#### II. GLOBAL ENGAGEMENT & INCLUSIVE CULTURE

Dynamic, global collaborations support student and faculty exchanges, research and other entrepreneurial enterprises while building an inclusive campus culture.

#### III. INNOVATIVE RESEARCH

Innovative and creative research and scholarship contribute to sustainable solutions to the major challenges in today's world.

#### IV. LEVERAGE OUR LEGACY AND OUR PLACE

A history of innovation and excellence in business, education, engineering, fine arts, health and environment, humanities, sciences and social sciences is embedded in the development of regional, national and international partnerships that leverage our legacy and our place.

#### V. ENTREPRENEURIAL STEWARDSHIP IN HIGHER EDUCATION

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



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## I. TRANSFORMATIONAL EDUCATION

### A. Overall Admissions & Enrollment

#### SAT Scores of First-time Freshmen

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	2015 Goal
75th Percentile	1,160	1,160	1,160	1,170	<b>1,190</b>	1,210
25th Percentile	1,000	970	1,000	1,000	<b>1,020</b>	1,030
Average	1,083	1,071	1,083	1,089	<b>1,113</b>	1,130

Source: "Admissions at a Glance," various years

#### Student Enrollment—Headcount

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

Source: "Enrollment at a Glance," various years

#### Online Course Registrations

	AY 2007	AY 2008	AY 2009	AY 2010	AY 2011	2015 Goal
Online Course Registrations	10,476	12,367	14,427	16,698	<b>19,202</b>	28,000
Increase	21%	17%	16%	15%	<b>15%</b>	45%

### B. Undergraduate Education

#### Full-time Freshman One-Year Retention Rate

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

Source: OIR, Performance Measurement System submissions, various years;

IPEDS "Fall Enrollment" survey, various years

#### Full-time Freshman Six-Year Graduation Rate

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	2015 Goal
UMass Lowell	44%	51%	53%	51%	<b>50%</b>	55%
Peers (Median)	56%	58%	59%	57%	<b>n/a</b>	

Source: Performance Measurement System submissions, various years;

IPEDS "Graduation Rates" survey, various years

#### Four-Year Graduation Rate of Upper-Level Transfer Students

	Fall 2009	Fall 2010	Fall 2011	2015 Goal
Four-year Graduation Rate	65%	77%	<b>65%</b>	80%
Number in Cohort	33	140	<b>88</b>	

Source: Performance Measurement System submissions, various years

### Undergraduate Day Student: Faculty Ratio

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	2015 Goal
Undergrad Day FTE	7,570	6,779	7,490	8,082	<b>8,367</b>	9,200
Day Faculty FTE	498	506	536	567	<b>614</b>	650
Student : Faculty Ratio	15:1	13:1	14:1	14:1	<b>14:1</b>	15:1

Source: Common Data Set, various years

### Undergraduate Day Class Size

	Fall 2008	Fall 2009	Fall 2010	Fall 2011	2015 Goal
Percent below 20 Peers (Median)	39%	37%	50%	<b>57%</b>	50%
Percent >= 50 Peers (Median)	5%	6%	5%	<b>3%</b>	5%
			13%	<b>n/a</b>	

Source: Common Data Set, various years

### National Survey of Student Engagement Results: Overall Student Satisfaction

(On a scale of 1 = "Poor" and 4 = "Excellent")

	2005	2008	2011	2015 Goal
UMass Lowell First-Year	2.92	3.02	<b>3.11</b>	3.20
New England Publics First-Year	2.98	3.06	<b>3.13</b>	
UMass Lowell Senior	3.05	3.06	<b>3.14</b>	3.20
New England Publics Senior	3.06	3.17	<b>3.13</b>	

### National Survey of Student Engagement Results: Enriching Educational Experiences

(Out of a possible 100)

	2005	2008	2011	2015 Goal
UMass Lowell First-Year	19.0	22.1	<b>26.7</b>	28.0
New England Publics First-Year	26.5	26.2	<b>26.4</b>	
UMass Lowell Senior	37.2	35.5	<b>35.7</b>	39.0
New England Publics Senior	39.9	38.8	<b>39.0</b>	

### National Survey of Student Engagement Results: Overall Quality of Advising

(On a scale of 1 = "Poor" and 4 = "Excellent")

	2005	2008	2011	2015 Goal
UMass Lowell First-Year	2.64	2.70	<b>2.77</b>	3.0
New England Publics First-Year	2.79	2.81	<b>2.95</b>	
UMass Lowell Senior	2.63	2.81	<b>2.79</b>	3.0
New England Publics Senior	2.71	2.76	<b>2.78</b>	

Source: National Survey of Student Engagement (NSSE), various years

## C. Graduate Education

### Master's/Doctoral Degrees Awarded

	AY 2007	AY 2008	AY 2009	AY 2010	AY 2011	2015 Goal
*Masters	465	509	602	612	<b>654</b>	1,000
Peers (Median)	1,178	1,237	1,361	1,340	<b>n/a</b>	
Doctoral	69	67	80	67	<b>83</b>	110
Peers (Median)	81	68	86	n/a	<b>n/a</b>	

\*Includes Education CAGS/EDS

Source: IPEDS "Completions" survey, various years; Arizona Center for Measuring University Performance, various years

## II. GLOBAL ENGAGEMENT AND FOSTERING INCLUSION

### Underrepresented Populations—Students

<i>Undergraduate</i>	Fall 2007	Fall 2008	Fall 2009	Fall 2010	<b>Fall 2011</b>	<b>2015 Goal</b>	
	Number	1,266	1,460	1,741	2,122	<b>2,442</b>	3,000
	Percent	19%	20%	22%	25%	<b>29%</b>	30%
<i>Graduate</i>	Fall 2007	Fall 2008	Fall 2009	Fall 2010	<b>Fall 2011</b>	<b>2015 Goal</b>	
	Number	327	360	404	510	<b>664</b>	1,000
	Percent	12%	13%	13%	15%	<b>18%</b>	20%

Source: "Enrollment at a Glance," OIR, various years

### International Undergraduate/Graduate Students

Undergraduate	Fall 2007	Fall 2008	Fall 2009	Fall 2010	<b>Fall 2011</b>	<b>2015 Goal</b>
	82	69	57	64	<b>129</b>	400
Percent	0.9%	0.9%	0.7%	0.6%	<b>1.1%</b>	
Graduate	Fall 2007	Fall 2008	Fall 2009	Fall 2010	<b>Fall 2011</b>	<b>2015 Goal</b>
	422	463	403	390	<b>405</b>	500
Percent	15.3%	16.7%	13.2%	11.4%	<b>11%</b>	

Source: Student Profile Report submissions, various years

### Underrepresented Populations—Faculty and Staff

Faculty*	Fall 2008	Fall 2009	Fall 2010	<b>Fall 2011</b>	<b>2015 Goal</b>
	109	121	143	<b>144</b>	155
	12.7%	13.4%	14.1%	<b>14.1%</b>	16%
Staff	Fall 2008	Fall 2009	Fall 2010	<b>Fall 2011</b>	<b>2015 Goal</b>
	95	94	112	<b>120</b>	130
	12.6%	12.1%	14.2%	<b>13.8%</b>	16%

\* Includes Instructional and Research Faculty

Source: Factbook and IPEDS "Human Resources" surveys, OIR, various years



### III. INNOVATIVE RESEARCH

#### Research Expenditures

Total Research and Development Expenditures							2015 Goal
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 (est.)		
UMass Lowell	\$36,000	\$41,000	\$57,000	\$59,000	<b>\$63,000</b>		\$75,000

Total Research and Development Expenditures per Faculty							2015 Goal
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011		
UMass Lowell	\$89,000	\$102,000	\$131,000	\$137,000	<b>\$144,000</b>		\$180,000

#### License Income

	FY 2008	FY 2009	FY 2010	FY 2011	2015 Goal
UMass Lowell	\$480,000	\$340,000	\$350,000	<b>\$1,130 M</b>	\$1.2 M

### IV. LEVERAGE OUR LEGACY AND OUR PLACE

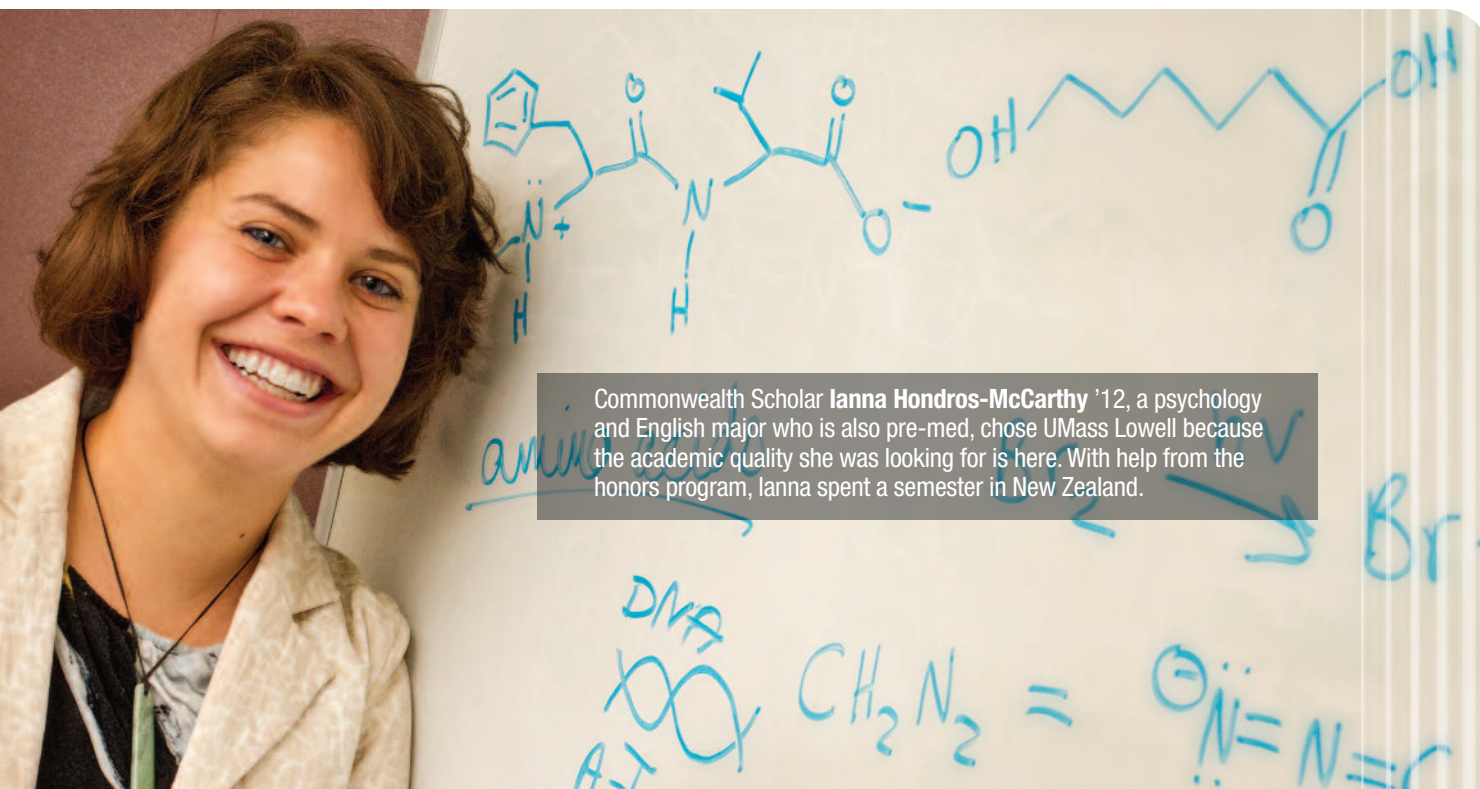
#### Alumni Giving

	FY 2008	FY 2009	FY 2010	FY 2011	2015 Goal
Alumni Giving	5,222	4,683	4,909	<b>6,898</b>	8,500
% Giving	8.4%	7.4%	7.6%	<b>10.3%</b>	12%
Peers Average % Giving (Median)	6%	5%	6%	<b>n/a</b>	

UMass Lowell was recognized by the Carnegie Foundation for the Advancement of Teaching for its "Curricular Engagement and Outreach and Partnerships."

UMass Lowell was included on President Obama's 2010 Higher Education Community Service Honor Roll With Distinction.

Future markers to include co-op placements, clinical placements, internships, etc.



Commonwealth Scholar **Ianna Hondros-McCarthy '12**, a psychology and English major who is also pre-med, chose UMass Lowell because the academic quality she was looking for is here. With help from the honors program, Ianna spent a semester in New Zealand.

## V. ENTREPRENEURIAL STEWARDSHIP

### Financial Health

Total Operating Revenues (In Millions)	FY 2007 \$116.1	FY 2008 \$129.4	FY 2009 \$149.3	FY 2010 \$170.5	FY 2011 \$189.3	<b>2015 Goal</b> \$270.5
Annual Growth		11%	15%	14%	11%	31%

Source: Audited Financial Statements

### U.S. News & World Report Ranking

UMass Lowell Rank	Aug. 2010 183	<b>Aug. 2011</b> <b>177</b>	<b>2015 Goal</b> 160
Tier	Tier 1	<b>Tier 1</b>	Tier 1

### Private Funds Raised Annually

(In Millions)	FY 2008	FY 2009	FY 2010	<b>FY 2011</b>	<b>2015 Goal</b>
UMass Lowell	\$12.9	\$9.4	\$10.8	<b>\$15.2</b>	\$20M

### Total Endowment and Annual Growth in Endowment

(In Thousands)	FY 2007	FY 2008	FY 2009	FY 2010	<b>FY 2011</b>	<b>2015 Goal</b>
UMass Lowell Total	\$33,702	\$37,685	\$34,072	\$41,187	<b>\$48,245</b>	\$50M
Annual Growth	16%	12%	-10%	21%	<b>17%</b>	

### Endowment per Student

	FY 2007	FY 2008	FY 2009	FY 2010	<b>FY 2011</b>	<b>2015 Goal</b>
Per FTE		\$4,921	\$4,022	\$4,474	<b>\$4,768</b>	\$5,000
Peer Median	\$6,962	\$6,294	\$9,304	n/a	<b>n/a</b>	

### Innovative Instructional Technology

	AY 2008	AY 2009	AY 2010	<b>AY 2011</b>	<b>2015 Goal</b>
Percent Campus Wireless	40%	60%	85%	<b>90%</b>	100%
Courses Using Web-based Technology	1,215	1,422	1,567	<b>1,771</b>	2,000
Technology-Enhanced Classrooms	50%	75%	100%	<b>100%</b>	100%
Lecture Capture	3%	4%	30%	<b>40%</b>	45%



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