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# UMASS LOWELL 2020 REPORT CARD 2015



# MISSION AND PILLARS OF EXCELLENCE FOR UMASS LOWELL 2020

## MISSION:

The University of Massachusetts Lowell is a nationally ranked public research university committed to excellence in teaching, research and community engagement. We strive to prepare students to succeed in college, and to become lifelong learners and 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, Chair

### I. TRANSFORMATIONAL EDUCATION

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

Academic Technology Committee:  
Michael Cipriano, George Hart,  
Co-chairs

Committee on Transformational Education: Charlotte Mandell,  
Anita Greenwood, Co-chairs

Subcommittee on Advising

Subcommittee on Pedagogy

Subcommittee on Assessment

Committee on NCAA Division I Institutional Performance: 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

Committee on Title IX: Ann Ciaraldi,  
Clara Orlando, 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, Andrew Harris, Co-chairs

Subcommittee on University Research and Engagement Centers and Institutes

Subcommittee on Faculty Honors and Awards

Subcommittee on Dissemination and External Visibility

Subcommittee on Intellectual Property and Technology Transfer

Subcommittee on Research Infrastructure and Faculty Support

River Hawk New Venture Fund Advisory Board: Jack Wilson,  
Don Latorre, Co-chairs

### IV. LEVERAGE OUR LEGACY AND OUR PLACE

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

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

Marketing Committee: Joseph Hartman, Patricia McCafferty,  
Co-chairs

Web Advisory Committee: Mark Hines,  
Gerry Nelson, 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 Financial Planning:  
Michael Carter, Steve O'Riordan,  
Co-chairs

Facilities Renewal and Master Planning Committee: Thomas Dreyer, John Ting,  
Co-chairs

Climate Action Plan Committee:  
Mark Hines, Rich Lemoine, Co-chairs

Sustainability Committee:  
Mark Hines and Rich Lemoine,  
Co-chairs

Note: Yellow highlights indicate earlier 2015 goals met or exceeded.

## EXTERNAL NATIONAL RANKINGS AND CLASSIFICATIONS

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2020 GOAL
<b>U.S. News &amp; World Report, "National Universities"</b>						
Publics	#101	#97	#94	#85	#84	#60
Overall	#183	#177	#170	#158	#156	#120
Tier/National Universities Ranked	Tier 1/260	Tier 1/268	Tier 1/270	Tier 1/270	Tier 1/268	Tier 1
<b>Payscale.com "30-yr Return on Investment Rank"</b>						
Publics				#10	#16*	
Overall				#50	#52*	
<b>Carnegie Foundation for the Advancement of Teaching</b>						
Basic Classification	Research University – High Research (RU/H) since 2010					
Community Engagement Classification	Curricular Engagement & Outreach and Partnerships**					Yes <sup>†</sup>
<b>President's Higher Education Community Service Honor Roll<sup>††</sup></b>						
	Distinction	n/a <sup>††</sup>	Distinction	Yes	Yes <sup>***</sup>	Yes
<b>APLU "Innovation &amp; Economic Prosperity Universities"</b>						
<b>Times Higher Education</b>						
World Reputation Ranking (UMass system)					#61-70	
World University Ranking (UMass system)					#91	

\*20-year Return on Investment, spring 2014.

\*\*Since 2008.

<sup>†</sup>Until 2025.

<sup>††</sup>UMass Lowell has been on every Honor Roll since 2009.

<sup>\*\*\*</sup>In Community Service; Education; Economic Opportunity.

## I. TRANSFORMATIONAL EDUCATION

### A. Overall Admissions & Enrollment

#### SAT Scores of First-time Freshmen

	Fall 2007	Fall 2009	Fall 2011	Fall 2013	Fall 2014	Fall 2020 GOAL
75 <sup>th</sup> Percentile	1160	1160	1190	1210	1230	1290*
Average	1083	1083	1113	1134	1150	1180*
25 <sup>th</sup> Percentile	1000	1000	1020	1040	1060	1080*

\*2020 goal based on average of schools ranked 80-120 in USNWR.

#### Student Enrollment—Headcount

	Fall 2007	Fall 2009	Fall 2011	Fall 2013	Fall 2014	Fall 2020 GOAL
Undergraduate	6,659	8,031	9,026	9,804	10,161	12,900
Master's	1,307	1,505	1,883	2,365	2,421	3,400
Doctoral	487	569	684	834	809	900
Total Day inc. certificates, non-degree	9,404	11,085	12,728	14,002	14,359	18,200
Online & Continuing Ed	2,231	2,517	2,711	2,930	2,832	3,000*
GRAND TOTAL	11,635	13,602	15,439	16,932	17,191	21,000

\*OCE undergraduate only.

#### Online Course Registrations

	AY 2007	AY 2009	AY 2011	AY 2013	AY 2014	AY 2020 GOAL
Number of Registrations	10,476	14,427	18,567	22,522	23,372	29,500
Year-on-Year Increase	21%	17%	13%	12%	3.8%	4.0%

### Web-Enhanced Pedagogy

	AY 2009	AY 2010	AY 2011	AY 2012	AY 2013	AY 2014	AY 2020 GOAL
Number of courses using <i>Echo360</i> lecture-capture*	100	180	271	348	416	455	800
Number of faculty using <i>Blackboard</i>			458	530	586	645	1,000

\* Includes both semester-long recordings and one-time events.

## B. Undergraduate Education

### Bachelor's Degrees Awarded

	AY 2007	AY 2009	AY 2011	AY 2013	AY 2014	AY 2020 GOAL
Bachelor's Awarded	1,381	1,337	1,653	2,031	2,228	3,000*
Peers (Median)	2,855	3,105	3,186	3,429	n/a	

\*Includes estimate for UMass-Kuwait.

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

	Fall 2007	Fall 2009	Fall 2011	Fall 2013	Fall 2014	Fall 2020 GOAL
UMass Lowell	75%	81%	79%	84%	84%	90%
Peers (Median)	82%	83%	84%	84%	84%	87%

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

	Fall 2007	Fall 2009	Fall 2011	Fall 2013	Fall 2014	Fall 2020 GOAL
UMass Lowell	44%	53%	50%	54%	54%	60%
Peers (Median)	57%	59%	59%	60%	60%	70%

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

	Fall 2009	Fall 2011	Fall 2012	Fall 2013	Fall 2014*	Fall 2020 GOAL
4-Year Graduation Rate	65%	65%	70%	67%	69%	77%
Number in Cohort	33	88	152	215	206	

\* Transfer students entering Fall 2010.

### Undergraduate Day Class Size

	AY 2009	AY 2011	AY 2012	AY 2013	AY 2014	AY 2020 GOAL
Percent below 20	37%	55%	51%	50%	50%	50%
Peers (Median)		36%	37%	36%	n/a	

### Experiential Learning Opportunities

	AY 2010	AY 2011	AY 2012	AY 2013	AY 2014	AY 2020 GOAL
Professional Co-ops	26	43	116	199	251	500
Research & Community Co-ops		25	111	102	161	500

### Number of Faculty

	Fall 2009	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2020 GOAL
FT Faculty	425	484	535*	541	549	687†
PT FTE Equivalent*	156	180	153	155	165	200
Total Faculty FTE**	581	664	688	696	714	887
% Instruction Capacity by Adjuncts	27%	27%	22%	22%	23%	23%

\*Includes Research Faculty.

\*\*Calculated according to IPEDS methodology: FT + [(1/3)PT].

† Assuming 4% annual increase.

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

	2008	2011	2012	2013	2014	2020 GOAL
UMass Lowell Freshmen	80%	86%	82%	81%	85%	86%
New England Publics Freshmen	82%	85%	84%	84%	86%	
UMass Lowell Seniors	79%	85%	84%	81%	83%	86%
New England Publics Seniors	86%	83%	84%	84%	86%	

\*Percent of students evaluating their entire educational experience as "good" or "excellent."

### National Survey of Student Engagement Results: High-Impact Practices\*

		2013	2014	2020 GOAL
* For Freshmen, these high-impact practices include learning community, service learning and research with faculty;	UMass Lowell Freshmen	65%	63%	70%
	New England Publics Freshmen	56%	54%	
	Carnegie Class Peers	57%	57%	
for Seniors, these include internship, study abroad and culminating senior experience in addition to those for Freshmen.	UMass Lowell Seniors	83%	87%	88%
	New England Publics Seniors	86%	88%	
	Carnegie Class Peers	85%	86%	

## C. Graduate Education

### Master's/Doctoral Degrees Awarded

	AY 2007	AY 2009	AY 2011	AY 2013	AY 2014	AY 2020 GOAL
Master's*	465	602	654	745	879	1,100
Peers (Median)	999	1,108	1,116	n/a	n/a	
Doctoral**	69	80	83	102	100	125†
Peers (Median)	91	106	121	n/a	n/a	

\*Master's includes Education CAGS/Ed.S. degrees.

\*\*Doctoral includes research and professional practice degrees.

† Strategy is to increase selectivity of research doctorates.

## II. GLOBAL ENGAGEMENT AND FOSTERING INCLUSION

### International Undergraduate/Graduate Students

	Fall 2007	Fall 2009	Fall 2011	Fall 2013	Fall 2014	Fall 2020 GOAL
Undergraduate Day + CE Number	82	57	129	181	303	525**
Percent	0.9%	0.7%	1.1%	1.4%	3.8%	4%
Pathways Students*	n/a	n/a	63	218	189	
TOTAL UG + Pathways			192	399	492	
Graduate Number	422	403	405	678	747	1,000**
Percent	15.3%	13.2%	11.0%	16.2%	17.8%	17.9%

\*Includes Navitas students.

\*\*Includes UMass Lowell-Kuwait.

### Underrepresented Populations—Faculty and Staff

	Spring 2007	Spring 2009	Spring 2011	Spring 2013	Spring 2014	2020 GOAL
Faculty <sup>†</sup> Number	82	89	93	115	128	172
Percent	19.4%	21.3%	22.3%	21.5%	23.3%	25%
Staff Number	86	91	111	122	146	168
Percent	11.2%	12.0%	13.6%	13.4%	15.0%	16%

\*Includes instructional and research faculty.

### Underrepresented Populations—Students

	Fall 2007	Fall 2009	Fall 2011	Fall 2013	Fall 2014	Fall 2020 GOAL
Undergraduate Number	1,266	1,741	2,442	2,601	2,720	3,900
<i>Percent</i>	21%	23%	29%	29%	29%	30%
Graduate Number	327	404	664	692	705	1,300
<i>Percent</i>	17%	18%	21%	21%	22%	24%

## III. INNOVATIVE RESEARCH

### Research Expenditures

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
Total Research and Development Expenditures	\$36M	\$57M	\$60M	\$63M	\$65M	\$90M
Per TT Faculty Member	\$89,000	\$133,000	\$143,000	\$151,000	\$151,000	\$175,000

### License Income (Thousands)

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
UMass Lowell	n/a	\$340	\$1,130	\$430	\$103	\$500

## IV. LEVERAGE OUR LEGACY AND OUR PLACE

### Alumni Giving

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
Alumni Giving	5,894	4,683	6,898	8,106	8,383	11,000
<i>% Giving</i>	9.8%	7.4%	10.4%	11.5%	11.8%	13%
Peers Average % Giving		5%	5%*	7%	n/a	

\*Without U. New Hampshire, U. Rhode Island.

### Private Funds Raised Annually (Millions)

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
UMass Lowell	n/a	\$9.4	\$15.2	\$19.3	\$20.6	\$27.2

### Total Endowment and Annual Growth in Endowment (Millions)

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
UMass Lowell Total	\$33.7	\$34.1	\$48.2	\$66.1	\$78.4	\$115
Annual Growth	16%	0.6%	19%	17%	19%	7%

### Endowment Per Student

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
Per FTE	\$3,726	\$3,604	\$4,291	\$5,295	\$6,007	\$6,500
Peers (Median)	\$6,962	\$4,692	\$7,346	n/a	n/a	

## V. ENTREPRENEURIAL STEWARDSHIP

### Financial Health (Millions)

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2014	FY 2020 GOAL
Total Operating Revenues	\$120.6	\$149.3	\$189.3	\$220.8	\$244.4	\$380
Annual Growth		15%	11%	8%	11%	7.6%
Operating Margin		2.9%	5.9%	2.1%	1.3%	2.0%
Debt Service Ratio		4.1%	4.2%	5.8%	6.0%	7.5%

### Sustainability

	FY 2007	FY 2010	FY 2011	FY 2013**	FY 2020 GOAL
Net GHG* Scope 1+2 emissions, MT/1000 Gross SF	10.68	9.15	9.34	8.65	8.0
Net GHG emissions Scope 3, MT per FTE	1.92	1.80	1.71	1.51	1.9

\*Green House Gas emissions in Metric Tonnes (MT).

Scope 1 Emissions from fossil fuels in on-campus utilities systems & fleet vehicles.

Scope 2 Emissions from off-campus utility providers (electricity).

Scope 3 Emissions from commuter vehicles & business travel.

\*\* Total reduction in GHG (all Scopes) between FY11 and FY13 is 920 MT.

Sources of data: Offices of Institutional Research; Advancement; Budget and Financial Planning; Division of Online and Continuing Education; Vice-Provost for Research.

Current Peers: Georgia State U., U. Maine, U. Maryland–Baltimore County, San Diego State U., Virginia Commonwealth U., U. Wisconsin–Milwaukee

Aspirant Peers: U. New Hampshire, U. Rhode Island





*Learning with Purpose*

