Framework for Excellence
Vision, Mission, Goals
University of Massachusetts Amherst

Vision:
UMass Amherst is among the very best public research universities in the country. Our campus matches the excellence of the public universities that are members of the prestigious Association of American Universities (AAU). We are the Commonwealth’s flagship campus and the citizens of Massachusetts regard us as their flagship institution.

Mission:
As the flagship campus of the University of Massachusetts and the only public institution in Massachusetts with a Carnegie designation for very high research activity, we provide high quality undergraduate education, outstanding graduate education, and internationally recognized research. Moreover, as the state’s land-grant campus, we provide programs around the state for the benefit of the citizenry and maintain dynamic connections to communities across the state with special responsibilities for Western Massachusetts, and for Springfield, the largest city in the region. As the Commonwealth’s flagship campus, UMass Amherst interacts with public institutions throughout the state, and especially with community colleges that serve as feeder schools for transfer students wishing to complete their four-year undergraduate education on the Amherst campus. We also seek and foster initiatives with other national research institutions across the state and the nation. As a recognized leader in online education, the campus extends its reach to learners around the nation and the globe.

Core Values: We are guided by these principles in carrying out our mission.

• **Access.** Providing undergraduate education for all qualified students, regardless of their financial circumstances, in a broad range of areas found in a leading public Research I university, as well as in graduate programs leading to doctorial or other appropriate terminal degrees. We pay special attention to meeting the needs of students from varied social, cultural, and ethnic backgrounds.

• **Diversity & inclusion.** Promoting the multicultural awareness and support and appreciation of, and respect for diversity essential to, a pluralistic, transnational society.

• **Economic development and global competitiveness.** Supporting the economic development of the Commonwealth by providing assistance to small business and industry; encouraging technology transfer; undertaking research in areas of economic importance; and providing the language instruction and other tools necessary for participation in the global economy.

• **Excellence.** Maintaining a range of academic offerings and outputs comparable in quality to those offered at public AAU universities.
• **Innovation.** Creating new knowledge with a broad program of distinctive research; disseminating this knowledge through publications, public presentations and professional conferences.

• **Public service.** Providing public service appropriate for a land-grant university; serving agriculture; and offering assistance to regional cities and towns.

• **Quality of Life.** Developing the human and cultural quality of life for the region through a comprehensive arts program; assisting public social agencies to provide improved services to the citizens of the Commonwealth.

• **Student Success.** Providing comprehensive and innovative support programs and services that assist our students’ academic and personal success; facilitating student engagement and identity with the campus community.

**Strategic Goals:**

**Goal 1: Faculty Development**

Our overall number of tenure-track faculty members is comparable to first-tier public research universities and the faculty is appropriately compensated.

**Objectives**
1. Increase the size of the faculty to 1200 by 2020
2. Increase faculty compensation at all ranks to the average of our national peer universities, and eventually to the average of similar universities in the Northeast
3. Develop competitive and innovative approaches for assigning new faculty lines
4. Generate funds for new hires
5. Generate more administrative support for faculty seeking and winning research grants

**Goal 2: Research and Creative Activity**

We are realizing significant increases in research productivity with the necessary facilities to support research and an administrative infrastructure that assists the faculty in translating their ideas into funded grants and contracts.

**Objectives**
1. Double federal research awards/expenditures from $80 million currently
   - Hire more research faculty
   - Target replacement hires in part based on funding opportunities
   - Increase research activity among existing faculty
   - Identify and expand opportunities in industry
   - Expand international research funding opportunities
   - Keep in mind that facility issues will guide where to invest first
2. Increase by 50% post-doctoral appointments (up from 160 currently)

Goal 3: Graduate Education

We excel in graduate education with nationally prominent graduate programs possessing robust graduate population and degree completion numbers.

Objectives
1. Increase doctorates awarded to 375 degrees/year (30% increase from 2007-2008)
2. Redistribute funds for graduate assistantships to most productive programs
3. Raise funds for adding to number and amount of assistantships
4. Increase teaching stipends and significant fellowship support
5. Preserve teaching assistant positions during budget cuts
6. Eliminate roadblocks that increase time to degree
7. Increase the number of international graduate students

Goal 4: Undergraduate Education

We provide a transformative undergraduate education that leverages our large size and diversity of academic choices with our ability to deliver more intimate academic experiences.

Objectives
1. Improve and coordinate First Year Experience programming/offerings
2. Expand undergraduate research opportunities
3. Make General Education offerings vibrant and relevant
4. Attend to the needs of sophomore students

Goal 5: Residential and Campus Life

We provide a diverse and inclusive total learning environment for all our students through holistic student development, effective collaboration between academic affairs and student affairs, and fostering living-and-learning communities in our residence halls.

Objectives
1. Strengthen academic-student affairs connections in all programming
2. Offer small enrollment academic courses in residence halls
3. Increase and upgrade classrooms in residence halls
4. Expand living-learning communities
5. Integrate services for ALANA students and multicultural advancement
6. Offer a robust recreational program that will attract students
7. Coordinate all club sports, organized recreational activities, and intramurals to better support evolving student interests
8. Support varsity athletics as an integral part of the University experience for participants and spectators
9. Remain committed to a nationally competitive NCAA Division I program
Goal 6: Diversity

The campus community is welcoming and safe, and continues to attract the very best minority students, faculty and staff, whose memberships represent various political and religious beliefs and heritages, sexual orientations, gender identities, age brackets and veteran status.

**Objectives**
1. Expand efforts to recruit students from communities with known diversity
2. Establish feeder programs in targeted areas, especially in Springfield
3. Restore some of the TRIO programs to the campus and other grant-funded programs that serve underrepresented student populations
4. Increase enrollment of international students
5. Ensure diversity representation in all search committees
6. Establish a campus climate in which everyone feels safe and accepted and can thrive in this diverse community

Goal 7: Facilities and Physical Plant

We capitalize on opportunities to provide adequate facilities for faculty and students, while addressing new construction needs and deferred maintenance issues on the campus.

**Objectives**
1. Develop campus master plan
2. Devote campus funds to “jump start” building projects
3. Complete a comprehensive science complex
4. Construct adequate classroom, auditoria, and faculty office space
5. Renovate space vacated by units moving to new buildings
6. Make certain that student facilities for athletics, housing, recreational activities, student activities and campus life are appropriate for the size of the student population
7. Provide appropriate and commensurate library and other information resources, and technology (e.g., in the teaching laboratories, information technology, instructional technology, etc.)

Goal 8: State Support

As the Commonwealth’s flagship public research institution, we have significant support among our core constituents and able to convert that support into active advocacy on Beacon Hill.

**Objectives**
1. Improve UMass Amherst’s position with the legislative and executive branches of the Commonwealth
2. Revitalize UMass Advocate Network
3. Develop program to support student/faculty/staff advocacy
4. Create a comprehensive government relations plan
5. Develop specific plans to engage the parents of current students in the advocacy process

Goal 9: Enrollment and Demographics

We honor our commitment to maintaining access to a quality education for the qualified students of the Commonwealth while increasing out-of-state undergraduate enrollment.

Objectives
1. Increase undergraduate enrollment to 22,500 by 2020
2. Increase the number and diversity of community college transfers
3. Maintain current number of in-state students at 16,000
4. Increase undergraduate international students
5. Grow the number of out-of-state students to 6,500
6. Create media campaign touting our strengths
7. Improve retention of all undergraduate students
8. Integrate our student life activities with academic programs to improve the quality of the undergraduate educational experience
9. Use some of the new revenue from increased out-of-state students to finance new faculty hires
10. Plan recruitment towards undersubscribed majors
11. Increase the teaching capacity of high-demand programs

Goal 10: Development

We have a robust and efficient fund raising operation/system in place to provide the essential financial resources for enhancing the campus operations.

Objectives
1. Restructure the fundraising staff and processes
2. Initiate a capital campaign
3. Invest in the development operation to ensure improved fundraising scope and efficiency
4. Improve partnership among Development, University Relations, Government Relations, Research, Academic Affairs, and Student Affairs to take advantage of opportunities for fundraising in conjunction with these divisions
5. Double the annual fund from a 2009-2010 baseline
6. Double in ten years the university’s endowment from a 2009-2010 baseline

Goal 11: Outreach

As the Commonwealth’s land-grant university, we employ our resources to address statewide needs and deliver lifelong education to a broad range of learners, industries,
and organizations; we pursue collaborative reciprocal partnerships between the university and external constituencies.

**Objectives**

1. Establish a physical presence in Springfield
2. Expand community and distance learning programs
3. Expand on-campus summer school offerings/enrollment
4. Expand the number of groups meeting on our campus during summer
5. Increase and enhance our partnerships with the region’s community colleges

**Goal 12: Communications and University Relations**

The communications and marketing messages from the campus are clear, consistent, and consonant with our overall mission and strategic plan.

**Objectives**

1. Develop a comprehensive strategy for communicating with all constituents, including alumni
2. Complete a revised web presence
3. Team with Development to focus Foundation Board efforts in Boston, New York City and Washington DC
4. Roll out new messages and brand materials